

# ANNUAL REPORT 2023



# IRMO

*Institut za razvoj i međunarodne odnose  
Institute for Development and International Relations*

# ANNUAL REPORT 2023

**IRMO**  
**Institute for Development and International Relations, Zagreb**

March 2024



# IRMO

Institut za razvoj i međunarodne odnose  
Institute for Development and International Relations

**PUBLISHED BY:**

IRMO - INSTITUTE FOR DEVELOPMENT AND INTERNATIONAL RELATIONS

Lj. F. Vukotinovića 2, 10000 Zagreb, Croatia

[ured@IRMO.hr](mailto:ured@IRMO.hr)

[www.irmo.hr](http://www.irmo.hr)

**EDITOR:**

Andrea Ruk

**GRAPHIC DESIGN:**

Dragana Markanović

# CONTENT

1. Introduction by the Director	5
2. General information about the Institute	7
2.1. Management Council	10
2.2. Scientific Council	11
2.3. Director	13
2.4. Board of Directors	14
3. Organization of the Institute	15
3.1. Research Departments and Centres	15
3.2. Supporting services	18
4. Employees of the Institute	20
4.1. Emeritae	20
4.2. Scientists	20
4.3. Assistants	22
4.4. Expert advisors and associates	23
4.5. Supporting Services	24
5. Equipment, facilities and work material	25
6. Scientific research projects	26
6.1. Internal scientific research projects	28
6.2. Other research projects	34
7. IRMO - Culturelink Network	69
8. IRMO Aktualno	70
9. IRMO Brief	71
10. Overview of scientific papers	73
11. Lecturing engagement	82
12. Financial statement	85

13. Financial plan for 2024 and projections for 2025 and 2026	86
14. IRMO Work Plan for 2024	88

# 1. Introduction by the Director

During 2023, we marked the 60th anniversary of the Institute for Development and International Relations. We recalled the beginnings of Irmo's work as the Institute for Africa, the topics we explored related to developing countries, participation in the processes of formation and international affirmation of the Republic of Croatia as an independent state, and the engagement of our scientists in the negotiation processes for Croatia's accession to the European Union.

Along with the active communication of our 60 years of existence, we continued to implement scientific research related to European Union public policies, cultural, communication and media policies, regional, local, urban and rural development policies, environmental policies (bio-economy, environmental protection), energy and climate policies, economic policies (competitiveness, entrepreneurship and innovation), foreign policy and security and defence policies. We have also opened several new research areas such as resilience, social entrepreneurship, migration and the like.

The results of our research were published in 5 authored and 2 editorial books and in 9 book chapters. We had also published 22 scientific papers represented in the Web of Science (WoS) and SCOPUS databases, of which 8 papers were published in the journals of the first quartile group (Q1) and 7 papers in the journals of the second quartile group (Q2). We had regularly presented our findings to the general public through periodicals Irmo Brief (<https://irmo.hr/irmo-brief/>) and Irmo aktualno (<https://irmo.hr/irmo-aktualno/>).

We have contracted a new project with the Croatian Science Foundation "Digital Data, Infrastructures and Development", a new project of the EC's HORIZON programme "Increasing the International Competitiveness of the Film Industry in Small European Markets – CresCine", and through the Erasmus+ program, we are implementing a new project "Support to Vocational Education and Training in the Gastronomic Sector towards a CO2 Neutral Kitchen – Climate Cookbook". Furthermore, we have implemented 31 projects to support state and public administration and the economy, the results of which are described in this Report.

Moreover, in cooperation with Libertas University, we have prepared and implemented a new doctoral study programme "Business Economics and Sustainable Development" (<https://www.libertas.hr/studiji-i-programi/poslijediplomski-studiji/poslovnna>

ekonomija-i-odrzivi-razvoj/) and continue to work with the eighth generation of the partner Postgraduate Specialist Study “Preparation and Implementation of EU Projects“ at the University of Zagreb.

It was with great sadness that we said goodbye to our emeritus scientist Mrs. Biserke Cvjetičanin, Ph.D., who had always been with us at IRMO and contributed to its growth and development in every possible way, especially in scientific research related to culture and cultural policies.

At the end of 2023, we all took on a great responsibility for the future of IRMO. We signed a Program Agreement with the Ministry of Science and Education for the next four years (2024-2027). We have contracted the work on four-year internship projects: Essence and Colours of Sustainable Regional Development in the Republic of Croatia (BORE), Interdisciplinary Research on Cultural and Media Policies and Practices: Development and Democratic Potentials (CULTMED), Impacts of European Policies on Socio-Economic Development and Public Policies in Croatia (EUROIMPACT), and International Relations – Determinants of Resilient Sustainable Development (MO<sup>4</sup>R). In addition, we have established three new centres of excellence: the Centre for Sustainable Development through Culture, the Centre for Research on Cultural Policy, Development and Cooperation – CULTURELINK and the Centre for Media Sociology and Digital Society - CEMEDIG.

The Programme Agreement ensured the continuity of the advancement of scientists and professional services, new research jobs, and provided long-term funding for our research through internal research projects.

By signing the Program Agreement, all IRMO employees committed to overcoming new challenges, continuous work and scientific excellence, and assumed concrete, not small, obligations for the future.

Sanja Tišma

## 2. General information about the Institute

The Institute for Development and International Relations was established on 21 May 1963 as the Institute for the Study of Africa by the decision of the University Council in Zagreb in cooperation with the Croatian Chamber of Commerce. The first studies focused on the study of postcolonial Africa and indicated an interest in intense social and economic changes, cultures and civilizations little known in Southeast Europe. Referring to the historical and structural changes that characterize a large number of newly established and newly liberated African countries expands research interests in the 1970s to the developing countries of Asia and Latin America and to global development processes. The shift in focus was reflected in the changes in the program and the name of the Institute. The Institute for the Study of Africa became the Institute for Developing Countries in 1971. The phenomena of globalization of development processes, initial networking and regional integration lead to increased interest in international interactions and European integration processes. Therefore, in 1989, the Institute changed its name to the Institute for Development and International Relations. With the establishment of the Republic of Croatia, research programs focus on the position of transition and post-socialist countries and the global context marked by issues of ecologically sustainable development, security, exchange, and cultural and media development. In 1996, the name was changed to the Institute of International Relations, and in 2013, it was returned to the Institute of Development and International Relations.

The activities of the Institute are regulated by the Higher Education and Scientific Activity Act (OG 119/22), the Institutions Act (OG 76/93, 29/97, 47/99, 35/08, 127/19) and the Statute of the Institute for Development and International Relations (2023). The scope of IRMO's work and strategic goals are determined by the IRMO Development Strategy from 2017 to 2027. During 2023, the Development and Implementation Budget Component Plan of the Institute for Development and International Relations for the period from 2024 to 2027 was developed. The Institute has defined 11 specific objectives and 31 activities and clear and measurable indicators of their achievement by which IRMO contributes to raising scientific excellence, strengthening cooperation with the economy, developing national and regional identity and culture, and strengthening social responsibility in its business. In addition, development (6) and implementation (10) activities for the next four-year period were singled out and proposed for financing with budgetary funds.



Part of its applied research is conducted by the Institute for the needs of public administration, state administration bodies, agencies and local and regional self-government units. This provides a scientific basis for the design, implementation and evaluation of public policies in a number of areas of economic, social and cultural life of the Republic of Croatia. As a partner of foreign research institutions, the Institute participates in scientific research and the preparation of professional studies within international programs and projects. In particular, the Institute's international networking has emerged in the implementation of projects funded by programmes and funds such as IPA, INTERREG, Horizon 2020, Horizon Europe, ERASMUS+ and the Trans-Atlantic Platform, as well as in bilateral cooperation programmes and international organisations such as the World Bank, UNDP and UNESCO.

