FINAL REPORT ON PILOT ACTION IMPLEMENTATION

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1. INTRODUCTION

Ri:USE project is a joint cooperation between Alliance of Associations Molekula and City of Rijeka. Its located on two sites : RiHub (saloon space for the presentation of Ri:USE project work and space for educational and promotion of representative practices in the field of ecology and recycling/upcycling), Delta 5 (workspace – equipped with carpentry tools and machines for low scale recycling plastics). The main activity of the project is developing new practices, production of new products (gained from recycled materials) and education in the field of ecology and recycling/upcycling practices. Also, one of the goals is to make this project upscale in a way that it develops in a regional platform for previously mentioned activities and a space for interdisciplinary research – especially in interconnecting technology, arts, crafts to serve the local community.

2. RESULTS ACHIEVED

Result indicator	Measurement unit	Final target (set in PIP)	Progress achieved	Explanations
Number of jobs created (FTE) based on project achievements	FTE	2	1	Molekula employed 1 person full time.
Number of trained persons	Persons	10	10	
Amount of funds leveraged based on project achievements	Euros	100.000 EUR	1,5 mil EUR	The whole complex got revitalised, reuse is a (smaller) part now
Number of new (micro/small) enterprises (at the pilot location or elsewhere, set up because of the 1-year-long programme)	Enterprises	1	1	There is a new entrepreneurship that occasionally uses reuse space for its activities.

During the whole duration of the project we have continuously gained knowledge and developed our skills in the field of various crafts (such as carpentry and the field of recycling plastic materials). Furthermore, stronger community engagement has been one of our activities, which is also connected with development of business networks.

We have noticed that in general there is more interest when we talk about environmental issues and recycling/upcycling practices. We can not asses in which extent our project has impacted this new trend in the local context, but are definitely certain that with other organisations and individuals we have contributed to the visibility of previously mentioned topics and issues.

3. CRITICALITIES AND RECOMMENDATIONS

a) Vision/purpose of the pilot project

The positive aspects encountered during this project are definitely the creation of networks between different organisations and individuals. Since our main activity as an organisation is normally connected with arts and servicing cultural activities, this project has broadend our connections and our field of work and pushed us in the interdisciplinary approach of conducting business.

As for the negative experiences, we learned that things often don't go as planned. We had technical problems on the way, such as: two of the four machines that we made for recycling plastic waste have broken down in the first two months of functioning, the saloon space has been until now flooded twice by fecal water, the compressor machine broke down after few days of usage… Fortunately, all the problems have been solved or are in the process of being taken care of. But this kind of problems that occurred slowed down the implementation of planned activities of the project.

Persistence and networking seem to us the key to develop a project that will continue in the long-term. We find very important exchanging experiences with people that do similar activities to our ones.

b) Objectives (goals) of the pilot project?

As mentioned above, the development of the project had it ups and downs. That means all the planned things and activities were interrupted, for reasons we couldn't expect. The objectives and goals for that reason are postponed but until the end of the Forget Heritage project will be met.

Having plans and objectives realistically set up on the start of the project is ok, but also try to predict in a bit of a pessimistic way the development of the project, so you can be prepared for most of the unexpected situations that can happen along the way.

c) Stakeholders

During the project (as previously mentioned), the networking is one of the successful activities that were developed. When we talk about formal connections that were developed, we can mention the cooperation with : K.D. Čistoća (communal waste company), ROUM (organisation which works with Roma minorities), HKD Sušak (Croatian culture house Sušak), Građevinska škola (Construction high school). Also, a lot of informal meetings and plans are being developed that will be visible in the following months of the project.

No specific recommendation in this field.

d) Services/products/activities

The development of the activities and services has been delayed for a short term period. Service of building furniture/elements from wood waste is the only activity that has not been delayed. As for recycling of plastic waste, the delay was caused by technical difficulties of the machines (2 out of 4 machines broke down) and the educational part of the project was postponed for autumn, because late spring is not a good time to organise activities in high schools due to the end of the school year and exams that are normally taking place.

In our case we had good experiences working with people from different sectors. The interdisciplinary approach has helped us to have a clearer vision of the whole project and services / goods we can offer back to the society and implement them in the further development of our project.

Our visitors and users of the project are currently mostly professionals that use our spaces and tools for development of our, theirs or joint projects. Also, we had activities that were focused more on the community, educating them about different recycling practices, presenting them our work and talking about how our services and expertise can help further development of local spaces in a more sustainable and ecological manner.

e) Resources

When we talk about resources, we didn't have any bad experiences except the previously mentioned sewage problems in one of the spaces and the malfunction of the two machines for recycling plastic.

Prepare that things you have planned do not always go smoothly.

f) Financial plan

As said in the previous report, there was no problem of the implementation of the financial plan. The basic structure was set at the start and there are just few little changes away from the original financial plan that was set in the beginning.

We don't have major recommendations for other pilots regarding the financial plan, as the basic structure of it is something that already has a predefined structure and a way to work with it.

g) Project implementation

In terms of planned activities at the start of the project, the only the only thing that changed is the time frame in which the activities will be implemented. Most of the activities that were planned to go through the whole year at the end will be implemented in the last six months of the project.

The main reasons for delayed project implementation where technical and logistic in nature. The preparation of work spaces and technical delays with the machines we build (in terms that we needed more time to build them and in the process of working with them they broke down and repaired).

