

## FINAL REPORT ON PILOT ACTION

### PILOT 8: INNOVATION IN NORTH PRAGA DISTRICT

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D.T3.2.12

*PP10, City of Warsaw, 2019*

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## 1. INTRODUCTION

Our pilot is taking place in North Praga district of Warsaw. One of our main goal is to implement innovative methods in working with local community and involve them in the process of changing their neighbourhood.

Despite our focus on the neighbourhood, we are also very committed to inviting people from other parts of the City of Warsaw and local craftsmen. We want to create safe space for these two groups to interact and get to know each other.

Our site is historical yard with strong cultural influence in the past and it is a very difficult one, because of the physical condition of the building. The neighbourhood is very neglected, and it takes a lot of effort and time to make it usable.

## 2. RESULTS ACHIEVED

| RESULT indicator                                | Measurement unit |           | Delivery Date (10/2019) | Explanations  |
|---|------------------|-----------|-------------------------|---|
| Number of workshops/ meeting participants       | Persons          | Circa 300 | 2019                    | List of attendance  |
| Number of job created                           | Person           | 1         | 2019-2021               | One person employed for the managing of pilot activities  |
| Number of documents prepared by Fundacja Zmiana | Documents        | 2         | 2019                    | The pilot is requested to prepare two major documents ( October 2019:<br>1. The Centre of Creativity Nowa Praga action plan till the end of 2021;<br>2. The Centre of Creativity Nowa Praga space brand and communication strategy with plan action till the end of 2021; |

| Result indicator                              | Measurement unit | Final target (set in PIP) | Progress achieved | Explanations (please shortly explain your progress) |
|---|------------------|---------------------------|-------------------|---|
| Number of jobs created (FTE) based on project | FTE              | 1                         | 1                 | this target is reached according to agreement       |



|   |           |    |    |  |
|---|-----------|----|----|--|
| achievements                                    |           |    |    |  |
| Number of trained persons                       | Persons   | 90 | 50 | our pilot project is running until October 2019  |
| External experts                                | Persons   | 10 | 10 | this number can change in the process, because our project is dynamic and we expect people joining us in the course of pilot actions   |
| Number of documents prepared by Fundacja Zmiana | Documents |    |    | The pilot is requested to prepare two major documents:<br><br>1. The Centre of Creativity Nowa Praga action plan till the end of 2021;<br><br>2. The Centre of Creativity Nowa Praga space brand and communication strategy with plan action till the end of 2021; |

We can already see some results of our project. Local community already got involved in our activities, we managed to establish relationship with neighbours and local NGO's as well as with professionals from all over the city. Also, we can see, that such services and activities, in time, can be self-financing.

As our project is still running due to difficulties with preparing the site of our PP and getting needed equipment, many of our activities hasn't happened yet. That is why we cannot give final observations in that matter.

As one of our main focuses, as an organisation, is to get people acquainted with revitalisation program and make it accessible for anyone. Before we started our pilot local community was very anxious about the future of the site (in regards of the new investment Centre for Creativity Nowa Praga). Our presence, and a fact that there is a place dedicated to the future endeavour made them feel at ease. Our goal is to be as stable as possible and always be there for anyone



with questions, so we expect good results when it comes to helping people understand what's going on site and neighbourhood.

### 3. CRITICALITIES AND RECOMMENDATIONS

#### a) Vision/purpose of the pilot project

Our vision was accurate, and worked, because it was built on our recognition and working knowledge of our surroundings. From the very beginning, we expressed the concern about the duration of the whole pilot. It wouldn't matter if our project started on time or not, it is also not a problem of our premises. The big issue is time. Our vision is based on time and stability. The timeline of the project (9 months) allows us to only initiate the process, but we are not even able to verify it. This stability is crucial, especially because our premises are in a revitalisation area. We are surrounded by a changing neighbourhood, this causes anxiety among citizens - nothing is for sure, everything changes, all the time. People are scared of change. The premises for future investment are the case of unfulfilled promises made by city council. The previous buildings were inhabited by artists, when they all burnt down, city council officials promised help, that never came. It comes as no surprise, that people running their businesses in the same area don't trust and don't want any help or engagement. They just want to be left alone and in peace and are focused mainly on surviving in ever-changing conditions and neighbourhood.

Another issue is the anxiety of local NGOs. They are uncertain about the future concerning the investment. They are ready to make some changes, to be able to be a part of the future Centre for Creativity.

Another problem that we also saw is the multiplicity of revitalisation projects, which causes fragmentation of attention of stakeholders. The cultural/ social/ e.g. offer in the neighbourhood is so rich that people don't know what to do, where to go, what is what. There are too many NGOs, too many activities, it is really hard to work together, and people are tired.

What is a positive, we managed to direct our offer to the people outside of the Praga district. It was very important for us, to work with people from all around the city.

A recommendation for the implementation of other pilot actions: Check proposed premises and legal matters before planning any activities, so your plan could be realistic according to conditions you are about to work with.