The scientific research work of the Institute for Development and International Relations reflects the dynamics of development trends and strengthening international connections in the world. The Institute's research has often preceded changes in the environment in which it operates. Interdisciplinarity and research flexibility have characterised and still characterise most research programmes today. The independence of individual research is respected, and successful team collaboration of both domestic and international research teams is encouraged. The Institute prides itself on successful teams and individuals, many of whom have pursued careers at reputable world universities, in diplomacy, politics, and entrepreneurship.

In the 2017-2027 Development Strategy, IRMO defined its mission and vision.

IRMO's mission is to:

**To carry out top scientific and research work and transfer of knowledge and skills in the field of international economic, political and cultural relations for sustainable development of the Republic of Croatia.**

IRMO's vision is:

**IRMO is an excellent European scientific research institution in the field of international relations and cooperation for sustainable development.**

Theoretical and applied research of IRMO is carried out in accordance with three basic program directions through seven separate thematic areas:

PROGRAM DIRECTIONS	THEMATIC AREAS
<b>1. International frameworks of economic development and cooperation</b>	1.1. The European Union as a framework for economic development and regional cooperation 1.2. Cohesion policy of the European Union (EU) and environmental aspects of the development of the Republic of Croatia 1.3. International challenges of economic restructuring: entrepreneurship, innovation and competitiveness
<b>2. Cultural, communication and media aspects of contemporary social processes</b>	2.1. Global impacts and local cultural changes 2.2. Communication and media features of contemporary social processes
<b>3. International political relations</b>	3.1. New trends in international relations 3.2. Security and defense in a contemporary international context 3.3. Croatian foreign policy and national security

The main activity of the Institute is scientific and applied research in the field of social sciences (field of economics, political science and sociology) and interdisciplinary field. The Institute will continue to strengthen existing and develop new areas thematically focused on research on public policies, international economic, political and cultural relations and sustainable development through thematic units such as:

- public policy of the European Union,

- cultural, communication and media policies,
- policies of regional, local, urban and rural development,
- environmental policies (bio-economy, environmental protection),
- energy and climate policies,
- economic policies (competitiveness, entrepreneurship and innovation),
- external policy
- European Security and Defense Policy.

## 2.1. Management Council

The Management Council of the Institute takes care of the legality of the work of the scientific institute, the rational use of material and human resources and has the following powers: adopts the statute and other general acts established by the statute; adopts the mission and strategy for the development of the scientific institute; adopts the draft program contract; adopts the financial plan of the scientific institute; appoints and dismisses the director; adopts the annual report of the director; supervises the implementation of the decisions of the scientific council and the director; supervises the execution of the financial plan and the management of financial resources in accordance with the law and the statute of the scientific institute; proposes to the founder a change in activities and status changes of the scientific institute; confirms the decisions of the director and the scientific council determined by the statute; performs other tasks in accordance with the statute and other general acts of the scientific institute.

The Management Council of the Institute has five members, one of whom serves as the President of the Management Council. Three members of the Management Council are appointed by the Minister of Science and Education, including the President of the Management Council. One member is elected by the Scientific Council of the Institute, and one member is appointed by the employees of the Institute by direct and secret ballot, in accordance with the Labor Law and the IRMO's Statute. The term of office of the members of the Management Council shall be two years.

On 3 November 2022, due to the expiration of the term of the previous composition, the Ministry of Science and Education of the Republic of Croatia appointed a new

Management Council with the following composition:

1. Professor Josip Faričić, University of Zadar, President
2. Professor Vlatko Cvrtila, VERN University, member
3. Vanja Pavlović, M.Sc., Ministry of Science and Education, member

The members of the Management Council appointed by the Institute on 14 November 2022 are:

1. Jaka Primorac, Ph.D., member, representative of the Scientific Council
2. Damir Klemenčić, member, representative of employees

In 2023, the Management Council held seven sessions. Topics of discussions and decision-making at the sessions of the Management Council were the adoption of the budget and the final financial report of the Institute, the consideration of financial statements for the periods determined by regulations and internal acts, the work program of the Institute and its execution, as well as a number of other issues determined by the Statute of the Institute.

## 2.2. Scientific Council

The Scientific Council establishes and implements the scientific policy of the Institute; makes decisions on scientific and professional issues; adopts additional criteria for selection and re-election to scientific, associate and professional positions; conducts re-elections and elections to scientific, associate and professional positions; conducts re-elections and elections of title scientists; gives the director an opinion on the proposal of the program contract of the public scientific institute; gives the management council an opinion in the process of appointing the director; proposes to the management council the mission and strategy for the development of the scientific institute; elects emeritus scientists; performs other tasks in accordance with the statute and other general acts of the scientific institute.

At its sessions, the Scientific Council makes decisions by a simple majority of all members. The members of the Scientific Council are scientists, associates elected to positions, postdoctoral researchers and representatives of assistants (one representative for every 5 assistants), elected by assistants employed by the Institute.

In September 2021, the election of the president and deputy president of the Scientific

Council was conducted, at which Paško Bilić, Ph.D., as president, and Aleksandra Uzelac, Ph.D., as Deputy President of the Scientific Council for a period of two years. In 2023, their term of office was extended by two years.

The Scientific Council elected Ivana Keser, Ph.D. as a representative of senior assistants, and Martha Šveb Dragija as a representative of assistants, instead of the former representative of assistants in the Scientific Council Ivana Biondić.

The members of the Scientific Council in 2023 were:

a) from the ranks of scientists

1. Paško Bilić, Ph.D.
2. Ana-Maria Boromisa, Ph.D.
3. Hrvoje Butković, Ph.D.
4. Nevenka Čučković, Ph.D.
5. Damir Demonja, Ph.D.
6. Anamarija Farkaš, Ph.D.
7. Marina Funduk, Ph.D.
8. Daniela Angelina Jelinčić, Ph.D.
9. Krešimir Jurilin, Ph.D.
10. Sandro Knezović, Ph.D.
11. Karmen Margeta, Ph.D.
12. Jaka Primorac, Ph.D.
13. Jakša Puljiz, Ph.D.
14. Senada Šelo Šabić, Ph.D.
15. Aleksandra Uzelac, Ph.D.

b) from the ranks of associates

1. Ivana Keser, Ph.D.
2. Marta Šveb Dragija

During 2023, the Scientific Council held ten regular and four extraordinary sessions. At regular sessions of the Scientific Council, the scientific and professional activities of the Institute, work programs, reports on the work of assistants and postdoctoral researchers,

proposals for new jobs, reports on the results achieved after the completion of jobs, participation in the creation and evaluation of public policies, the need to adopt an empirical research data management strategy, European science evaluation reform, participation in international and domestic conferences, seminars and workshops, and other professional and scientific activities were discussed. The Scientific Council carried out procedures for the recruitment of assistants and senior assistants and procedures for promotion to higher scientific positions. It also established and appointed members of committees on certain issues, including the Ethics Committee, adopted the Ordinance on the procedure for issuing approvals for the work of employees outside the Institute and the Ordinance on disciplinary responsibility, the Commission for monitoring the adoption of the Law on Higher Education and Scientific Activity and the Commission for drafting additional criteria for promotion and employment in scientific positions. It appointed new representatives to the Management Council of the Institute and proposed candidates for members of the National Council for Higher Education, Science and Technological Development. At regular sessions, members were informed about the information relevant to the management and operations of the Institute (information obtained from the MSE; IRMO' Board of Directors, the Management Council, etc.). Also, the Scientific Council discussed the announcement of an internal tender for the selection of research projects for the implementation period from 1 January 2024 to 31 December 2027. The Scientific Council was regularly informed about the revenues and expenditures of the Institute and discussed and gave a preliminary opinion to the Director on the proposed budget of the Institute.

