
A.T3.5. STAKEHOLDER ALIGNMENT

D.T3.5.2 Work paper on stakeholder alignment

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PROJECT PARTNER: PP7

COUNTRY AND REGION: GERMANY, THURINGIA

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1. Background information and plans

a. Starting situation in Germany

The situation in Germany - especially in Thuringia and wider Central Germany - was rather different than in other countries and regions part of the project. Due to the strong ties and focus on the history of Martin Luther and therefore of the Reformation, Thuringia showed a strong foundation for the ECRR project. This was particularly supported by the 500th anniversary of the nailing of the 95 theses, which took place in 2017. Not only was a significant monetary support visible across Thuringia and Central Germany prior to and during the year 2017; furthermore, tourist operators and agencies shifted significantly to focus more on Reformation and its historical events in the area. Therefore, stakeholders were already well informed about the German history of the Reformation.

b. Challenges

The challenge lies in the same situation described above. Due to the already extensive knowledge of the Reformation and the well-equipped museums in virtually all of Thuringia, it was difficult to convince stakeholders that there was the need for 'yet another route' related to the Reformation. Furthermore, in context of the 2017 anniversary, many stakeholders had seen numerous initiatives being drawn up, implemented, and then neglected. Thus, there was a somewhat natural hesitation to the project and whether the support of it would turn out to be beneficial to the local initiatives such as museums.

2. Stakeholder engagement in the frame of ECRR

a. Objectives

The objectives were, thus, to showcase and demonstrate and the tremendous value of ECRR and eventually the route Routes of Reformation. We aimed at highlighting the European dimension of the project and the route. Furthermore, we strived to unite the numerous stakeholders, that are all involved in individual projects but are connected through a vast network, behind the idea of the project and the route.

b. Means and methods

The main engagement instruments are:

- **personal contacts:** The PP7 project team kept regular personal contacts with different stakeholders such as public administration at municipal, regional and national level, tourism businesses, etc.
- **regular regional workshops:** such as the stakeholder workshops taking place in September and October 2017 and finally the workshop taking place in April 2019
- **local stakeholder trainings:** three local stakeholder trainings were held in March 2018, May 2018, and February 2019
- **bilateral communication:** PP7 informed stakeholders regularly through email and phone conversations
- **outreach outside of Thuringia:** PP7 aimed at involving the region of Brandenburg as well

c. Identified stakeholders in the region

The stakeholders were identified through

- personal knowledge
- local knowledge, especially by the local parishes
- systematic research; e.g. tourism associations, tourism authorities in the municipalities, etc.

The identification and categorization of stakeholders in the region has been carried out through the elaboration of a mapping exercise and filling of a matrix

Stakeholder Analysis can be found in the Annex.



3. Main outcomes

a. General feedback

Stakeholders predominantly valued the:

- *Important valuation of the protestant history*
- *Important impetus for the development of the regional tourism*
- *Appreciation of the European dimension of the Reformation*

b. Formal outcomes

- numerous stakeholders became members of the association
- two stakeholders engaged as Trainers as part of the Train-The-Trainer program
- stakeholders engage in sustainably supporting the route by for example inviting new members

c. Main challenges and difficulties arisen

- over-saturation of the topic of Reformation due the strong connection in the region and the 2017 anniversary
- neglecting of previous projects that were not successful

d. Main lessons learned and practical recommendations

- start with your stakeholder involvement as early as possible
- better to have regular personal contacts and small workshops than large meetings
- find key-persons within every region
- network the persons on the same eye-level, e.g. majors with majors, etc. from different regions
- stakeholder alignment is an individual process per region, role-models are hardly possible
- Different stakeholders fulfill different functions