#### b) Objectives (goals) of the pilot project?



Setting objectives of our pilot project was easy for us, because we know the neighbourhood quite well, we know the needs of local community and also we have strong relation with the city council. Knowing these three aspects makes it quite easy to set goals and objectives. We are also prepared to fail in some cases, but it is ok, because the matter we are working with changes a lot, so we have to be flexible.

Because our perspective is micro and macro at the same time we don't have any disappointments. Our approach is innovative because we can change our methodology depending on the surrounding socio - cultural conditions. In this case it was easy, because we know the environment very well.

Recommendation to other pilot actions: Get to know your stakeholders and be prepared to change your plan, because this is a process. Don't think of things that didn't work out as failures, but as part of this process.

### c) Stakeholders

Main problem with stakeholders of our pilot actions are youngsters occupying the yard. We found out that everybody on our site are afraid of them, they break into the shops and establishments in the area. It's a result of lack of cooperation between local social NGO's. Problematic is also the fact that people still don't understand what revitalisation is all about so we have to be very patient when explaining and dealing with anger.

Revitalisation project as a whole is getting people out of the bottom, giving the central heating for example. The problem is that at the same time, cultural offer is built for people with cultural capital. This causes exclusion.

Recommendation to other pilot actions : Be prepared to meet unexpected difficulties and be patient.

### d) Services/products/activities

Some of our activities turned out to be such a success that we needed to repeat them. As the project provides a limited amount of hours, we organised extra paid workshops. On the other hand some workshops that we expected to be popular, weren't so popular after all.

Recommendation to other pilot actions : Remember that the pilot program assumes that there will be some failures, so don't be afraid of them. Treat them as a process of learning rather than failure itself.

Regarding our users/visitors : our visitors vary, depending on the topic of workshop. They are specified in the target group members.



**e) Resources**

Our main problem was (and still is, in fact) infrastructure. The problem with our PP is that the premises of future investment are so degraded that became unusable. At the same time the project itself expect from us that we will conduct our activities at exactly the same address as future endeavour. This causes great problem with accessibility of electricity, condition of our space, safety, time and money, because at the same we were not provided with any funds for making the premises usable. This causes delays and frustration. We also had a problem with equipment, it took much longer to get it then expected because of some legal issues.

Recommendation to other pilot actions : Always take into consideration delays because of the legal and technical issues

**f) Financial plan**

Because of the reasons given above, our financial plan was changing in the course of the project. Also, we needed to find funding from our own resources to conduct massive renovation.

**g) Project implementation**

Our project implementation time plan was changing in the course of the project because of all the reasons given above, but luckily our city council was very helpful and understanding

We had some delays because of the condition of our premises (lack of electricity, massive renovation works) and also because of delays in handing us the equipment over.

| Project output indicators | Measurement unit | Final target (October 2019/9 months of running) | Progress achieved (August 2019) | Explanations   |
|---------------------------|------------------|---|---------------------------------|--|
| Number of visitors        | Number           | 300   | 180                             | As our pilot is still running (till the end of October 2019), the number of expected visitors hasn't been reached yet. |
| Number of                 | number           | 5   | 10                              | As we are very active, we  |



|   |                   |           |            |   |
|---|-------------------|-----------|------------|---|
| partnerships  |                   |           |            | managed to establish more partnerships than expected                    |
| Number of workshop/ meeting participants                                  | Persons           | Circa 300 | 180        |   |
| Number of workshops conducted   | Number            | 70        | 30         | As our pilot is still running we didn't conducted all the workshops yet |
| Number of public events   | Number            | 2         | 2          |   |
| Increased capacities of the target group                                  | Percentage        | 100%      | 100,00%    |   |
| Survey results - evaluation of the questionnaires                         | Number of surveys | 20        | 0          | We haven't conducted any surveys yet, we plan to do it next month       |
| Recognition of the pilot project "Innovation in the North Praga District" | number            | 1000      | Circa 1000 |   |

#### 4. MANAGEMENT MANUAL TOOLS

| Chapter in the Management Manual | Tools - Deliverables           | Used/not used | Comment   |
|----------------------------------|--------------------------------|---------------|---|
| Goals                            | "Goals Workshop" Template      | not used      |   |
|                                  | "Goals - Added Value" Table    | used          | We used parts of the table. We searched for any possible problems that stakeholders have and proposed some solutions. |
| Stakeholders                     | Stakeholder Map                | used          | We used similar method. Not exactly as suggested  |
|                                  | Stakeholder Table              | used          | We always use this kind of tool when planning any activities  |
| Activities, content, offers      | "Activities Workshop" Template | not used      |   |
|                                  | Activities-Processes-Blueprint | not used      |   |



|                              |   |          |  |
|------------------------------|---|----------|--|
|                              | Typical Site Usage                                      | used     |  |
|                              | “Activities Evaluation” Table                           | not used |  |
| Infrastructure and processes | Outcomes of filled out “Activities-Processes-Blueprint” | not used |  |
|                              | Prototype Schedule                                      | not used |  |
|                              | Fields of Activities                                    | not used |  |
|                              | Process Planning  | not used |  |
|                              | Responsibilities Facility Management                    | not used |  |
|                              | Management Tasks  | not used |  |
| Business concept             | Business Model Canvas                                   | not used |  |
|                              | Basic Financial Plan                                    | used     |  |
| Implementation planning      | Project Timeline  | not used |  |
| Project Based Implementation | Best practices of heritage valorization projects        | not used |  |

## 5. CITIZENS/STAKEHOLDERS CONTRIBUTIONS

In the course of the project we gather lots of feedback in an informal way and we take some of it into consideration.