### **2.3. Director**

The Director of the Institute for Development and International Relations is Sanja Tišma, Ph.D., scientific advisor in a permanent position, who was appointed as Director by the Management Council in her fourth four-year term starting from 8 June 2021.

The Director represents the scientific institute and is responsible for the legality of the work of the scientific institute. The Director has the following powers: organizes the work and operations of the scientific institute; proposes to the Management Council the adoption of general acts and adopts general acts that are not within the competence of the Management Council; prepares a proposal for a program contract of a public scientific institute; proposes a financial plan of the scientific institute; manages the execution of the financial plan of the scientific institute in accordance with the Act, the Statute and the provisions of the program contract; manages the property of the scientific institute with the consent of the Management Council; performs other tasks



determined by law, the Statute and other general acts of the scientific institute.

## 2.4. Board of Directors

The Board of Directors of the Institute adopts proposals and opinions on certain issues within its competence at the initiative of the Director.

Members of the Board of Directors of the Institute are:

1. Ana-Maria Boromisa, Ph.D., Head of the Department for International Economic and Political Relations
2. Jakša Puljiz, Ph.D., Head of the Department for European Integration
3. Aleksandra Uzelac, Ph.D. Head of the Department for Culture and Communications
4. Sanja Maleković, Ph.D. Acting Head of the Department for Resource Economics, Environmental Protection and Regional Development.

## 3. Organization of the Institute

### 3.1. Research Departments and Centres

- Department for International Economic and Political Relations
- Department for European Integration
- Department for Culture and Communications
- Department for Resource Economics, Environmental Protection and Regional Development
- European Documentation Center

**THE DEPARTMENT FOR INTERNATIONAL ECONOMIC AND POLITICAL RELATIONS** conducts interdisciplinary research on contemporary international relations and international frameworks of economic development and cooperation. Membership in the European Union and the North Atlantic Treaty Organization (NATO), Croatia's stance towards global and regional political and security challenges, including migration and the need to restructure the economy, entrepreneurship and competitiveness, are some of the main topics of theoretical and applied scientific research. Research enables monitoring and understanding of wider frameworks of economic and political development and cooperation and their impact on the position and interests of the Republic of Croatia. Based on the conducted analyses, recommendations are made to decision-makers on how Croatia can protect and strengthen its international position and improve competitiveness factors and entrepreneurial capacities through effective convergence measures through global economic development processes.

In conducting the research, the researchers of the department cooperate with domestic and foreign higher education institutions (e.g. University of Zagreb, University of Cologne, London School of Economics), international organizations such as NATO, World Trade Organization (WTO), World Bank (WB), European Bank for Reconstruction and Development (EBRD), United Nations Development Program (UNDP), European Commission, and non-governmental organizations and economic entities.

*Ana-Maria Boromisa, Ph.D., Head, Department for International Economic and Political Relations, [anamaria@irmo.hr](mailto:anamaria@irmo.hr)*

**THE DEPARTMENT FOR EUROPEAN INTEGRATION** conducts interdisciplinary scientific research focusing on the internal development and reforms of the European Union, the implementation of the Europe 2020 strategy, the EU enlargement process to the countries of Southeast Europe and the Union's relations with neighbourhood countries, industrial relations and the Europeanization of Croatian policies. In addition to scientific research, the Department is involved in university educational activities in the field of European Studies. In order to develop information sources related to the European Union and its effects on Croatia, the Department cooperates with the European Documentation Centre (EDC) and supports the flow of information on the European Union.

Notable partners of the Department are the Trans-European Policy Research Association (TEPSA) from Brussels and the scientific and educational institutions of the Member States of the European Union brought together by the aforementioned network. The activities of the Department are also supported by the European Commission, the European Commission Representation in the Republic of Croatia, bilateral foundations, and ongoing cooperation with the National Foundation for Civil Society Development. The department coordinates the implementation of the Jean Monnet project for institutional support and participates in the implementation of ERASMUS and other projects funded by the European Commission.

*Jakša Puljiz, Ph.D., Head, Department for European Integration, [jpuljiz@irmo.hr](mailto:jpuljiz@irmo.hr)*

**THE DEPARTMENT FOR CULTURE AND COMMUNICATION** conducts interdisciplinary scientific research focused on contemporary social and cultural changes and processes of globalization and transition marked by issues of sustainable cultural development, cultural diversity and intercultural communication, international cultural cooperation and cultural diplomacy, digital culture and networks, creative industries and innovation in culture, and the perspective of the development of existing cultural and media policies. The research is carried out with the aim of creating a systematic – theoretically and empirically based – scientific insight into the various processes of integrating Croatian culture into the European cultural space and global trends and processes of cultural and communication development. It explores how existing cultural practices are shaped and changed by globalisation, mediatisation and convergence processes. Explicit and implicit cultural and media policies that contribute to the construction of social systems are being explored. In research, culture and communication are interpreted as key elements of social development and as basic social processes, and culture is understood as one of the pillars of sustainable development. The department coordinates the work of Culturelink, an international network for research and cooperation in the field of cultural development.

*Aleksandra Uzelac, Ph.D., Head, Department for Culture and Communications, auzelac@irmo.hr*

**THE DEPARTMENT FOR RESOURCE ECONOMICS, ENVIRONMENTAL PROTECTION AND REGIONAL DEVELOPMENT** conducts interdisciplinary scientific research and analysis in the field of sustainable development, environmental protection, regional, urban and local development, and development management. During 2021, research in the field of bioeconomy, green economy and blue growth was strengthened and new development directions based on the sustainable use of natural and cultural heritage were proposed. In doing so, cooperation with prominent international scientific institutions was strengthened, especially through the use of European funds. The focus of interest was on the development of green entrepreneurship and social innovation. Special attention is paid to strategic development planning, implementation and monitoring of economic, social and environmental policies, which is a support to local and regional development and development initiatives and programs at the national level. Researchers of the Department are members of expert teams in projects funded by the European Union, the World Bank, the United Nations Development Programme and other international organizations.

*Sanja Maleković, Ph.D., Acting Head, Department of Resource Economics, Environmental Protection and Regional Development, msanja@irmo.hr*

### **EDC – EUROPEAN DOCUMENTATION CENTRE**

In 2023, the European Documentation Centre (EDC) at the Institute for Development and International Relations (IRMO) provided easy access to information and sources of European Union documents, rights and policies to academia and the general public. EDC staff participated in seminars, workshops, conferences and other events related to European integration, among others at the meeting of the Europe Direct network and other EU and partner networks held in Šibenik in October 2023, and “Paxa Europa” in Tour, France in November 2023 organized by the Directorate-General for Communication of the European Commission. In 2023, EDC provided answers to user inquiries by telephone, e-mail and social platforms. EDC followed all relevant events in Croatia and the EU on its Facebook page. EDC gives its users the opportunity to use the EDC database and helps them search for EU information sources. In addition to its day-to-day activities, the EDC participated in IRMO activities and projects to which it contributed with its knowledge of EU policies and documents. During 2023, the EDC participated in the preparation of a series of texts within the *IRMO Aktualno* and *IRMO Brief* publications.

## 3.2. Supporting services

**The Secretariat** performs legal affairs in the field of activities of the Institute (administrative-legal, property-legal and legal affairs in the field of labor relations); monitors legal regulations in the field of activities of the Institute, prepares sessions of the bodies of the Institute (Scientific and Management Council and committees); prepares contracts with project clients and external associates, drafts general acts, decisions and decisions; provides legal advice in the field of activities of the Institute; manages administrative-technical and office affairs and the affairs of economists; manages the public procurement plan; takes care and organizes the performance of technical and auxiliary maintenance of buildings and devices and occupational safety activities.

