

Strategic Plan

IEF 2017 – 2021



Contents

INTRODUCTION.....	4
CIRCUMSTANCES AND PRINCIPLES.....	4
VISION	6
MISSION.....	6
VALUES	6
ORGANISATIONAL PRIORITIES, GOALS AND STEPS.....	6
Priority INDEPENDENT SCIENTIFIC WORK IN ACCORDANCE WITH HIGH PROFESSIONAL CRITERIA OF EXCELLENCE	6
Priority DEVELOPMENT OF DIFFERENT MODALITIES OF TEACHING AND COOPERATION IN THE RELEVANT AREAS OF SCIENTIFIC DISCIPLINES OF IEF	8
Priority INTERNATIONAL COOPERATION AND EXCHANGE	9
Priority GOOD WORK AND ORGANISATIONAL CLIMATE WITH ADEQUATE COMMUNICATION AND COLLEGIAL COOPERATION	11
Priority BEING ACTIVE IN THE PUBLIC SPHERE AND ORIENTED TO THE PUBLIC INTEREST ..	12
Priority DEVELOPMENT OF INFRASTRUCTURE (MANAGEMENT, PERSONNEL, EQUIPMENT, FINANCING) AND MAINTAINING INSTITUTIONAL STABILITY AND AUTONOMY	13
Priority SECURE FUNDS FOR ONGOING DIGITISATION AND EFFECTIVE PROTECTION OF THE COLLECTED MATERIALS OF IEF.....	15
SCIENTIFIC RESEARCH PRIORITIES	16
SCIENTIFIC PROJECTS	17
SCIENTIFIC PROGRAMME: LONG-TERM RESEARCH, PROGRAMME THEMES AND GROUPS	19

PRIORITIES OF THE RESEARCH DEPARTMENT	23
THE REFERRAL CENTRE FOR THE INTANGIBLE CULTURAL HERITAGE	23
PRIORITIES OF SPECIALISED SERVICES	23
LIBRARY	23
SPECIAL COLLECTION	23
PUBLISHING	24
PEOPLE, MATERIAL ASSETS AND FINANCIAL RESOURCES	24
HUMAN POTENTIALS	24
MATERIAL ASSETS	26
FINANCIAL RESOURCES	27
STRUCTURE OF IEF BUDGET	27
INTERNAL QUALITY CONTROL	28

INTRODUCTION

CIRCUMSTANCES AND PRINCIPLES

The Strategic Plan of the Institute of Ethnology and Folklore Research (IEF) 2017 – 2021 is the result of the joint effort of all employees at a two-day expertly moderated work session in which, in addition to the still relevant direction of the activities of the Institute from the Strategic Plan 2010 – 2015, new measures were introduced, in accordance with the projected development for the following five-year period. Namely, the key circumstances to determine the priorities of our activities remained largely the same as in the previous period, and are related in the first place to some open issues, that left the necessary adaptation of research and scientific practices in academic and broader social circumstances to the responsibility and sustainability of independent public scientific institutions. A series of challenges awaits the future of research, its results and dissemination of humanistic knowledge, including not only thorough questioning of research identity and social roles, but also development of optimal modi for its preservation amid new challenges in social context and within the reduced possibility of its material reproduction.

Following this, most of the fundamental determinants of the development of our activity are long-term, and are related to:

- maintaining the status of IEF as an independent public institute with public funding as the precondition of independent scientific research;
- maintaining the same level of quality and strengthening scientific research in accordance with the criteria of scientific excellence and autonomous scientific activity;
- developing human resources through career scientific advancement, by employing doctoral and postdoctoral researchers, and optimising professional and administrative services;
- maintaining publishing at the present level and strengthening it in partnership with other publishers and with more assertive distribution;
- continuing teaching activity at all years of colleges and developing specific educational forms and applied knowledge;
- establishing new and continuing ongoing research of culture and society that is relevant for the wider community;
- strengthening all kinds of domestic and international scientific cooperations;
- participating and organizing conferences, seminars and lectures;
- popularising scientific results;
- preparing systematically and monitoring calls for competitions, registering for research projects at the national and international levels;
- developing professional services departments, particularly the Archive, where are archived the collected materials of high cultural significance, the Referral Centre for Intangible Culture and the Library of IEF with a unique specialized book fundus.

While the preceding period was marked by the lack of a national strategy for science development, the current strategic plan relies on the foundational document the *Strategy for Education, Science and Technology*, adopted at the session of the Croatian Parliament on Oct. 17, 2014, guided by the idea that “Croatia recognises education and science as its developmental priorities, which can solely provide the long-term social stability and economic progress and safeguard the cultural identity.” Additionally, this document relies on the Strategic Plan of the Ministry of Science and Education for the period 2017 – 2019, particularly the section about reform measures which will result in the “Improved system of quality assurance, management and funding of scientific organizations” (Special goal 2.4), with a special emphasis on restructuring of public scientific institutes.

In accordance with quoted circumstances and published documents, the direction of the strategic development of IEF until 2021 outlines the significance and purpose of our scientific-humanistic and social activity in the immediate social context, and persists with the values that have yielded the confirmed and internationally recognised results of long-term public activity and scientific identity of IEF, in spite of global circumstances and the uncertainty of parameters required for planning. Within the foundational requirements and needs of our founder (the Republic of Croatia), additional guidelines of development were given, aligned with the imperative of scientific excellence, good management practices and transparent financial business-practices which accompany the factors necessary to maintain the status of an independent public research institute.

In shaping priorities and specific goals, including the steps that contribute to their realisation, we relied on the analysis of the environment of IEF (SWOT), conducted at the work session on strategic planning. In this analysis we marked the strong and weak organisational forces and threats and opportunities from external surroundings. When drafting priorities, we tried to define activities that would strengthen the recognised positive aspects of the activity of IEF, i.e., incorporate those aspects of the organisational culture which would decrease negative influences on our everyday work and scientific attainments, and enable us to respond proactively to external challenges, both threats and opportunities.

On the basis of the preceding comments, we recognise the following strategic priorities:

1. INDEPENDENT SCIENTIFIC WORK IN ACCORDANCE WITH HIGH PROFESSIONAL CRITERIA OF EXCELLENCE
2. DEVELOPMENT OF DIFFERENT MODALITIES OF TEACHING AND COOPERATION IN THE SPECIFIC AREAS OF THE SCIENTIFIC DISCIPLINES OF IEF
3. INTERNATIONAL COOPERATION AND EXCHANGE
4. CONDUCIVE WORK AND ORGANISATIONAL CLIMATE WITH GOOD COMMUNICATION AND COLLEGIAL COOPERATION
5. ACTING IN THE PUBLIC SPHERE AND ORIENTATION TOWARD THE PUBLIC INTEREST
6. DEVELOPMENT OF INFRASTRUCTURE (MANAGEMENT, PERSONNEL, EQUIPMENT, FINANCES) AND MAINTENANCE OF INSTITUTIONAL STABILITY AND AUTONOMY
7. SECURING FUNDS FOR THE ONGOING DIGITISATION AND EFFICIENT PROTECTION OF THE ARCHIVED DOCUMENTS OF IEF

This document relies on following fundamental laws, strategies and internal acts of the Institute:

Act on Scientific Activity and Higher Education (Official Gazette, 123/03, 105/04, 174/04, 2/07 – Decision of the Constitutional Court of the Republic of Croatia, 46/07, 45/09 and 63/11, 94/13, 101/14 – Decision of the Constitutional Court of the Republic of Croatia)

Act on Quality Assurance in Science and Higher Education (Official Gazette, 45/09)

The Institutions Act (Official Gazette, 76/93, 29/97, 47/99, 35/08)

Strategy for Education, Science and Technology

Strategic Plan of the Ministry of Science and Education for the period 2017 – 2019

Smart Specialisation Strategy

Statute of the Institute of Ethnology and Folklore Research; Ordinance on the Work of the Institute; Action Plan 2014 – 2019 of the Institute, Strategic Plan 2010 – 2015; Annex to the Strategic Plan 2010 – 2015.

VISION

IEF is an internationally recognised centre for ethnological and folklore research of cultural phenomena and processes in social, historical and political contexts. At its disposal is a rich documentation and library fundus, linked to resources in the country and abroad.

IEF is a stimulating and desirable place for research and advancement of researchers and associates who are able to tie their scientific research work with their activity in the public sphere, in a high-quality, innovative and responsible manner.