Project output indicators	Measurement unit	Final target (set in PIP)	Progress achieved	Explanations
Number of visitors	Number	500	300	Repairing old furniture, access to the tools and working space for citizens who are willing to participate in the project, education, developing a platform where other actors in the recycle *scene* can show their products
Number of workshops conducted	Number	6	2	Environmental issues workshops (theoretical) education on how to work

				with machines for recycling plastic waste, conceptualizing the design of furniture, material research workshops, work safety workshops
Number of public events	Number	1	0	The opening of the saloon space to the public
Increased capacities of the target group	Percentage, Likert scale 1-5, …	n/a	n/a	n/a
Number of different target groups reached by different communication channels	Number	/	1	The number of targeted groups will vary. In generally speaking we will try to reach as many of groups as we can. From elementary, high school and academia students. Professionals, regular citizens

4. MANAGEMENT MANUAL TOOLS

Chapter in the Management Manual	Tools - Deliverables	Used	Comment
Goals	"Goals Workshop" Template	Preparation	
	"Goals - Added Value" Table	Preparation	
Stakeholders	Stakeholder Map	Preparation	
	Stakeholder Table	Preparation	
Activities, content, offers	"Activities Workshop" Template	Preparation	
	Activities-Processes-Blueprint	Preparation / Implementation	
	Typical Site Usage	Preparation	
	"Activities Evaluation" Table	Preparation	
Infrastructure and processes	Outcomes of filled out "Activities-Processes-Blueprint"	Implementation	
	Prototype Schedule	Implementation	
	Fields of Activities	Implementation	
	Process Planning	Implementation	
	Responsibilities Facility Management	Implementation	
	Management Tasks	Implementation	
Business concept	Business Model Canvas	Preparation	

	Basic Financial Plan	Preparation / Implementation	
Implementation planning	Project Timeline	Preparation / Implementation	
Project Based Implementation	Best practices of heritage valorization projects	Preparation	

5. PUBLIC-PRIVATE COOPERATION

The feedback of users of the Ri:USE centre has still not been gathered and documented.

Private partner view:

All the experiences we had with the people who work with us directly on the project and are employed by the City of Rijeka are positive and everything went smoothly. As for the delays and inefficiency in general terms, when you talk about the public sector the problems are structural in nature and in my opinion are a general problem in efficiency of city governance through out Croatia.

Public partner view:

As far as the public/private cooperation is concerne, from the public partner's point of view: this kind of collaboration can be difficult at times, since the NGO secto doesn't fully understand the concept of having to gain money at their own, instead of applying to various funds. A positive aspect is that the private sector contributes in terms of creativity to EU projects.

Private partner view:

More joint projects in the future as both of the sectors can learn from each other and make their community a better and nicer place for their citizens.

Public partner view:

Our instant answer would be to try to see each other and talk often about the visions of the project. It is very important to establish a fluent communication between the involved parts, so their objectives don't start to differ along the way.

6. FH MANAGEMENT MODEL AND PILOT'S SPECIFIC FOCUS

Do you consider the FH management model to be adequate (in general, not only for your specific focus/context)?

	YES	NO	Partially
Private partner view:	☐	☐	☒
Public partner view:	☐	☐	☒

Is the FH management model appropriate for your pilot's focus?

	YES	NO	Partially
Private partner view:	☐	☐	☒
Public partner view:	☐	☐	☒

7. EXTERNAL ENVIRONMENT

Lack of consistent strategical development -strategies change every 5 years. Long-term planning needed.

It all should start with the local/national legislation. That is the key to improving the external opinion about the topics of the project. Furthermore, when the public starts acknowledging the importance of pilot thematic, it will automatically get more involved.

8. POLICY RECOMMENDATIONS

PRIVATE PARTNER VIEW	Not very relevant	Relevant	Very relevant
Information provision: better information available to enable insight into measures and regime of protection and use and insight into the legal status and ownership of CH buildings.	☐	☒	☐
Communication: awareness raising of public and private partners, citizens, general public	☐	☐	☒
Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government	☐	☐	☒
Financial sources: available financial funds and public investment strategy for the rehabilitation of cultural heritage	☐	☐	☒
Capacity building: increasing the capacity of local and regional authorities in the management of their heritage resources	☐	☒	☐
Participatory approach: empowering communities and citizens as the main actors in carrying out their heritage-led development processes	☐	☐	☒

	Not very relevant	Relevant	Very relevant
Public-private cooperation: use of the Forget Heritage project approach in other projects	☐	☒	☐
Networking: events, platform, national and transnational cooperation	☐	☒	☐
PUBLIC PARTNER VIEW	Not very relevant	Relevant	Very relevant
Information provision: better information available to enable insight into measures and regime of protection and use and insight into the legal status and ownership of CH buildings.	☐	☐	☒
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Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government	☐	☒	☐
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Public-private cooperation: use of the Forget Heritage project approach in other projects	☐	☒	☐
Networking: events, platform, national and transnational cooperation	☐	☐	☒

9. OTHER COMMENTS OR RECOMMENDATIONS REGARDING THE PREPARATION OR IMPLEMENTATION OF YOUR PILOT PROJECT

Both pilot manager and the Project administration agrees that the cooperation was successful due the open and flexible methods and understanding. Revitalisation of cultural heritage with creative/cultural industries is a great idea however the methods are still to be distilled. The creative industry lacks entrepreneurial skillset. And our firm recommendation is to build financial skillset of such cadre (CCI) as it is paramount to sustainability of such start ups.