## 6. PUBLIC-PRIVATE COOPERATION

Private partner view:

Our cooperation with city council is very good. Approach used in this case is appropriate. We can always count on city council representatives when it comes to solving problems and at the same time we have enough independence to implement project the way we think is best.

Public partner view:

We have very positive experience in cooperation with our pilot manager. The Zmiana Foundation is very understanding due to our internal administrative and technical challenges. Also there is fully understand of the goals of FH project and city plans concerning future Centre of Creativity Nowa Praga. We’re also glad that pilot manager has a very big experience in social and culture projects in the neighbourhood.

Private partner view:

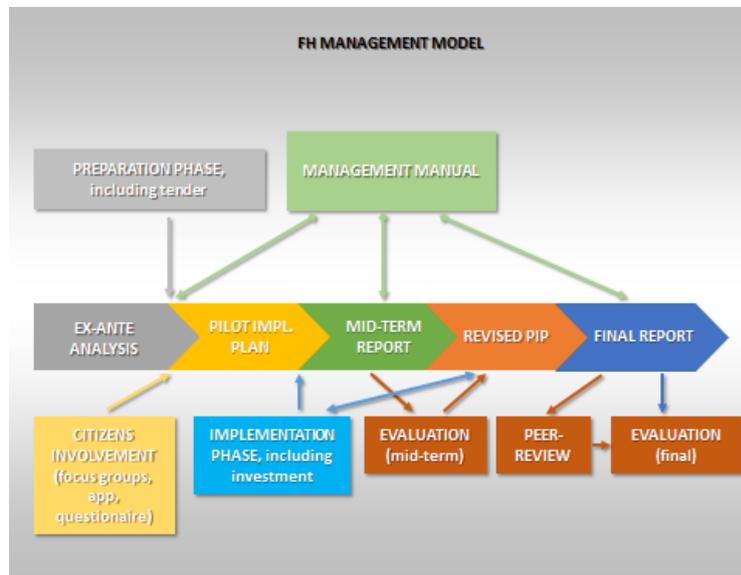


Its good to establish good relationship between private and public partner and make some ground rules when it comes to solving problems and dealing with crisis.

Public partner view:

To implement this kind of the project we have to be open and flexible to new challenges. It concerns the both sides. Also the permanent communication between partners is crucial. It helps to solve the problems as soon as possible.

## 7. 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: |     |    | x         |
| Public partner view:  | x   |    |           |

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

|                       | YES | NO | Partially |
|-----------------------|-----|----|-----------|
| Private partner view: |     |    | x         |
| Public partner view:  | x   |    |           |

## 8. EXTERNAL ENVIRONMENT



Our external environment when it comes to this project is favourable when it comes to city council's approach. City officials are very helpful and open minded which is crucial for the success of the project.

We would recommend other cities to establish a good relationship with city officials and seek for open minded people inside local government to be you allies.

## 9. 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. |                   |          | x             |
| Communication: awareness raising of public and private partners, citizens, general public   |                   | x        |               |
| Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government                       |                   |          | x             |
| Financial sources: available financial funds and public investment strategy for the rehabilitation of cultural heritage   |                   |          | x             |
| Capacity building: increasing the capacity of local and regional authorities in the management of their heritage resources  |                   |          | x             |
| Participatory approach: empowering communities and citizens as the main actors in carrying out their heritage-led development processes   | x                 |          |               |
| Public-private cooperation: use of the Forget Heritage project approach in other projects   |                   | x        |               |
| Networking: events, platform, national and transnational cooperation  |                   |          | x             |
| 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. |                   | x        |               |
| Communication: awareness raising of public and private partners, citizens, general public   |                   | x        |               |
| Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government                       |                   |          | x             |
| Financial sources: available financial funds and public investment strategy for the rehabilitation of cultural heritage   |                   |          | x             |



|   |  |   |   |
|---|--|---|---|
| Capacity building: increasing the capacity of local and regional authorities in the management of their heritage resources              |  |   | x |
| Participatory approach: empowering communities and citizens as the main actors in carrying out their heritage-led development processes |  | x |   |
| Public-private cooperation: use of the Forget Heritage project approach in other projects   |  | x |   |
| Networking: events, platform, national and transnational cooperation  |  |   | x |

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

Lack of networking meeting between other cities, like a platform for exchanging messages and informations. Reporting and reviewing is not enough for us. It would be good to have more constant opportunity to exchange experiences.