IEF relies successfully on domestic and international sources of financing, with the aim to maintain its status as an autonomous public scientific institute, working continually in the interest of the public.

With its specialised knowledge, IEF contributes to university and other educational programmes, while developing cooperation with related institutions.

MISSION

IEF is a unique centre for ethnological, cultural-anthropological, folkloristic, ethnomusicological and similar scientific research, with emphasis on interdisciplinary and transdisciplinary critical research of culture, fully encompassing traditional, popular, everyday and other aspects and articulations.

We are geared towards empirical and theoretical insights and publishing of scientific books and articles in accordance with high standards of professional quality as the prerequisite for the transfer and application of knowledge in culture, education, civil society, economy and other spheres.

These activities are implemented on the basis of the Institute's work and scientific research projects and programmes, with the support of the specialized library and archive.

VALUES

The values the Institute cherishes rely on universal values of scientific work and basic human rights, and are the strengths which the employees themselves recognise as critical for their stimulating and successful work. These are, in the first place, intellectual freedom which implies individual responsibility, acknowledgement of differences and fully allowing all employees the right to free expression, writing, public exposition and advancement. Scientific work presumes also not only relevance and quality, but professional attitude, collegiality and responsibility towards the community.

ORGANISATIONAL PRIORITIES, GOALS AND STEPS

Priority INDEPENDENT SCIENTIFIC WORK IN ACCORDANCE WITH HIGH PROFESSIONAL CRITERIA OF EXCELLENCE

Scientific research is the basic activity of IEF, closely related to the whole of the Institute's other activities, and based on the complex subject area that requires the elaboration of disciplinary, interdisciplinary and

transdisciplinary approaches.

We consider critical evaluation and analytical understanding of culture in the broadest anthropological sense as one of the priorities of humanistic sciences in Croatia. The independence of scientific activity presumes the independence of IEF as a self-standing and publicly financed institute, which guarantees innovative research, creative and responsible formulation and dissemination of the results, guided by the principles of autonomy of scientific work and scientifically based analysis in humanistic science and scientific politics, while considering the interests of the institution and the public interest. The professional criteria of quality presume systematic internal and external evaluations of scientific research in accordance with the highest epistemological, methodological and ethical standards of the profession. The priority is harmonised with the understanding of humanistic science and humanistic institutes in the Croatian triangle of knowledge and adopts the measures for evaluation of scientists and scientific research as described in the national Strategy for Education, Science and Technology.

SPECIFIC GOALS

1. Continue and advance scientific research by promoting and affirming specific methodological-epistemological apparatus, as displayed in scientific production, teaching and critical discussion

Steps:

- keep supporting basic research in the areas of ethnology, cultural anthropology, folklore research, ethnomusicology and ethnochoreology, along with developing similar disciplines and subdisciplines, while securing funding through programmes and applying to certain research themes for national and international scientific endowments and competitions
- maintain the multidisciplinary and interdisciplinary nature of the profession by joining other interested parties and by cooperating with scientists on themes of a narrower and more specific research scope, which cannot be financed primarily through the programme
- persist with the affirmed and establish new modi of application of the research, i.e., applied research of culture and society relevant for the wider community, including the organization of lectures and expert discussions related to the application of specific knowledges and experiences
- continue with mentoring, consulting, supervisions, recensions and other expert evaluations as the main kinds of expertise in the area of research of culture and society
- keep publishing the Institute's journal and books within the Institute's library as forms of profiling, promotion and affirmation of choices of relevant themes and methodological-epistemological apparatuses in the context of contemporary humanistic and social scientific thought
- continue to participate in and organise scientific and professional conferences and further implement the proactive politics of popularising the results of the research in round table discussions and similar kinds of activities
- strengthen scientific cooperation with domestic and foreign institutions through joint projects, bilateral and multilateral
- support smaller teams of scientists in gathering to elaborate on some themes, mutually discuss, exchange and critically study literature, in so called laboratories

2. Maintain the status of a self-standing public institute with public financing as a prerequisite for independent scientific research

Steps:

- strive for the recognition of the relevance of scientific research themes in the area we cover, and strive for scientific autonomy and public financing, against the utilitarian tendencies of the market and/or political approaches to scientific research, in accordance with the guidelines of the Strategy for

Education, Science and Technology concerning the importance of presenting our domestic work in humanistic studies to secure Croatian presence and recognition in the EU, as well as because of the incessant need for the redefinition of the Croatian cultural identity

- secure financing of projects from EU funds in accordance with the scientific profile and strategy of development of IEF, high ethical standards of the humanistic work while matching the possibilities and positive practice of institutional and programmed financing of the Republic of Croatia
- stimulate strengthening of the network of the humanistic institutes and continue strategic planning of the joint activity to preserve independence as a guarantee of the excellence and innovation of scientific work
- direct a part of the scientific work to the critical questioning of the negative trends in understanding and financing of humanistic sciences, and also the disagreements in the humanistic science community

3. Maintain and stimulate the high professional criteria of quality

Steps:

- facilitate coordinated team work, foster an environment for an informed, reflexive and responsible individual, both toward the research subject and disciplinary heritage, which will expedite the scientific advancement of the associates of IEF
- systematically increase the breadth and quality of published scientific work
- continue with efforts at developing qualitative evaluation of scientific work, as an alternative to the dominant quantitative criteria which are inadequate in the humanistic field, according to the theoretical-methodological framework and affirmed criteria for the development of the Institute's disciplines
- ensure internal evaluation of scientific results by strengthening insights into scientific production and work of colleagues, with presentations and discussions within project teams, at thematic meetings of employees; rely on independent outside evaluation, particularly when it is related to IEF's publishing
- involve the maximum number of IEF's associates into the research units of the programme and in applications to projects competitions, in accordance with the scientific interest of IEF
- continue with efforts at presenting Croatian ethnological, folkloristic and related production in foreign languages and foreign publishers, while continuing with financing of translations and editing from programme sources

Priority DEVELOPMENT OF DIFFERENT MODALITIES OF TEACHING AND COOPERATION IN THE RELEVANT AREAS OF SCIENTIFIC DISCIPLINES OF IEF

The scientists of IEF are the permanent and occasional associates (heads, performers and guest lecturers) of numerous undergraduate and graduate studies in Croatia and abroad. The cooperation is based on permits for participation in university teaching issued by the director, and is at times formalised with agreements of cooperation between the institutions. IEF is deeply involved in the organisation and implementation of the graduate study of ethnology and cultural anthropology at the Faculty of Humanities and Social Sciences of the University of Zagreb, at the interdisciplinary graduate doctoral study of Croatology at the University Department of Croatian Studies of the University of Zagreb and in the organisation and implementation of ethnomusicological education at undergraduate levels at the Department of Musicology at the Academy of Music of the University of Zagreb. In addition to teaching, the

scientists of IEF are included in the university level processes as mentors and members of committees for the defence of final, undergraduate and doctoral theses at universities in the country and abroad. They are also actively involved in the teaching activities of several non-governmental organisations (the Centre for Women's Studies, the Centre for Peace Studies) or organise with them advanced seminars (seminar at the Inter-University Centre Dubrovnik in cooperation with the Centre for Women's Studies). IEF is, by organising round table discussions and meetings, giving public talks and by its published texts, involved in contemporary discussions about higher education politics.

SPECIFIC GOALS

1. Continue cooperation with higher education institutions

Steps:

- continue cooperation with universities in Croatia and abroad at all levels of higher education and in all modalities (from designing and teaching courses to guest-lecturing for others' courses, and by mentoring and participating in committees), including participation at multiple levels in public discussions on higher education politics
- maintain the internal discussion about future cooperation in the discipline, focused on the question of the relationship between scientific and educational work of the employees, and possible strategies of proactive involvement, such as further formalisation of IEF's cooperation with departments, faculties and universities, both in general and regarding the implementation of particular courses
- continue developing partnership and advancing its doctoral study of ethnology and cultural anthropology with the Department of Ethnology and Cultural Anthropology

2. Continue teaching in domestic non-governmental organisations

Steps:

- continue cooperation in educational programmes of non-governmental organisations
- establish the work group to design and implement alternative educational activity of IEF

3. Become included in programmes of international exchange oriented toward teaching activities

Steps:

- plan meetings with relevant bodies (such as the International Relations Office of the University of Zagreb and Agency for Mobility and EU Programmes) regarding the possible participation of IEF associates in international exchange programmes oriented to university teaching

Priority INTERNATIONAL COOPERATION AND EXCHANGE

IEF has been cooperating for many years with numerous domestic and foreign scientific and higher education institutions, academies, research centres and cultural institutions and strengthening the cooperation by applying for European partner projects and establishing research and academic networks of institutions, scientists and students.