**Accounting office** manages the entire financial operations of the Institute and prepares financial statements in accordance with the applicable regulations and the needs of the Institute's operations; maintains the calculation and records of salaries, sick leave, royalties and all payments; performs the payment of all obligations to the state and other creditors; keeps records of customers and suppliers, cash registers (euros and foreign currencies); keeps a book of revenues and expenditures classified by projects and types; prepares financial plans, including an investment and maintenance plan; performs the operational preparation of the financial part of the program and project work plans and cooperates in the preparation of the budget and financial monitoring of projects. It also provides data for evaluation and valorization of implementation.

### Library and documentation

During 2023, in the IRMO Library, work continued on arranging and organizing library materials that had been moved due to reconstruction after the earthquake. The library continued to provide internal and external users with the following services: searching, finding and sorting digital information sources relevant to their research/projects in progress, available on the Internet and within the databases of the Electronic Sources Portal for the academic and scientific community; periodically informing IRMO employees and sending via e-mail the latest available relevant publications, links to statistical sources of both international organizations and institutes and domestic institutions, especially in the light of new developments in the world (e.g. the war in Ukraine, its consequences for the European and world economy and political scene, inflation, the post-pandemic situation in the world, climate change, etc.) and their impact on the world economy and international relations. It should also be noted that the work on the collection and preparation of IRMO editions (from 1963 to 2000s) for

digitization, which should be carried out as part of the National and University Library (NSK) project, has been completed. Work on the extraction of destroyed material was continued, and assistance was provided in obtaining reports on the citation of the papers of scientists employed in IRMO, and for the needs of IRMO reports; assistance in the preparation of thematic bibliographies; assistance in the entry of papers in the Croatian Scientific Bibliography, proofreading and translation of texts and their preparation for submission to domestic and foreign scientific journals; and the service of reporting on news on the portal of the Ministry of Science and Education and the Croatian Science Foundation relevant to IRMO.

### **Archives**

As of 1 January 2023, the new Law on Archival Material and Archives is in force, which recognizes material in digital form and thus, as the creator of documentary material outside the archives, we were enabled to store documentary material through office business and e-invoicing applications. During 2023, a list of documentary material whose retention periods have passed and which has no meaning for the current business of the creator of the material (Institute), nor the property of archival material was made and it will be necessary to extract it in the coming period. Also, documentary material in physical form is sorted, correctly marked and disposed off in accordance with the units specified in the Ordinance on the Protection of Archival and Registry Material of the Institute. The editing of documentary material is systematic and continues in the next year.



## 4. Employees of the Institute

In 2023, the Institute employed 44 employees, 33 of whom are researchers (18 scientists, 4 assistants, 3 senior assistants), 8 expert advisors/associates in science), and 11 are employees in professional support services (secretariat, library and accounting) and technical staff (who perform delivery, occupational safety and maintenance).

In this reporting period, seven scientists were promoted to a higher scientific position – Paško Bilić, Ana-Maria Boromisa, Damir Demonja, Anamarija Farkaš, Anamarija Pisarović, Jaka Primorac and Senada Šelo-Šabić.

In addition to scientists, professional associates in science are faced with the same problem of insufficient coefficients and two professional associates have conditions for advancement that cannot be implemented.

### 4.1. Emeritae

- Višnja Samardžija, Ph.D.
- Nada Švob Đokić, Ph.D.
- Biserka Cvjetičanin, Ph.D.

### 4.2. Scientists

- **Paško Bilić**, Ph.D., Department for Culture and Communications  
Scientific position: Senior Research Associate
- **Ana-Maria Boromisa**, Ph.D., Department for International Economic and Political Relations  
Scientific position: Senior Research advisor, Head of the Department
- **Hrvoje Butković**, Ph.D., Department for European Integration  
Scientific position: Senior Research Associate

- **Nevenka Čučković**, Ph.D., Department for International Economic and Political Relations  
Scientific position: Senior Research Advisor
- **Damir Demonja**, Ph.D., Department for International Economic and Political Relations  
Scientific position: Senior Research Advisor
- **Anamarija Farkaš**, Ph.D., Department for Resource Economics, Environmental Protection and Regional Development  
Scientific position: Research Advisor
- **Marina Funduk**, Ph.D., Department for Resource Economics, Environmental Protection and Regional Development  
Scientific position: Research Associate
- **Daniela Angelina Jelinčić**, Ph.D., Department for Culture and Communications  
Scientific position: Senior Research Advisor
- **Krešimir Jurlin**, Ph.D., Department for International Economic and Political Relations  
Scientific position: Senior Research Associate
- **Sandro Knezović**, Ph.D., Department for International Economic and Political Relations  
Scientific position: Research Advisor
- **Sanja Maleković**, Ph.D., Department for Resource Economics, Environmental Protection and Regional Development  
Scientific position: Senior Research Advisor
- **Karmen Margeta**, Ph.D., Department for Resource Economics, Environmental Protection and Regional Development  
Scientific position: Research Advisor

- **Anamarija Pisarović**, Ph.D., Department for Resource Economics, Environmental Protection and Regional Development  
Scientific position: Research Advisor
- **Jaka Primorac**, Ph.D., Department for Culture and Communications  
Scientific position: Research Advisor
- **Jakša Puljiz**, Ph.D., Department for European Integration  
Scientific position: Senior Research Associate, Head of Department
- **Senada Šelo-Šabić**, Ph.D., Department for International Economic and Political Relations  
Scientific position: Research Advisor
- **Sanja Tišma**, Ph.D., Director  
Scientific position: Senior Research Advisor
- **Aleksandra Uzelac**, Ph.D., Department for Culture and Communications  
Scientific position: Research Advisor, Head of the Department

### 4.3. Assistants

- **Ivana Biondić**, Department for European Integration  
Scientific position: Assistant
- **Emina Bužinkić**, Ph.D., Department for International Economic and Political Relations  
Scientific position: Senior Assistant
- **Ivana Keser**, Ph.D., Department of Resource Economics, Environmental Protection and Regional Development  
Scientific position: Senior Assistant
- **Nikica Kolar**, Department for International Economic and Political Relations  
Scientific position: Assistant

- **Barbara Lovrinić Higgins**, Department for Culture and Communications  
Scientific position: Assistant
- **Marta Šveb Dragija**, Department of Culture and Communications  
Scientific position: Assistant
- **Ana Žuvela**, Ph.D., Department for Culture and Communications  
Scientific position: Senior Assistant

#### 4.4. Expert advisors and associates

- **Krševan Antun Dujmović**, European Documentation Centre  
Position: Senior Expert Associate in Science
- **Sunčana Franić**, Department for Culture and Communications  
Position: Expert Associate in Science
- **Danijela Hrman**, Department for Culture and Communications  
Position: Expert Associate in Science
- **Maja Janković**, Department for Resource Economics, Environmental Protection and Regional Development  
Position: Expert Associate in Science
- **Dragana Markanović**, European Documentation Centre  
Position: Senior Expert Associate in Science
- **Dubravka Prelec**, Department for Resource Economics, Environmental Protection and Regional Development  
Position: Expert Associate in Science
- **Andrea Ruk**  
Position: Expert Advisor in Science
- **Iva Tolić Mandić**, Department for Resource Economics, Environmental Protection and Regional Development

Position: Expert Associate in Science

## 4.5. Supporting Services

- **Ana Butumović**, Administration  
Position: Expert Clerk
- **Verica Hižar**, Accounting  
Position: Accounting Officer
- **Snježana Ivanović**, Library and Documentation  
Position: Library and Documentation Manager
- **Aleksandra Imogen Ivir**, Secretariat  
Position: Administrative Officer
- **Mirjana Kelavić**, Administration  
Position: Expert Clerk
- **Damir Klemenčić**, Secretariat  
Position: Head of Supporting Services
- **Kata Kurtušić**, Supporting Services  
Position : Housekeeper
- **Kristian Orešić**, Supporting Services  
Position: IT officer
- **Milva Pavičin-Karamatić**, Accounting  
Position: Head of Accounting Office
- **Nada Piljević**, Accounting  
Position: Accounting Officer
- **Darko Vugdelija**, Supporting Services  
Position: Workshop Manager

## 5. Equipment, facilities and work material

The headquarters of the Institute for Development and International Relations is located in the building of the Croatian Forestry Society, Ljudevit Farkaša Vukotinovića 2, in Zagreb. The business premises are rented and located on the second floor of the building. It occupies an area of approximately 700 m<sup>2</sup>.