The employees of IEF are members of international councils and editorial boards of international journals (*Anthropology: Journal for Socio-Cultural Anthropology*, *Ethnologia Balkanica*, *Ethnologia Europaea*, *Ethnomusicology*, *Etnografie Sonore/Sound Ethnographies*, *Forum*, *Macedonian Folklore*, *Translingual Discourse in Ethnomusicology*, *Traditiones*, *the Collection of Papers of the Institute of Ethnography SASA*), members of umbrella professional associations and occasionally of their governing bodies (AAA, AFS, EASA, ICTM, InASEA, ISFNR, SIEF and others), reviewers of articles for scientific journals and of scientific projects abroad and members of international committees for evaluation of dissertations.

In the next five-year period IEF associates will strengthen and enhance existing forms of international exchange and cooperation (such as the graduate seminar in Dubrovnik, *Feminisms in a Transnational Perspective*) and plan some new forms and models (summer workshops and schools; more extensive dissemination of IEF's own publications, particularly those in foreign languages; e-publishing and virtual platforms such as Academia.edu). For some of the listed steps it is necessary to find new funds or repurpose existing funds, which will affect implementation. This priority relies on specific measures of cooperation, development and innovation from the Strategy for Education, Science and Technology, in a manner typical for a humanistic institute, particularly regarding measure 3.2.

SPECIFIC GOALS

1. Cooperation with domestic institutions responsible for international relations and establishment of contacts (the Croatian Academy of Sciences and Arts, the Inter-University Centre Dubrovnik, the Agency for Mobility and EU Programmes and other institutes and professional associations); mobility (incoming and outgoing)

Steps:

- apply for EU funds intended to stimulate mobility (incoming and outgoing)
- continue with the IEF programme of regional cooperation (one-month "residential stipends")
- include study stays for the members of projects in project applications (at the Croatian Science Foundation and others)
- attract and invite as many lecturers through personal and other contacts
- exchange information with domestic institutions with experience in guidance and cooperation in international projects; intensify international exchange

2. Continue organising and participating at scientific conferences and summer schools and seminars

Steps:

- stimulate participation at conferences and congresses of particular significance (especially of umbrella professional associations, such as ICTM, SIEF and ISFNR)
- apply if possible for stipends meant for organisers of groups of conferences
- support (co)organisation of large international meetings (linked with the congresses of professional associations) with partners at universities and other institutes
- keep organising smaller international conferences and conferences with international cooperation at IEF's location
- plan the Institute's summer specialist school or workshop with ECTS credits
- plan a new Institute's seminar at the Inter-University Centre Dubrovnik

3. Actively participate through memberships in different organisations, project cooperation and dissemination of the results

Steps:

- increase applications for reviewers of international projects (EU and others)
- maintain the presence on editorial boards of international journals, international professional associations and committees for defence of doctoral exams
- increase the number of project applications and strengthen and enrich international cooperation (with new circles of scientists)
- ease the burden of the administrative workforce that guides the projects of the EU and other

- organisations by employing new associates, primarily by planning funds in particular projects
- increase the number of published papers in foreign languages (especially in relevant professional journals)
- increase the number of retrievals of existing and new texts in e-publications

Priority GOOD WORK AND ORGANISATIONAL CLIMATE WITH ADEQUATE COMMUNICATION AND COLLEGIAL COOPERATION

Organisational culture, comprising an important aspect of personal satisfaction when working in IEF, and the communication flow among the associates, which both affect the work processes and results, were shown as weaknesses in the SWOT analysis. Although the employees of IEF quoted enthusiasm, inventiveness, human relations, good work communication and freedom of research as strong points, they recognised a series of weak points in individual characteristics and organisational properties. Some ideas for the improvement of organisational efficiency are built in in other priorities, while the satisfaction with atmosphere at work and feeling of belonging to the organisation are going to be improved with separate activities emphasized in this priority.

SPECIFIC GOALS

1. Improve work and organisational climate with better communication and cooperation through formal channels

Steps:

- additionally appeal to all researchers and motivate them to participate in discussions of the Research Council
- establish regular briefings at least once per month or when needed, that would not be used for reporting about the work of the Research Council, but for live communication about work in progress, cooperation, participation at conferences, rewards, fieldwork and the latest events learned about through the emails – invitations to concerts, public discussions and public performances
- keep organising events like the Day of the Institute, Book Night, Open Door Day, with as high participation of employees as possible
- continue with presentations of project proposals and regular reporting about work on projects in various phases of implementation, to improve the flow of ideas and involvement of a wider circle of associates into the discussion about work
- organise a day-long workshop of business communication, that would alleviate possible workplace conflicts, for the benefit of easier and more collegial communication of all employees

2. Develop informal channels of communication that would ease the handling of stressful situations and help to improve the general outlook of employees, directly increasing intrinsic motivation

Steps:

- after briefing, devote some time for associating, in a relaxed environment, thereby creating a stimulating atmosphere and exchange of ideas and plans
- reintroduce the marking of special attainments (such as with rewards) and important events with appropriate activities

Priority BEING ACTIVE IN THE PUBLIC SPHERE AND ORIENTED TO THE PUBLIC INTEREST

Public scientific institutes act in the public sphere and utilise channels of social integration and transfer of knowledge to the public. Being oriented for many years to the public interest in the application of knowledge, making scientific results and collected and saved materials more accessible, addressing current and relevant social themes and activities and emphasizing the importance of humanistic knowledge in contemporary society, IEF is a recognisable centre of competent cultural and social cooperation in the scientific community, civil society, national institutions and economy. This priority is harmonised with the role and responsibility of humanistic public institutes in the creation of social innovations, as defined in the Strategy for Education, Science and Technology.

SPECIFIC GOALS

1. Continue improving the application of specialist knowledge

Steps:

- continue with existing and develop new ways of applying knowledge as well as applied research which are complementary to our scientific research work, in accordance with the Strategy for Education, Science and Technology regarding the contribution of humanistic sciences to social challenges through social innovations. These areas are demographic changes, transformations of ways of life, work and family, gender issues, migrations and integrations, public practices of folklore and heritage programmes; politics such as health politics and patient protection, educational politics; themes linked to consumerism, religious pluralism, cultural amateurism, cultural tourism, multiculturalism, dietary and nutritional habits and animal protection
- enable engagement of scientists in the application of specialist knowledge in accordance with the high criteria of expertise and scientific interest of IEF
- continue cooperation with state bodies, bodies of local governance and organisations of civil society and economy at presenting, promoting culture and its heritage, including critical thinking about it, with an accent on development of interactive and transfer mechanisms of cooperation
- keep developing the Referral Centre for the Intangible Cultural Heritage and digital repository to help support research, retrieval of scientific references, archived sources and other information essential for scientific research and professional, educational and cultural activities

2. Investigating and taking a critical stance toward social themes significant for the wider community

Steps:

- use the creative and intellectual capacities of IEF for reflection on current and relevant social themes, needs and changes which include shaping of politics and legal solutions
- try acting proactively rather than just reacting to important public social questions, in accordance with our scientific competences and personal responsibility
- participate in shaping of public opinion by stimulating open discussions, based on argument, about questions relevant for the development of an inclusive society and by proposing scientific standpoints on social reforms

3. Promote knowledge as a public good and affirm the status of the humanistic sciences in the society

Steps:

- recognise and find allies for critical thinking about current social, political and economic conditions and threats to autonomy and evaluation of scientific work, with an accent on humanistic sciences and cultivation of critical research of culture
- continue acting proactively to protect scientific research as independent and financed by the state and at disseminating knowledge as a public good, by organising thematic open discussions, participating in them, appearing in the media and writing about it

Priority DEVELOPMENT OF INFRASTRUCTURE (MANAGEMENT, PERSONNEL, EQUIPMENT, FINANCING) AND MAINTAINING INSTITUTIONAL STABILITY AND AUTONOMY

IEF was founded by the Republic of Croatia for the implementation of programmes of scientific research as a public service in science, whose duty was to implement scientific programmes of the strategic interest for the Republic of Croatia and to aid at establishing the science infrastructure for the systems of science and higher education. IEF is organised into scientific departments (Department of Ethnology and Cultural Anthropology, Department of Folkloristics and Ethnotheatrology, Department of Ethnomusicology and Ethnochoreology) which have flexible personnel structures (contingent on research priorities), are functional and non-hierarchical, while care is taken of their capacities (such as the deficit of researchers and material needs). The departments function on the principle of responsibility towards the disciplines they cover and in accordance with their particularities, although the activities of all departments are in greatest measure interdisciplinary. The activities within the departments are open, free and accountable. With such a fluid department structure, good practices which contribute to the cohesion of IEF are being preserved. The professional departments are the Library, Archive, Publishing and Computer Support. The scientific expert department of the Referral Centre for the Intangible Cultural Heritage is a separate unit. The priority is harmonised with the Strategic Plan of the Ministry of Science and Education for the period 2017 – 2019 (Special goal 2.4 - Improved system of quality assurance, management and funding of scientific organizations).

SPECIFIC GOALS

1. Increase the range of applications for competitions for project funds (Croatian Science Foundation, EU funds), in accordance with the interests of IEF

Steps:

- try to secure additional professional help because of the significant increase of the range of administrative tasks (secretarial and accounting) brought about by the increased number of project applications for EU funds (such as Horizon and HERA) and to the Croatian Science Foundation, as well as their implementation

2. Rationalise and link financial assets internally

Steps:

- redirect the priorities to basic research and rationalise participation at scientific conferences that present a major financial strain

- support group field research to save on transportation and accommodation expenses

3. Uphold the autonomy of IEF by developing scientific research and professional activities and maintain its recognisability and uniqueness in national and international levels

Steps:

- strengthen the involvement of professional services in scientific research projects
- stimulate the applications of professional services to project competitions with themes specific to their area of work

4. Employ assistants, postdoctoral researchers and research assistants

Steps:

- continue including assistants and postdoctoral researchers in scientific research, publishing and international and domestic cooperation and teaching, thereby ensuring their advancement and their contribution to the institution
- try to help postdoctoral researchers to stay after their novice obligations and contracts, through legal and programmatic measures, which is essential for the work and development of IEF considering their role in carrying out current and future activities as drafted in this strategic plan
- secure posts for novice researchers as the contracts of six postdoctoral researchers and one doctoral researcher expire in the period 2017 – 2020, with special emphasis on the critical year 2018, when contracts for three postdoctoral researchers expire
- reach the needed level of employment of new doctoral and postdoctoral researchers, first in parallel with the advancement of fully employed scientists within the system of the organised workspace and, second by freeing the development coefficients after (or before) the expiration of contracts, as stipulated by the regulations of the Ministry and in accordance with its permission, especially taking care of the insufficient number of researchers in ethnomusicology

5. Increase capacities for management and usage of the digital repository (DIEF.eu) through transfer of knowledge from the employees of IEF who are already proficient at it

Steps:

- continue employing assistants in the Archive, with the measures of professional education and through temporary employment
- find out about volunteering of students of ethnology and cultural anthropology, ethnomusicology and philology study groups
- continue with workshops for the associates of IEF

6. Increase the capacity of the storage

One of the infrastructural problems is definitely the lack of space for storing new books, journals and collected materials from fieldwork research and archival research (Library and Archive of IEF), which are certainly two pillars of the comprehensive scientific research and professional work of IEF.

Steps:

- find new solutions in the agreement with the Ministry of Science and Education, i.e., the Government of the Republic of Croatia as the founder, and the City of Zagreb as the owner of part of the spaces IEF is

occupying, for instance by exchanging the spaces or finding an alternative location for the part of the archived collected materials

7. Improve the distribution of published editions

Steps:

- keep on improving the distribution of published editions of the Institute to bookstores around Croatia
- be present in greater measure at exhibitions and book fairs

Priority SECURE FUNDS FOR ONGOING DIGITISATION AND EFFECTIVE PROTECTION OF THE COLLECTED MATERIALS OF IEF

With the decision of the Ministry of Culture, the archive and library of IEF are protected as cultural treasures of the Republic of Croatia, for which a series of measures of protection are laid down, but the financial and material support of the relevant institution is not continual or sufficient. In addition to funds secured further on by the two responsible ministries (the Ministry of Culture and Ministry of Science and Education) it is important that the Institute finds on its own additional funds needed for the proper long-term protection of the rich collected materials which are in its possession and which it has safeguarded since its founding. With modern technologies, the collected materials can be adequately stored and widely disseminated to the public. IEF exerts special efforts to digitise, store and maintain the materials in its digital repository (DIEF.eu). This priority is harmonised with the national goal of strengthening the research infrastructure for public access, along with the inclusion into the European infrastructure, as described in the Strategy of the Education, Science and Technology, particularly in Measure 5.3 which addresses digital repositories.

SPECIFIC GOALS

1. Establish the committee for documenting

Steps:

- define the priorities of digitising
- design the ways and dynamics of collecting funds and strengthen cooperation with other institutions
- maintain the quality of digitising

2. Strengthen the team of professionals and increase the number of associates included in digitisation and protection of the collected materials

Steps:

- in accordance with the organisational structure of positions, employ additional assistants for documenting, digitising and protection of collected material while taking care of the requirements of the specific kinds of materials
- with the measures of active employment of younger assistants, secure their professional education through temporary employment
- introduce a permanent practicum for students in cooperation with the Department of Ethnology and Cultural Anthropology and the Department of Musicology, for education on techniques for documenting, protection and digitisation of collected materials

3. Be more proactive at collecting funds

Steps:

- systematically save assets to create an internal fund for digitisation by determining agreed percentages from project and programme funds
- continue relying on “self-financing,” with earnings from services provided by the Archive
- organise a donor event for digitising, especially during the programmes that are closely related with protection and safeguarding of the intangible cultural heritage
- continue submitting applications to competitions, try to find sponsors and stimulate cooperation with local governance (counties and cities)
- strengthen and widen cooperation with partners in the academic community, primarily humanistic disciplines and arts, through DARIAH, stimulate joint project applications (with institutes such as University Computing Centre – SRCE, Ruđer Bošković Institute – RBI, the Croatian Academy of Sciences and Arts – HAZU and Croatian Conservation Institute) and cooperation with other institutions (such as local and regional museums, private collections and radio stations), associations and individuals

SCIENTIFIC RESEARCH PRIORITIES

The basic activity of the Institute is scientific research which comprises study, fieldwork and archival research, publishing and application of the result of research and organising and participating in scientific and professional conferences. In their scientific research IEF associates also continue to cultivate the values that have guided it since IEF's inception – the interdisciplinary and transdisciplinary critical research of culture – and continue to research ethnological, folkloristic, ethnomusicological and ethnochoreological themes.

The national framework of culture in the international context will remain at the centre of our scientific research priorities in the next period. Research – with new theoretical approaches and different foci – carry on with the themes that have marked and determined the identity of the Institute's research for the last thirty years.

In the planned period, ethnological and cultural anthropological research will continue to intensively and in an interdisciplinary manner cover the postsocialist and posttransitional period, processes of European integration, transformation of labour and migration politics and practices. Themes from urban, cultural, gender, nutrition and sports studies are also going to occupy an important place.

Folkloristic oriented research will continue to cover the foundational oral literary studies, focusing on old and new forms of the genre and oral, folk and other traditions and practices, research of literature as a social and cultural phenomenon and textuality in the broadest sense, applying diverse knowledges, approaches and perspectives of relevant disciplines, such as literary theory and history, literary anthropology, narratology, performance studies, feminist and psychoanalytic critique, theories of affect and emotions, studies of childhood and cultural animal studies.

Research in ethnomusicology, with further development of ethnomusicological ethnographical approaches, will devote special attention to musical identifications of communities and individuals in the context of historical dynamics of cultural flows and social changes at the national and global levels. Ethnochoreological research will focus on roles of performers and mediators in explaining cultural and

gender identities and different institutional and social contexts which contribute to shaping dance practices. In addition to this, the researchers will continue to critically question and actively participate in designing and implementing programmes for the protection of intangible culture.