Hardware and software maintenance of computers is performed by the company Storm d.o.o., while the company Libusoft d.o.o. is engaged in the maintenance of databases in accounting.

During 2023, the following equipment was procured: 4 pieces of AIO desktop computers, 4 pieces of laptops and 1 printer. IRMO domain is registered for one year. The Institute uses licensed Microsoft software purchased through SRCE, and the licenses were renewed and *anti-spam* protection was refreshed. A one-year license for the FortiGate-100E firewall and licenses for Zoom Meetings, Adobe Acrobat Pro 2020 and Adobe Creative Cloud for Teams have been obtained, and the Sophos antivirus license has been extended. IRMO has met the standards required for the official annual certification of SRCE for home institutions. A VPN connection check was performed via the FortiClient application.



## 6. Scientific research projects

Theoretical scientific and applied research of the Institute is carried out in accordance with the three basic program lines through seven separate topics.

**1. International frameworks of economic development and cooperation.** Scientific theoretical and applied scientific research within this program line is carried out through the following topics: European Union as a framework for economic development and regional cooperation, EU Cohesion Policy and environmental aspects of the development of the Republic of Croatia and Aspects of economic restructuring and competitiveness.

1.1. The long-term objective of the research of the European Union thematic area as a framework for economic development and regional cooperation is to develop analytical bases for defining the main directions of socio-economic reforms that would position Croatia as a successful new EU member state and monitor and evaluate their implementation. The implementation of the research includes continuous analysis and evaluation of the achievement of socio-economic reforms and the impact of key factors on implementation in accordance with Croatia's development goals and guidelines for the development of the revised Europe 2020 Strategy. New knowledge and research results will also be disseminated to the countries of the region, thus transferring Croatian experiences to candidates for membership in the period of their accession to the EU. The research focus is on the following thematic areas: multidisciplinary analysis of economic governance mechanisms in the European Union, analysis of European policies and their impact on Croatia; continuation of EU enlargement to Southeast Europe; effects of Europeanization on Croatia, other new EU member states and candidate countries; transformation of industrial relations in Croatia and other new EU member states and on the future of the European Union.

1.2. Theoretical and applied scientific research on the topic of the Cohesion Policy of the European Union and environmental aspects of development of the Republic of Croatia enables the acquisition of new knowledge on economic, environmental and institutional factors of sustainable regional development and on optimal approaches in the field of planning and management of sustainable regional development in the Republic of Croatia and the EU. The emphasis is on the development and application of methodologies for assessing the efficiency and effectiveness of public administration and the economy in Croatia in terms of the use of structural funds and the European Union Cohesion Fund in achieving the development goals of the Republic of Croatia.

In addition to the development and application of methodologies to improve strategic planning of public policies in the field of regional development and environmental protection, with a special emphasis on measuring the development effects of public policies, the technological and innovation capacities of the region will be strengthened with a special emphasis on the development and implementation of regional innovation strategies and green entrepreneurship.

1.3. Theoretical and applied scientific research under the topic Aspects of economic restructuring and competitiveness contributes to encouraging changes in competitiveness factors at the level of companies and the Croatian economy as a whole that would enable effective convergence towards a level of competitiveness above the EU average. This contributes to defining the framework and direction, policies and measures for further adjustment of the Croatian economy to global economic development processes. Also, on an annual basis, trends in factors and areas of competitiveness are identified, structural changes in the Croatian and European economy and trends in entrepreneurship development are monitored, and changes in the design of concrete policies of regional and national competitiveness and entrepreneurship development are encouraged.

2. The main purpose of the research of the programme line **Cultural, communication and media aspects of international relations** is to create a systematic – theoretically and empirically based – scientific insight into the various processes of inclusion of Croatian culture in the European cultural area and into global trends and processes of cultural and communication development. This research track follows the way in which existing cultural practices are shaped by globalisation, mediatisation and convergence processes and explores how cultural and media policies are changing. Culture and communication have been interpreted here as key elements of social development and as basic social processes.

2.1. Global influences and local cultural changes, is a topic within which the global cultural context and its impact on local cultural changes are explored. The focus of the research is the overall cultural development in Croatia and defining the global environment of Croatian culture, the European cultural space and the national, regional and local Croatian cultural space. Research includes an analysis of public cultural and media policies and strategies in Croatia (state level, level of regions and cities); an analysis of the development of creative industries as factors in the construction of cultural identities; an analysis of the use of cultural resources in the development of cultural tourism; as well as various other forms of cultural economy that condition the directions of overall cultural development.

2.2. Communication and media features of contemporary social processes are areas of research that monitor changes in the field of media and culture in all social systems. Political and economic organizational processes in media systems, the transformation of media communication into cultural structures are explored, and new media and new forms of network communication in the creation of digital culture are analyzed. By scientifically analyzing the media and communication environment in the international, European and national context and defining the socio-technological foundations and institutional frameworks of media communication, they contribute to the construction of a conceptual framework for the socio-cultural transition of Croatian society into a democratic society based on the principles of responsibility, sustainability and pluralism.

**3. International political relations.** Theoretical and applied scientific research of this line focuses on several key topics.

3.1. As part of the topic Croatia in relation to global and regional political challenges, the foreign policy of the Republic of Croatia in the neighbourhood and beyond continues to be monitored. The topic that is imposed is the analysis of activities in the process of enlargement of the European Union to its southeast, which is one of the fundamental interests of the Republic of Croatia. In this regard, political, security and economic processes in the countries of Southeast Europe are monitored. Bilateral relations and open issues that exist between Croatia and neighboring countries are also analyzed.

New foreign policy guidelines are explored and initiated – the role of Croatia in EU foreign policy-making and participation in the construction of the EU diplomatic service, Croatia's foreign policy engagement in environmental topics, the issue of migration, strengthening the role in the Mediterranean area, and Croatia's general positioning on the map of the emerging multipolar world.

3.2. Research continues on the aspects of national security, international cooperation through NATO, but also on a new approach to security issues with regard to the membership of the Republic of Croatia in the European Union.

## 6.1. Internal scientific research projects

During 2023, scientific research in IRMO continued to be carried out through five internal scientific projects:

- International relations – determinants of sustainable development - MO<sup>3</sup>R,

Project Leader Ana-Maria Boromisa, Ph.D.

- The essence and colors of sustainable regional development in the Republic of Croatia - B-ORE, Project Leader Sanja Maleković, Ph.D.
- Influences of the European Semester and industrial relations on public policies and socio-economic development in the Republic of Croatia - EUROSEM, Project Leader Jakša Puljiz, Ph.D.
- Cultural, communication and media aspects of contemporary social processes: Towards sustainable cultural development - CULTDEV, Project Leader Aleksandra Uzelac, Ph.D.
- Innovative approaches to culture research – IPIK, Project Leader Daniela Angelina Jelinčić, Ph.D.