The described scientific interests will be employed by individual scientists and in research groups within the particular study areas, thereby securing the platforms for long-term research, both in contents and organisation, and innovative problem-based/thematic projects will be stimulated. The funds provided with the *Contract on long-term institutional funding of scientific activity* will be allocated further on to the stated scientific research priorities, i.e., the activities of the research groups. One of the goals of organising into research groups is to provide the possibility of designing project themes for application to the state and other sources of financing (such as the Croatian Science Foundation and EU funds). This proved to be an efficient model earlier and we intend to utilise it also in the next five-year period. When designing the research projects/themes, we are guided by their scientific relevance in the international context, their grounding in the mission of IEF, institutional heritage, research competencies of our associates and the possibilities for networking and scientific cooperation with other domestic and foreign scientific institutions. The associates of IEF are active not only in research groups, but in developing and designing individually the scientific themes within the scientific interests of IEF. They contribute in this way to the reputation of the Institute, which is recognised in the public as a place for the rich production of knowledge and its transmission, and by the breadth of interests covered by its disciplines.

It is worth mentioning that the themes of research and research groups are envisioned as dynamic. In the next five-year period new themes and projects are planned, while some will end, such as those contracted projects with contractual expiration date.

SCIENTIFIC PROJECTS

City-making: space, culture and identity (CITID), project of the Croatian Science Foundation (HRZZ) 2014 – 2018

Summary: The project *City-making: space, culture and identity* is designed as a complex project, mostly based on qualitative methodology, that attempts to distinguish and understand multiple, multi-layered and independent players, factors and processes of contemporary transformations in the capital of Croatia, Zagreb. The project relies on the insight of urban anthropology, anthropology of space and place, studies of urban migrations, cultural geography, post-socialist studies and postcolonial theory. The concept of city-making is designed as a complex construction and articulation of urban life around two axes – space and diversity. These two terms make the nodes in which the global political, economic and cultural currents meet and collide with local histories, ways of life, imaginaries, interests and development, leading to the restructuring of the city and its identity, as well as the identities of its inhabitants. This ethnological and cultural anthropological project emphasizes the activity of the city's inhabitants in these transformations and investigates how they negotiate and re-create a given social, cultural and spatial cityscape, giving it meaning and humanising it. The project will be an important milestone for city policies geared towards the more sustainable and inclusive functioning of the city, while, at the same time, it will contribute to the development of urban studies. It will enable knowledge transfer in university courses and public presentations, and in this way enable the deepening of understanding of diverse city issues, such as planning, environment, representation, cultural production, diversity and marginality.

Narrations of fear: from old inscriptions to new orality (FEAR) HRZZ, 2017 – 2021

Summary: The goal of the project *Narrations of fear: from old inscriptions to new orality* is to find out how, by different story-telling strategies and events, retold fears are shaped, stimulated and directed and how they disappear in everyday direct communication, and also in public discourse – in media, social networks, literature and performing arts. A diverse team of researchers intends to put together recent insights of folkloristic and other humanistic approaches towards fear in narrative texts of various kinds, from old

folkloristic accounts, court files and prisoners' testimonies to the narrations of "communities of memory" formed in networks. Research will show the intertwining of codes of written and oral, media and network "narrative cultures" of fear, single out the elements of articulation in story-telling and auto-reflection of a speaker engulfed in fear, as well as recognise the magical capacity of language to enable a speaker to face fear (so called ritual "expulsion of fear"), i.e., treat fear therapeutically (for instance through narrative therapy and stories on trauma). Through numerous fieldwork and archival research, digital "fear archive" and theoretical questioning of the phenomenon that is, in addition to hope and humiliation, considered essential for understanding new geopolitical and cultural divisions of the countries of the world, the associates on the project will contribute to better understanding of political and affective, collective and individual, social and virtual behaviours of people in whose foundation rest (mostly unconscious) fears, drives and beliefs. The intention of the project is to animate folklore study as a humanistically grounded, innovative and reflexive discipline that observes every phenomenon of verbal folklore in its completeness – from individual variation to cultural specificity and universal humanity.

Transformation of labour in post-transitional Croatia (TRANSWORK), HRZZ, 2017 – 2021

Summary: In the footsteps of the continual observation of postsocialist processes, this project introduces the anthropology of labour as a subdiscipline into Croatian ethnology and cultural anthropology. Within the interdisciplinary framework that leans on recent attainments of European anthropology, anthropology of (post)socialism, anthropology of labour, critical studies of labour and economic anthropology, our conceptual and immediate ethnographic research will focus on everyday work lives of citizens of post-transitional Croatia. The research observes the dynamics of changes and adaptations to the new economies of work and life through circumstances that dramatically alter the experiences of work and question new cultural imaginaries linked to the idea of work and the projection of the future. The project TRANSWORK is oriented to two key problems-methodological questions in researching the transformation of work in contemporary Croatia. It is concerned first in the existential status and life strategies in the twilight of industrialisation. Empirically, the studies are focused on everyday work lives and adaptations to accelerated changes of life conditions. The second aspect includes observation of concepts and practices of work in social-political continuity (from Yugoslav socialism to postsocialist periphery and the crisis of neoliberalism). On the basis of archival and theoretical research and the direct method of guided interviews, we investigate concepts, values and practices of traditional models of work that encompass the socialist heritage of the work ethos and the transition of the industrial sector into the present, service sector.

Closing the gap between formal and informal institutions in the Balkans (INFORM), Horizon 2020, 2016 – 2019

Summary: As the countries of the Western Balkans (Bosnia and Herzegovina, Montenegro, Serbia, Macedonia, Kosovo and Albania) come closer to the European Union, the gap between formal and informal institutional practices does not decrease, but, just the opposite, increase. While on the one hand there is a strong need for these countries to adapt to the ways the European Union functions, on the other hand the difficulties in the application of legal, political and economic bearings necessary for accession to the EU are evident. Under the conditions of a destructive economic crisis and significant political and post-war tension, the reality of these societies is weighed down by informal economy, political clientelism, ethnic tensions, gender inequality and social exclusion. All these are major challenges to the European integration of the Balkans societies. The project INFORM is an all-encompassing study of informal institutional practices, as well as interaction between the formal and informal institutions in the Western Balkans, both in the political and economic area and in everyday life. The results of the project will provide knowledge needed for the creation of the institutional harmonisation of the EU and the countries of the Western Balkans.

Human-animal relationships (in archaeology): world views of hunter-gatherers in Northern Europe (HARA), Horizon 2020-Marie Skłodowska Curie Actions-Individual Fellowship – 2015, 2016 – 2018

Summary: The project HARA will provide new insights into the relationship between humans and animals in the area of Northern Europe by applying an ethnological and archaeological research approach. The project includes an innovative analysis of ethnographic material from Northeast Russia and archaeological material from the Baltic region. To gain new insights into the relationship between hunter-gatherers and animals in Northern Europe, the research is going to implement innovative analogies and theoretical frameworks made possible by ethnological analysis and new experimental archaeological approaches to objects made of animal remains. The case studies of particular localities will help us to recognise changes in human-animal relationships during the development of domestication of animals – a process that is considered the turning point of human societies and of their relationship towards animals, and which remains to the present an important research focus (involving fieldwork, archival and expert work in Russia, Lithuania, Denmark, France and Great Britain).

Humanities at Scale: Evolving the DARIAH-ERIC (HaS-DARIAH), Horizon 2020, 2015 – 2017

Summary: The project *Humanities at Scale* (HaS) is meant as the continuation of the attainments of the DARIAH-ERIC Consortium and further addition and advancement of activities in the area of digitally enabled research in arts and humanities. To achieve this goal HaS focusses on three main activities: growing the DARIAH community, developing core services and informing research communities. The work of the project is divided into several work packages, such as: communication and innovation, expansion of DARIAH, education, integration and evaluation of national contributions to DARIAH, support of the lifecycle of basic services of digital humanities and open data infrastructure.

IEF is included in the implementation of the part of a project titled Growing DARIAH as a linked third party and participates in implementing two tasks. The first task is to organise at least two workshops in the field of digital humanities, and the second is the creation of a network of contacts in Bosnia and Herzegovina and Macedonia, so that connections are established between them and the consortium DARIAH-EU and that they become familiar with the DARIAH-EU missions and plans. As a national coordinator for the DARIAH-HR, IEF will also become a regional coordination centre. In this way we will contribute to solving some other tasks, such as defining the role of an ambassador of DARIAH and drafting and designing business models.