### **1. International relations – determinants of sustainable development - MO<sup>3</sup>R, Project Leader Ana-Maria Boromisa, Ph.D., Department for International Economic and Political Relations**

The MO<sup>3</sup>R survey deals with the identification and analysis of economic, political, security, cultural and other relevant social processes in order to achieve sustainable development and progress of the Republic of Croatia, its environment and the world in general. The focus is on four thematic areas: (i) stability and security, (ii) competitiveness and innovation, (iii) global challenges and the international context, and (iv) local cultural, social and natural resources and their use.

During 2023, the determinants of the development of the Republic of Croatia within the EU and in the wider international context were analyzed, considering social challenges. The analysis of the effects of various crises (economic, energy, climate, migrant, security) considered the possibilities of developing the resilience of society. Various trends and policies have been analyzed that seek to respond to challenges and enable reforms needed to achieve development goals at the national (Croatia), regional (EU, Southeast Europe) and global level.

The results of the research were disseminated through various channels (conferences and webinars, scientific articles, books, lectures), and knowledge dissemination activities were intensified through participation in the formulation and implementation of public policies, university teaching, and the publication of professional articles. The project participants were further trained, which was confirmed by their progress in

the doctoral study (Kolar) and the implementation of the election to higher scientific positions. The new competitive projects enabled the employment of an additional associate.

## **2. The essence and colors of sustainable regional development in the Republic of Croatia - B-ORE, Project Leader Sanja Maleković, Ph.D., Department for Resource Economics, Environmental Protection and Regional Development**

Within the framework of the institute research project 'The essence and colors of sustainable regional development in the Republic of Croatia', topics related to sustainable local, urban, regional and rural development, bioeconomy, social entrepreneurship, tourism development, cross-border cooperation and participatory and integrated management were studied.

The research is fully aligned with the key development national and EU guidelines for the period up to 2027 and 2030, and primarily with the EU cohesion policy, the Green Plan until 2050 and the National Development Strategy of the Republic of Croatia until 2030.

Given the fact that this was the second year under the new EU multiannual financial framework (new programming period of cohesion policy for the period 2021-2027) and, consequently, the period when new development programs were being completed in Croatia, part of the research was focused on this relevant research and *policy* topic.

Activities were also continued to finalize the development and evaluate development strategies and programs at the regional, national and macro-regional levels, as well as at the level of public institutions and civil society organizations. The researchers are also active within the European Association of Development Research and Training Institutes (EADI), Bio-based Industries Consortium (BIC) and the International Society for Ecological Economics (ISEE).

Some of the activities being worked on during 2023 continue in 2024, such as cooperation with the World Bank on the preparation of the reform of wage setting mechanisms in the public sector and the previous evaluation of the Bioeconomy Strategy until 2035 for the Ministry of Agriculture.

Scientists participated in the preparation of two scientific books, published 8 scientific papers in relevant journals represented in the WoS and SCOPUS databases and participated in 4 international scientific conferences. The results of the research during 2023 were presented to the general public by scientists through the online professional publication IRMO.

### **3. Influences of the European Semester and industrial relations on public policies and socio-economic development in the Republic of Croatia - EUROSEM, Project Leader Jakša Puljiz, Ph.D., Department for European Integration**

The project follows the research direction “International frameworks of economic development and cooperation” and the thematic priority “European Union as a framework for economic development and regional cooperation” defined in the IRMO Development Strategy 2017–2022.

As part of the project section, a scientific book related to the effects of Croatia’s membership in the European Union on public policies was prepared and submitted for publication, which also deals with the issue of Croatia’s participation in the European Semester, i.e. the impact of the European Semester on the fiscal policy of the Republic of Croatia. The scientific work related to the planning of structural reforms based on indicators is in the final phase and is planned to apply for publication in 2024. As part of the project’s section dealing with industrial relations in co-authorship, a scientific article on Euroscepticism in Croatia was published in the journal *On-line Journal Modelling the New Europe*, which is represented in the SCOPUS database. The second scientific article within this section is in the final phase of drafting. The article analyzes the development of representative democracy in Croatia and is prepared for publication in a special issue of the journal *Frontiers in Political Science*, which is represented in the SCOPUS and WoS databases. For the proceedings of the international scientific conference Migration at the Edge of Europe, published by the Institute for Migration and Ethnic Studies from Zagreb, an article on work through online platforms in Croatia was accepted. Within the project section dealing with industrial relations, two professional papers were published or are in the process of being published, and a larger number of guest appearances in the media were made.

### **4. Cultural, communication and media aspects of contemporary social processes: Towards sustainable cultural development - CULTDEV, Project Leader Aleksandra Uzelac, Ph.D., Department for Culture and Communications**

The aim of the CULTDEV project is to create a systematic scientific insight into the processes of integrating Croatian culture into the European cultural space and into global processes of cultural and communication development. The focus is on exploring cultural and media policy, its cycles, processes, changes and development tendencies, and contemporary cultural practices. Research tracks how cultural practices are shaped when exposed to international political, economic, and technological processes. Culture and communication are seen as key elements of social development and as basic social processes.

During 2023, members of the project team published nine scientific and professional contributions in scientific journals and books, 7 of which are indexed in WOS/Scopus journals. They were also the authors of one author's book, published in 2023, *Complete Impact Assessment of Interventions in the Field of Cultural Heritage – SoPHIA Model*, and were the editors of a special issue of the scientific journal *Media Studies Vol. 13, 26* ('*Platformisation of cultural and audio-visual sectors in the European Union: new policies for new stakeholders*'). A number of scientific contributions accepted for publication in 2024 have also been prepared. On the scientific book *Digital Transformation and Cultural Policies in Europe*, to be published in early 2024 by Routledge, team members collaborated as editors and authors of several chapters.

During 2023, team members had 15 presentations at international conferences and foreign universities relevant to research activities on the CULTDEV project. In December 2023, an international round table "Big challenges for small cinemas" was organized in Zagreb. The international postgraduate summer school *Political Economies of the Media organized by IRMO and the University of Ljubljana* was also organized. (IUC, Dubrovnik 11–15 September 2023)

Cooperation was also achieved within a number of EU projects applied for or in which members of the CULTDEV team participate: "Rapids and backwaters - Adapting fast and slow to a digital cultural turn", "Media education is important.MOV", "New public culture and spaces of sociability", Horizon Europe project 'Increasing the international competitiveness of the film industry in small European markets' – CRESCINE, Media Pluralism Monitor, COST actions "Platform Work Inclusion Living Lab (P-WILL)" and "Grassroots of Digital Europe (GRADE)", etc.

Project team members participated in advisory expert groups and in the development of analytical bases for public policies at the international and national/local level. Aleksandra Uzelac was elected to the fourth cycle of the *EU/UNESCO Expert Facility 2023-2026 "Advancing evidence-based policies and actions, and supporting policy making to enhance the contribution of creative sectors and industries to sustainable development"*. Jaka Primorac participated in the work related to *the Compendium of Cultural Policies & Trends*, an international digital platform that continuously brings an overview of the situation in cultural policies in Europe. Ana Žuvela participated in the development of the Cultural Development Plan of the City of Zagreb 2022 – 2030.

Team members are active members of editorial boards or advisory boards in several international journals: *Dialogues on Digital Society* (SAGE), *Work Organisation, Labour & Globalisation* (Pluto Journals) and *The European Journal of Cultural Management and Policy*.