SCIENTIFIC PROGRAMME: LONG-TERM RESEARCH, PROGRAMME THEMES AND GROUPS

Ethnography of refugees: the Croatian context

The project came into existence as our response to a call we heard and as our duty to observe and understand the current refugee movements that brings refugees across Croatia to the countries of Western and Northern Europe. The continual transformation of the context, procedures and practices, the role of social networks and new technologies in the dissemination of information and perspectives and other specificities of movement of refugees in a given context, open also some important questions about the extents, limitations and possibilities of ethnographic research itself (customary and new roles, goals and methods), to which we are going to devote attention within the framework of this project. The research will yield thick descriptions and deeper insights of this exceptionally demanding theme, and is guided by the belief that the researchers, with their presence on the ground (ethnographic interviews, observation with participation, participation with observation, volunteering and other kinds of engaged ethnographic approach) could have a positive influence in linking various players and perspectives in the complex global, regional and especially local context, that is marked by social problems itself and still carries fresh memories about the experiences with war refugees who were received in the 1990s.

Island ethnographies – contributions of ethnology and cultural anthropology to island and Adriatic studies

Work on the project envisages further questioning of the contributions of the ethnographic method and ethnological and cultural anthropological interpretations to the understanding of lives of human communities on islands. We will explore within this project the following themes: ethnographies of island mobility, secondary dwelling on Croatian islands, concepts and representations of Adriaticness and Mediterraneanness in scientific discourse, ethnographic material, tourist narratives, local culture and heritage. We plan to cooperate with the Centre for Mediterranean Studies of the University of Zagreb in Split, the Department of Social Anthropology of the University of Helsinki and with local organisations and communities.

Ethnochoreological themes: origins, conceptions and dance complexity

The research of dance and dance forms continues with the foundational ethnochoreological studies of the roles of performers and mediators in the explanation of cultural, gender, group and various spatial (such as institutional, non-institutional, theatrical, local, regional and national) and other identities. These are observed as reflections of social changes and events with the possibility for explanation of numerous cultural themes and meanings. We will include the themes such as rituals, performativity, art, competition, recreation, professionalism, amateurism, gender, aesthetics, identity, originality, modernism and intangible cultural heritage. Dance interpretation enables the realisation of multiple ideologies of bodiness and embodiment. Therefore, the thinking about and analysis of particular dance forms will be realised in different approaches to the body, its treatment, representation, building and education, capturing the ideologies and philosophies which emerge in a dance. Through the analysis of dance processes, performances and media in which bodies are realised, connections will be explored and interpreted between the symbolic and material, (re)presentation of the body and embodiment as experience.

Ethnomusicological approach to heritage music

“Heritage music” and “music as intangible heritage” are the terms that are just entering the scientific discourse, i.e., they are in the process of their initial articulation. The main aspects are the connectedness to UNESCO’s programme of intangible heritage, the collision of culturally relative conceptions and practices with global players and measures of protection and the need for cultural translation between two spheres, critique of the existing and promoting of more inclusive cultural politics, the relationship between cultural and human rights, issues of intellectual property, importance of collaborative and (technologically) innovative ways of acting, utility of music in programmes of sustainable development and advancement of intercultural communication, openness to the creative changes of an artist and, as a whole, transformation/arrangement of local traditional music for the global exchange. Within these, the question of collaborative ways of acting in the context of general ethnomusicological movements and consideration of effects of UNESCO’s programme in Croatia are of exceptional importance.

Croatian migratory themes from an anthropological angle: emigration, remigration and immigration

With this research platform, the theme of migration is broadened in comparison with research done to present, because it captures not only internal and external migratory movements of Croats (historical and contemporary work (e)migration, remigration (return) and relocation of diasporic generations into their country of origin, forced dislocations and search for protection within the country or abroad), but also migratory movements towards Croatia as a destination country (immigration). These migratory processes are observed on the basis of anthropological and sociological theories of migration, diaspora, mobility, motility, transnationalism, transculturalism and identity, all in the context of a complex interaction of global, transnational, national and local political, social and economic factors that shape migratory processes and their consequences. In the epistemological sense the platform strives to question reflexively present research approaches, public perception of migratory movements and relationships, both towards the Croatian diaspora and the immigrants in the country, and the role of the researchers themselves and their interpretations of migratory themes. With such a broadly designed long-term research platform we strive to overcome the rift between the historiographical and anthropological (sociological) approaches to migrations in Croatia and to unite various aspects of migratory research (emigration, remigration,

immigration, voluntary and forced migrations). Through the studies and reinterpretations of chosen particular historical and contemporary migrations we will strive to develop a reflexive understanding of the nexus of migrations, their study and the social moment.

Culture of nutrition in the midst of contemporary social changes

The research into the culture of nutrition in the midst of contemporary social changes attempts to find links and offer synthesis of research that is taking various directions, to promote the anthropology of nutrition as working knowledge and knowledge applicable in many ways. The interdisciplinary study of nutrition in Croatia will unify the available knowledge about regional nutrition, entail field research in areas where the data are not available and tie the results into the picture of the cultural history of Croatia. Work on the project also envisions research of Mediterranean nutrition, to protect it and promote it as intangible cultural heritage. Special emphasis is given to a microresearch *Ethnography of a green market – social practices of selling and buying and everyday life in Dolac*. The focus of the research is on the Dolac market, its position in the network of city markets and its specific organisational structure. The research will deal with the question of people choosing Dolac as their workspace, daily/weekly work schedule in the market and work that preceded the profession of a “seller at the Dolac green market” (physical, family or hobby) and its (existential) importance for some sellers. The intention of the project is to widen the research of markets to other cities and towns in Croatia.

Cultural animal studies: an animal and a human – interdisciplinary analyses and multifaceted cultural practices

The project deals with interdisciplinary, multidisciplinary and transdisciplinary investigation of cultural animal studies in literature, folkloristic, ethnology and cultural anthropology, while studying different aspects of the relationship between humans and animals, which are observed in frameworks of contemporary and historical cultural practices. Research of the project intends to stimulate various comparative reflections on the relationship of a human towards an animal, i.e., intends to investigate the appearance of an animal as an object and/or a subject on the foundations of various mythological-literary, archaeological, historical and contemporary cultural phenomena and deliberations about them. The animal world will be observed also in performances and other visual practices and in post-humanistic interpretative theses of literary and cultural history.

Intangible culture and digital humanistics

The intention of the project is to continue the fundamental research of traditional culture and culture of contemporary everyday life through the prism of the relationship between the intangible culture and digital humanistics. Contemporary social practices in Croatia and abroad, such as music, dance, beliefs, oral tradition, customs and rituals, will be studied in the context of contemporary performances and meanings supported by diachronic data, along with the development of the digital research infrastructure in cooperation with the DARIAH-ERIC Consortium and technical aid of the Indigo platform. The goal of the project is further development of the Referral Centre for the Intangible Cultural Heritage through systematic monitoring of the conditions, documenting, professional and scientific processing and critical interpretation. The Centre is also going to be developed through various forms of the educational, applied and consultant work with local communities and different users – institutions, local active groups, organisations and individuals in education, culture, tourism and administration. The technological capabilities of the digital repository and communication through electronic channels make the participation of local communities and bearers of traditions possible, enable faster and more efficient dissemination of research results and the creation of networks of users, scientists and partners in the country and abroad.

These technologies offer and demand efficient processing and linking of the material, reflexivity and interdisciplinarity of researchers, along with the dialogic relationship with partners, creators and bearers of the tradition, as active creators of new social relationships, practices, symbolic meanings and identities.

From the old writings to the new orality

The starting point is Jan Assmann's articulation of a controversy which still generates polemics. The increased interest in the European cultural heritage, tradition and, consequently, genres of oral literature, is the outcome of the loss of immediate connection to this heritage, due to the predominance of electronic media that have imposed not only a new communication horizon of a "network society," but also a cultural revolution. One of the central questions is the distinction between the literate and oral culture, i.e., whether we live today in the culture of "full" literacy or do there exist some preserved and changed forms of orality. Because of this it was always important for us to investigate if the transcultural concepts of orality and literacy are still relevant and how they intertwine, complement, cancel each other or "aberrate" in the environment of "digital culture," "image culture," "culture of the spectacle" and "decentred communication." We will still be interested in how semiotic coding and structuring of traditional genres of oral literature interfere with functional organising and "formatting" of new forms of oral/literary communication on the Internet and other communication media, but also the structure of the "old" and appearance of the "new" forms of genres of oral literature.