## **5. Innovative approaches to culture research – IPIK, Project Leader Daniela Angelina Jelinčić, Ph.D., Department for Culture and Communications**

In accordance with the objectives of the IPIK project, in 2023, the members of the project team were engaged in researching topics that observe the developmental power of culture (psychological well-being of museums; cultural tourism, sustainable tourism and so-called eudaimonic tourism; experience economy; cultural and natural heritage; mobility in culture or tourism; cultural diversity), i.e. management in culture (governance and management, participatory management, organization and management, leadership skills in museums), they published a total of 11 scientific and professional contributions, of which 4 scientific papers in highly ranked journals, 1 author's book, 2 chapters in a book, 3 professional papers and 1 editorial board of the journal. In addition, 5 more scientific papers, 5 chapters in the book and 1 author's manual have been prepared, the publication of which is planned for next year. Also, a higher education textbook was prepared in co-editing. All published scientific papers are indexed in prestigious databases (SCOPUS, WoS), with 2 published in journals Q1, 1 in Q3 and 1 in Q4. During 2023, the results of the project were also presented at international scientific conferences, mainly abroad. Also, cooperation within the existing EU projects continued (KEEP ON, New Public Culture and Spaces of Sociality) and work began on the new More Than a Village (MTAV) project, as well as on domestic projects (Zagreb City Culture Development Plan for 2024-2030). 15 new projects (3 Horizon, 2 Creative Europe, 1 Interreg Central Europe,, 1 Interreg SI-HR, 1 Interreg IT-HR, 1 Interreg Danube, 1 USA Small Grants Program, 1 local marketing plan, 1 local audience development plan, 1 regional cultural policy project and 1 national cultural policy project) were also submitted, with 1 project successfully evaluated (Interreg Central Europe) and the signing of the contract is expected in early 2024, and for 1 project the results are still expected. Cooperation within European (Interpret Europe, Cluster of Cultural Pathways, European Association of Social Psychology) and domestic associations and foundations (ICOM Croatia, Interpret Croatia, Croatian Ethnological Society, Kultura Nova Foundation) continued. She is also a member of the scientific committee of the European Association of Heritage Interpreters, Interpret Europe. The project associate was appointed to the Board of Directors of the European Network on Cultural Management and Policy (ENCATC), is a member of the advisory board of the international journal The European Journal of Cultural Management and Policy, a member of the scientific council on the international scientific project EPICA – Empowering Participation in Culture and Architecture and a member of the Board of Directors of the UNESCO World Heritage Management Plan “Old Town of Dubrovnik”. All obligations related to the PhD study of the project associate have been successfully fulfilled.



## 6.2. Other research projects

During 2023, 46 projects were implemented in IRMO. IRMO as a partner in this reporting period worked on 20 long-term competitive research projects (under Horizon 2020, Erasmus+, Jean Monnet actions, CBC programmes, European Social Fund, Interreg, HRZZ, UNDP, World Bank, etc.), and IRMO researchers participated in several short-term research engagements, some of which are repetitive in annual dynamics. At the national level, IRMO team of researchers have carried out numerous projects through which they provided analytical and consulting support to strategic decision makers related to sectoral development policies and development planning at the local and regional level.

Project name: **ON-LINE POLICY IRMO Briefs**



Client: Hanns Seidel Foundation Office in Zagreb

Project manager: Sandro Knezović

Project duration: 1/2023 – 12/2023

IRMO and the Hanns Seidel Foundation Office in Zagreb are implementing a project to publish the monthly *online* publication “IRMO Brief”, in English, on various current topics from the wider field of international relations. In addition to the publication on the IRMO website, the publication is sent by e-mail to representatives of state authorities, diplomatic and consular offices, non-governmental organizations and associations, scientific institutions, and is also published and shared on IRMO’s social networks Facebook and Twitter. The authors of the publication are both scientists from the Institute for Development and International Relations and foreign authors, which aims to increase the visibility and relevance of IRMO in the international environment and the diversity of topics and the quality of contributions. The topics of *policy briefings* are related to current events in the world, which, among other things, relate to Croatia,

Southeast Europe and beyond. The lack of a similar monthly publication throughout the region makes this project even more important and could become an essential source of *policy* analyses relevant to the entire region. This significantly increases the visibility of IRMO's activities (in cooperation with the Hanns Seidel Foundation), while the fact that *policy* briefs are distributed to hundreds of selected electronic addresses (TDUs, embassies in the Republic of Croatia, international organizations, representatives of the academic community in the Republic of Croatia and beyond) represents the added value of this project for trying to establish IRMO as a relevant academic institution with recognizable policy-making capacities. In addition to the aforementioned, the main purpose of the project is to spread the culture of public debate on current topics in the field of international relations.

Project number: IRMO 2022 RN 31-15

Project title: **Weekly Briefings on Politics, Society, Economy and Foreign Policy 2022/2023**

Client: China Central and East European Institute

Project manager: Senada Šelo Šabić

Project duration: 9/2022 – 7/2023

As part of this project, IRMO ensured the preparation of *weekly briefs* issued by the China Central and East European Institute, in which it publishes regular weekly and occasional thematic contributions from 16+1 countries (today 17+1) of the initiative launched by the Chinese government in 2012. Each month, weekly articles are published that successively analyze events from the sphere of politics, economy, social issues and foreign policy that are current in the Republic of Croatia in that month. In the same way, events from other Member States of the initiative are monitored. All articles are about 1500 words long in English. This project is a continuation of the same project activities from previous years.

The aim of the project is to analyze current events from the countries of Central, Eastern and Southeastern Europe in the sphere of politics, economy, society and foreign policy on a monthly basis. The articles are written in plain language accessible to a wider reading audience, in English and are available for free access at <https://china-cee.eu/>.

Project number: IRMO 2022 RN 36-13

Project title: **Europeanisation Meets Democracy from Below: The Western Balkans on the Search for New European and Democratic Momentum (WB2EU)**



Source of funding: EC - Erasmus+ Jean Monnet Networks

Project manager: Senada Šelo Šabić

Project duration: 10/2020 – 10/2023

*Think tanks* and *do-tanks* organisations, higher education institutions and public policy centres participated in the project. The project consisted of three phases: Phase I - Rule of Law and Justice; Phase II – Social Issues; and Phase III - Democratization through Civic Activism. As part of the project, in addition to the first (Vienna) and final conference (Brussels), six ‘ideas go public labs’ were organized in six different European cities (Sarajevo, Ljubljana, Pristina, Paris, Belgrade and Berlin), a summer school on Cres, the construction of an *online* platform, active dissemination of relevant materials through social networks and other forms of communication channels, a series of *op-ed* articles, *policy briefs* (45), a final report and a book. The Austrian Society for European Politics was a project manager in close cooperation with the Austrian Institute for International Affairs. Partners from EU member states are CERMES Bulgaria, IRMO Croatia, EuropaNew France, IEP Germany, Peleponnese University Greece, Andrassy University Hungary, IAI Italy, Global Focus Romania and CIR Slovenia. Partners from the Western Balkan countries are CDI Albania, University of Sarajevo BiH, Change Experts Group Kosovo, Pin Montenegro, Eurothink North Macedonia and BFPE Serbia.

The overall objective of the project is to contribute to the strengthening of democracy in Europe through cooperation and networking of the academic, research, advocacy, activist and media community as well as other relevant stakeholders. The topics addressed by the WB2EU network were, in a broad sense, further enlargement of the EU and EU cooperation with the Western Balkan countries, while, in a narrow sense, the project focuses on the rule of law areas in the EU and the Western Balkan countries, analysis of key social issues and strengthening dialogue with citizens on the need for their active engagement in building and preserving democracy.

Project number: IRMO 2020 RN 36-33

**Project title: Inequalities, community resilience and new governance modalities in the post-pandemic world (ENDURE)**

Source of funding: Croatian Science Foundation

Project manager: Senada Šelo Šabić

Project duration: 6/2022 – 5/2025

ENDURE is organized into five clusters: Governance in Times of Crisis, Challenging Inequalities in Post-Covid World, Public Attitudes and Resilience After Crisis Events, Mobilizing (D/Mis) Information and Communities, and Interdisciplinary Knowledge Synthesis of ENDURE. The consortium consists of nine holders and six partners. The holders are scientists from the following institutions: Free University Berlin (who is also the coordinator); University of Campinas, Sao Paulo; University Laval, Québec; University of Helsinki; University of Colombia, Bogota; Glasgow Caledonian University; University of Wroclaw; University of Texas Houston, El Paso, and IRMO, Zagreb. The partners are scientists from the following institutions: Özyegin University, Istanbul, Turkey; Federal University of Amazonas, Manaus, Brazil; University of Brasilia, Brazil; State University of Rio de Janeiro, Brazil; Kyiv School of Economics and University of Natural Resources and Life Sciences, Vienna, Austria.