Transformativeness and perspectives of work in posttransitional Croatia: concepts, symbolism and effects

This project is focused on the anthropological concept of work and devotes its theoretical and fieldwork research to themes such as: work culture in conditions of strikes, unemployment, precarity and unpaid salaries; unemployment and the culture of survival, innovative models of survival and changes in the concept of life; alternative economies and gender distribution of poverty in family and society; diachronic research of changes in the concept of work itself (from the socialist period until present), where in particular, practices of voluntary (physical) work will be researched, but also some aspects of intellectual work and work in cultural production; research is directed also to special interests such as counterculture of work and crisis and marginal phenomenology of work (for instance, work gaining bureaucratic or celebrity characteristics).

Urban processes and identities

By continuing the decades long orientation of the Institute's research projects to urban environments, the platform *Urban processes and identities* establishes a systematic research of the city from the ethnological and cultural anthropological perspective, with, potentially, interdisciplinary cooperation. The focus of the platform are contemporary changes of the city of Zagreb, which are studied through the transformations of public spaces and through the transformations of the identity of the city and its inhabitants. The project includes fieldwork research, research in the archive and the study of some public spaces of the city (diachronic and synchronic dimension) and of some social groups and urban communities (processes of identification, lived everyday life), and is directed analytically towards the intersection of the global, (trans) national and local processes in the basis of urban transformation. Some of the specific themes, which will be treated in relation with other themes, are the re-presentation of the city and public events, branding of the city, mobility and urban immigration, perception and usages of the space, construction of the public politics (politics of space, politics of difference), urban management and local participations, new (urban) lifestyles and art in the public space. The platform was developed on the bases of theoretic corpora of urban anthropology, anthropology of space and anthropology of migration, and, more broadly, within urban studies.

PRIORITIES OF THE RESEARCH DEPARTMENT

THE REFERRAL CENTRE FOR THE INTANGIBLE CULTURAL HERITAGE

The Referral Centre for the Intangible Cultural Heritage is the research department for dissemination of the results of research projects. Its aim is to provide support for its clients (scientists, students, artists, people employed in cultural production) in their research and to help them in finding scientific references, archived sources and other information essential for their scientific research, professional, educational and cultural work. It was founded in 2013, in cooperation of the Ministry of Science and Education and Ministry of Culture, with an emphasis on programmes of preservation of intangible cultural heritage. The Referral Centre still advises on protection procedures, particularly about research and documenting. In addition, it is going to process the inherited materials of the Institute's associates, thematically organise the collected material, write thesauruses and expert case studies, help clients and associates with advice, negotiate the publication of materials from the Archive of IEF, intensify networking with repositories in country and abroad and with DARIAH-HR and EU. A special strategic plan of the Referral Centre will be written, with expressed priorities, goals and steps, in accordance with the Action Plan of the Institute 2015 – 2019.

PRIORITIES OF SPECIALISED SERVICES

LIBRARY

The Library of IEF is specialised in areas of ethnology, folklore research, ethnomusicology, Slavic studies and cultural and social anthropology. By a decision of the Ministry of Culture, the Library was proclaimed cultural heritage in 2014. It contains the important and rare domestic and foreign editions and is by the value of its collection unique for Croatia. It has been included in the CARNet network since 1993. The usage of literature and the retrieval of information from the databases in the reading room of the library is free to all users out of the Institute. The potential threats for the development of the library are the limited space and small or insufficient funds for book and journal purchases, their upkeep and digitisation.

It is of critical importance to secure funds for purchasing books and journals, partly from the general income, partly from project/programme incomes; continue with the exchange of the library collection with other libraries; continue with digitising of key editions and regulate property rights; secure funds for yearly subscriptions to foreign databases; continue necessary conservation work on old and damaged materials.

SPECIAL COLLECTION

The Special Collection of Ethnographic Material of IEF manages a unique collection of documents (on various media) about the Croatian culture of the 20th and the beginning of the 21st century. The development of the digital repository (DIEF) initiated a demanding additional treatment of existing collected materials, reorganisation of individual themes into larger units and creation of specific formats for dissemination, such as virtual exhibitions. The project DARIAH-HR (of which IEF is a national coordinating

institution) is also engaged within the Special Collection. Its main goals are connecting institutions from the areas of arts and humanistic sciences, building of infrastructure for digital repositories within Croatia and, finally, grouping of digital materials of all relevant institutions to enable scientists and everybody interested access the scientific work, archival and documentary records and artistic and museum artefacts. The priorities in the development of the Special Collection and the repository are described in the priority: Secure funds for ongoing digitisation and effective protection of the collected materials of IEF.

PUBLISHING

The journal *Narodna umjetnost* is published twice a year (with issues in Croatian and English), featuring articles from the fields of ethnology and cultural anthropology, philology, folklore research, ethnomusicology and ethnochoreology. The editorial policy of the journal strives to bring together the heritage of diverse disciplines, to establish balance between scientific theory and research practice, and to reconcile traditional ethnological and folkloristic demands with innovative approaches and new research topics.

Nova etnografija is the central book series of IEF. Established in 2002, it will continue publishing monograph studies, edited volumes, dictionaries and other scientific and scientific-professional publications. With the diverse and abundant themes and approaches *Nova etnografija* will follow the latest trends of scientific thought, offering the domestic scientific and general audience competent insights into the current research of culture.

The book series *Iz arhiva* will publish unique archival, historical and contemporary documentary materials (texts, sheet music, audio, visual and film recordings) collected during regular scientific research and professional activity of the Institute, as well as from other sources.

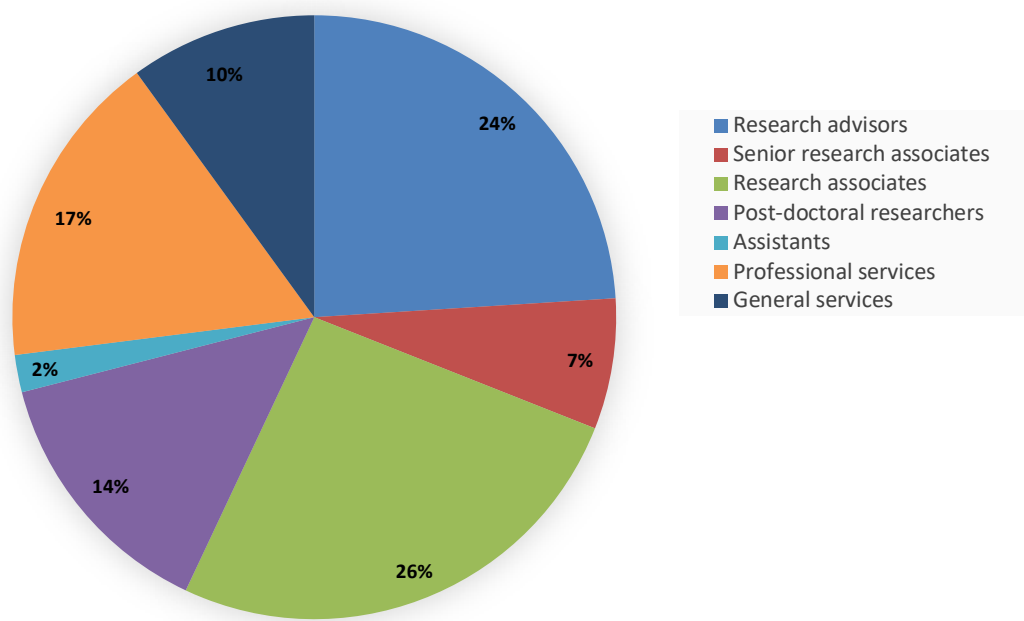
PEOPLE, MATERIAL ASSETS AND FINANCIAL RESOURCES

HUMAN POTENTIALS

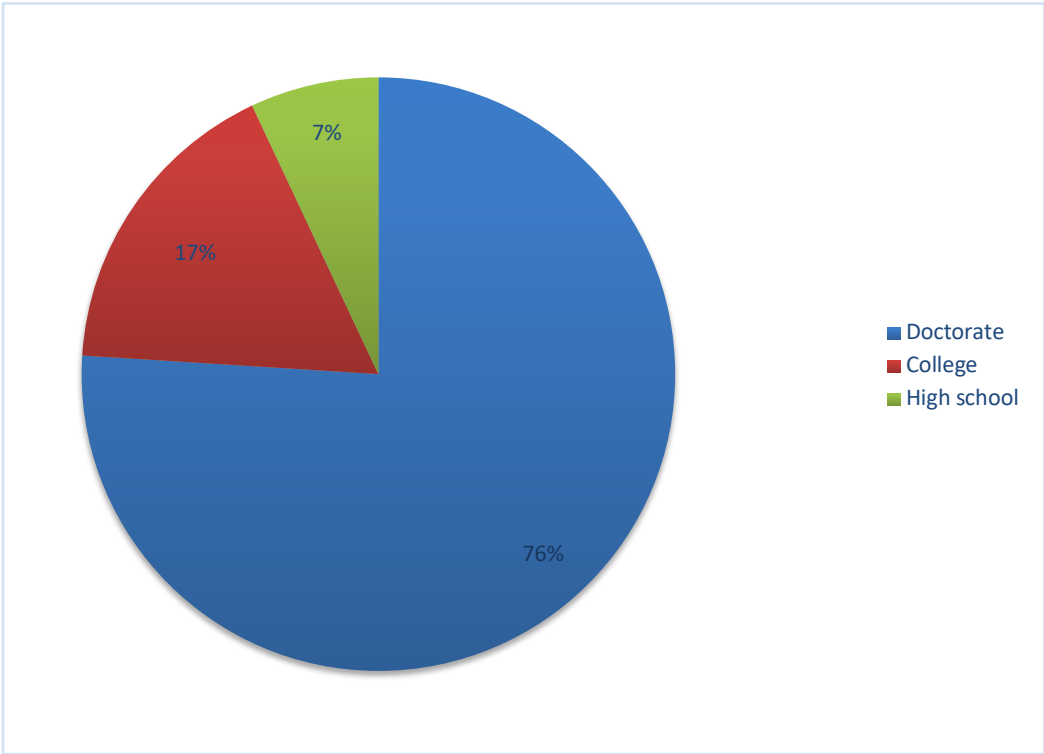
IEF currently employs 42 employees with professional distribution as follows:

- Research departments: 29 employees (10 research advisors, 3 senior research associates, 10 research associates and 6 post-doctoral researchers)
- Research-professional services: 3 employees (1 research associate, 1 assistant and 1 professional associate)
- Professional services: 6 employees (professional associates)
- General services: 4 employees

The ratio of research, professional and administrative positions



The ratio of employees by their degrees



We plan to increase the number of employees in scientific and professional services in the next five-year period, as explained in the priority “Development of infrastructure” (Specific goal, point 4).

Because of the need to strengthen the disciplines we cover, we will stimulate employment of associates through projects and other venues within the framework of the science system.

Because of the increased scope of administrative and accountancy tasks related with competitive projects, it is important that administrative personnel undergoes additional training for managing funds from the EU and that new professionals are employed, financed in the first place from the funds of particular projects.

MATERIAL ASSETS

Floor	Surface	Description of the office space	Legal basis of usage
2nd	100.60 m ²	Accountancy, Special collection, Computer service	Institute's ownership
4th	242.63 m ²	Offices of researchers and associates	Contract on rent of the office space (City of Zagreb)
5th	239.96 m ²	Office of the director and of the secretary of the Institute, Library and Lecture hall, Common rooms	Institute's ownership
6th	70.89 m ²	Publishing, Legal service, room for computer servers	Institute's ownership
TOTAL SURFACE: 654.08 m ²			
OF THAT, OWNED BY THE INSTITUTE: 411.45 m ²			

The constant problem regarding material assets is the lack of space for the library and archive, inadequate storage for storing new editions of books of IEF and nonexistent storage for the collected materials that are awaiting scientific-professional processing. An additional problem is the lack of cabinets for safekeeping of books and collected materials, i.e., the need for new cabinets, for which there is no financial item planned in material assets that are being committed to IEF. We plan to solve the issue of storage space in the following period by partially writing off some material and by finding an alternative location for storage of one part of the material.

Since 2008 the Ministry of Science and Education did not provide finances for purchasing long-term assets among the expenditures (equipment of the Institute and books for the library), but only regular and necessary maintenance of the existing equipment from the revenues from the regular activity of IEF. Since then all purchasing of new long-term assets was financed from the Institute's insufficient own income and from funds allocated to programmes and projects.

The office space for work of scientists is rented by the City of Zagreb, for high monthly rents, with the

status of property rights unresolved. The search for the solution to this problem was initiated in the previous period and is still awaiting a response from the relevant authorities.

IEF has at its disposal computer equipment and other equipment that, at this moment and with minor difficulties (the age of some components), makes it possible to successfully fulfil its basic research activities.

The replacement of the aging file sharing server is planned after the new server is purchased, i.e., by moving the data to the server on which our digital repository is currently stored.

The digital repository, whose maintenance and upgrade is entrusted to a private firm ArhivPro, is financed from our own income and funds allocated to projects. The data from digital repository are stored on a separate server whose capacity is insufficient. IEF will try to solve the problem through a contract with the University of Zagreb University Computing Centre (SRCE), which gave IEF a permission to use a larger memory space for the data.

The web server, with its capacity and general condition, fulfils the current needs of IEF.

FINANCIAL RESOURCES

The IEF budget is not dissimilar to budgets of other public institutions from the science system. It is a budget that mostly relies on the state budget, so that the business financing is within a strictly determined institutional framework of budgetary accountancy, as defined in the Regulation on budgetary accountancy and accounting plan, Regulation on financial reporting and other applicable rules and regulations. Budgetary resources are used in accordance with the principles of good financial governance, particularly in accordance with principles of economy, effectiveness and efficiency.

STRUCTURE OF IEF BUDGET

The structure of the finances of IEF encompasses:

1. Funds dedicated to salaries and compensations for employees, that make up almost 90 percent of total revenues and are almost all secured from the state budget, while one part comes from contracted scientific research projects financed by the EU.
2. Funds for regular activity of the Institute (standby operation) which are used in accordance with the *Financial Plan* and make up around 6 percent of total revenues. In relation to previous years, the size of funding for this purpose has been systematically decreasing, so that in the period from 2012 to 2016 it decreased by almost HRK 200 000. Considering increased costs of doing business because of the changed prices for basic expenditures, it is necessary to increase money from this source in the following years.
3. Funds for the long-term financing of scientific activity on the basis of the *Agreement on long-term institutional funding of scientific activity*. Considering the purpose for which they are allocated, these funds are insufficient for the whole scientific activity, but we expect, in accordance with the achieved scientific and research results, an increase in the following years. The funds are allocated on the basis of planned activities, in accordance with the general and strategic documents of the Institute, specifically for its research projects, dissemination of the results, support for participation at the scientific conferences with national and institutional representation, support for research of scientists other than for internal projects, library and computer equipment.
4. Funding through earnings from contracted projects
 - a) Croatian Science Foundation

The project *City-making: space, culture and identity (CITID) 2014 – 2018*, allowed total funds:

HRK 585 000

The project *Transformation of labour in post-transitional Croatia (TRANSWORK)* 2017 – 2021, planned total funds: HRK 480 370

The project *Narrations of fear: from old inscriptions to new orality (FEAR)* 2017 – 2021, planned total funds: HRK 575 280

b) Horizon 2020

The project *Closing the gap between formal and informal institutions in the Balkans (INFORM)*, 2016 – 2019, allowed total funds EUR 225 775

The project *Humanities at scale: evolving the DARIAH-ERIC (HaS-DARIAH)*, 2015 – 2017, allowed total funds EUR 16 250

The project funding in the following period is contingent on the dynamics of already closed agreements, and also on the future approved projects. Two new projects are planned till 2021, one funded by the Croatian Science Foundation and the other from EU funds.

5. Support for publishing and organising of scientific conferences and programmes of public needs in culture by the decisions of the Ministry of Science and Education and Ministry of Culture, i.e., agreements on financial support of the Ministry of Science and Education and Ministry of Culture
6. The Institute's own funds, i.e., income from sales of products and goods and provided services
Income from conducting its own activities are related to the sales of editions of IEF, providing of services (searching, selecting and copying of archived documents and library materials) and buyout of books by the Ministry of Culture. The listed funds are used to finance the IEF publishing and other purposes as ordered by the director of IEF.

INTERNAL QUALITY CONTROL

There is a series of activities which IEF has been following for its work and scientific success to the present. For this purpose we are going to proceed with a system of yearly reporting, organise regular meetings of the Research Council, group meetings of the employees, mentoring of our research associates, convene meetings of research groups, conduct internal and external evaluations, as provisioned in the Action Plan.