Project number: IRMO 2022 RN 36-23

**Project title: Leadership Academy for CSOs**

Source of funding: European Social Fund and Office for Cooperation with NGOs of the Government of the Republic of Croatia

Project manager: Senada Šelo Šabić

Project duration: 2/2022 – 8/2023.

Within the project, a survey was conducted on the state and needs of civil society organizations in the field of leadership in Croatia. The research included an analysis of relevant documents, reports and a comparative review of the literature on leadership in civil society organisations in other countries. Furthermore, a qualitative and quantitative survey was conducted on the state and needs in the field of leadership in civil society organizations in Croatia. A leadership education program for civil society organizations, mentoring and coaching was developed and implemented.

IRMO conducted the research part of the project. The project coordinator was the Professional Network of Women and Men of Croatia, and the partners were the Algebra University College, IRMO, the Centre for Civic Initiatives Poreč, the associations Totalno

dobro, Prostor imaginacija and Dobar dan from Zagreb, the association Žena from Drniš and Pavleka Miškina Elementary School from Zagreb. The goal of the Leadership Academy is to provide civil society organizations with individual, tailored support in developing their leadership capacities.

Project number: IRMO 2022 RN 36-24

Project title: **SEE-6 Economic Outlook**



Client: Association of Southeast European Economic Institutes (SEEA)

Project manager for Croatia: Nevenka Čučković

Project duration: multiannual

SEE-6 Economic Outlook is an English-language publication that twice a year provides an overview of the latest economic trends and short-term and medium-term macroeconomic forecasts for six Southeast European countries: Bosnia and Herzegovina, Montenegro, Croatia, North Macedonia, Slovenia and Serbia. The publishers of the publication are SEEA member institutions, including IRMO. SEEA is an international association of economic institutes in Southeast Europe whose objectives are: to promote economic research in Southeast Europe; to encourage networking and cooperation of members; to develop joint research programmes, and to organize scientific conferences, round tables and meetings. The aim of the research project is to prepare a statistically based analysis of semi-annual economic trends for each country, including Croatia, and a projection of basic macroeconomic indicators for the current and the next three years. The text is accompanied by an extensive statistical overview with more than 200 quarterly macroeconomic indicators. The expected effects of the project are mainly focused on several levels of beneficiaries. The project intends to provide regional and national policy makers, as well as those at the level of economic sectors and company activities, with a quality analytical basis for making future development strategies and concrete business decisions.

Project number: IRMO 2019 32-1

Project title: **Project Proposal Evaluations, Investment C.1.6. R1 I 1 – Regional diversification and specialization of Croatian tourism through investments into the development of tourist products of high additional value**

Client: Ministry of Tourism

Project manager: Ana-Maria Boromisa

Project duration: 2/2023 – 2/2025

The goal of the project was to support the Ministry of Tourism in the grant award process under subcomponent 1.6. National Recovery and Resilience Plan (evaluation of project proposals).

Project number: IRMO 2023 30-32

Project title: **Climate and operation**

Client: Friedrich Ebert Stiftung

Project manager: Ana-Maria Boromisa

Project duration: 4/2022 - 2/2023

An analysis of the effects of climate change (e.g. reduction of precipitation, especially in summer), mitigation measures (cessation of fossil fuel use) and adaptation to climate change (e.g. irrigation, flood protection) on the number and type of jobs and working conditions in Croatia was carried out. This refers to (i) reducing the need for some workers due to climate change (e.g. if ski resorts are closed due to rising temperatures, there is no need to arrange trails) or due to climate change mitigation measures (e.g. jobs related to the use of fossil fuels); (ii) increasing the need for certain services due to climate change and adaptation to climate change (e.g. firefighters, ambulances and other emergency services) and (iii) developing innovations and new jobs (e.g. related to renewable energy sources, design, construction, maintenance and reconstruction of key infrastructure). Working conditions will change, especially in occupations related to outdoor work and emergency services. The needs for specific knowledge and skills will also change. The direction and magnitude of climate change impacts, climate change mitigation measures and climate change adaptation measures will not be the same in all regions, sectors, or for all workers. This study provided an initial assessment of the effects of the climate crisis on the labour market and workers in Croatia.

Project number: IRMO 2022 30-30

Project title: **Developing progress reports and supporting the update of the Integrated**

## **National Energy and Climate Plan (NECP) in terms of research, innovation and competitiveness dimension**

Client: Energy Institute Hrvoje Požar

Project manager: Ana-Maria Boromisa

Project duration: 2/2023 - 4/2023

The goal of the project was to support to EIHP in the preparation of the report and revision of the National Energy and Climate Plan (NECP) regarding the dimension of research, innovation and competitiveness (dimension V).

Project number: IRMO 30-28

Project title: **Reclaiming Liberal Democracy in the Postfactual Age (RECLAIM)**

## **RECLAIM**



Source of funding: European Commission, (HORIZON-RIA)

Project coordinator: University of Iceland, Reykjavik

Project manager: Hrvoje Butković

Project duration: 10/2022 – 10/2025

The research project deals with the implications of post-truth politics for the future of liberal democracy in Europe. Although the politics of post-truth poses a potential existential threat to liberal democracy, it is by no means necessarily the beginning of its end. There are significant prospects to mitigate the effects of this phenomenon, and the ambition of this research project is to contribute in this regard. The project analyzes the significance of various phenomena that are part of post-truth politics for liberal democracy in the 21st century, and considers how they pose an existential threat to liberal democracy. The aim of the project is to create a theoretically and empirically grounded vision of the future of liberal-democratic institutions; to analyze the meaning of liberal democracy in the 21st century; and to develop recommendations, tools and methodology to re-establish the legitimacy and effectiveness of liberal democracy. In this regard, the project will: generate a conceptual definition as well as empirical

indicators for the analysis of post-truth policy; analyse the current situation regarding the different dimensions of post-truth policy in geographical terms (different number of European countries, including Member States and non-EU countries); consider innovative teaching tools for civic education based on four key dimensions (European student identity; digital literacy; learning through experience and practice; social cohesion) to elaborate new models in teaching and to improve students' skills when dealing with changes in democratic societies; use their own empirical findings regarding the current state of post-truth policy in Europe to develop *policy* recommendations on how to best respond to different challenges as well as recommendations on how to best address disinformation in the field of civic education and media literacy. During 2023, a desk survey was conducted and numerous interviews were conducted on the topic of disinformation in the media space. Based on the conducted desk and field research during 2024, a national study will be made.

Project number: IRMO 2020 RN 20-28

Project title: **Development of the Feasibility study of the Vidonje Center of Active Tourism**

Client: Dubrovnik-Neretva County

Project manager: Jakša Puljiz

Project duration: 9/2022 - 1/2023

The purpose of the project was the development of a feasibility study for the "Vidonje Center of Active Tourism". The purpose of the study is to assess the justification of investments for the establishment of the Center of Active Tourism in the Neretva Valley with the aim of diversifying the tourist offer as well as creating conditions for strengthening the development of tourism in the less developed part of the Dubrovnik-Neretva County. The main project activity is the renovation of the existing old school building, according to the principles of circular economy and sustainable green and digital infrastructure in accordance with renewable energy sources, into content adapted to visitors interested in active tourism, which includes accompanying sports-recreational, cultural-artistic and excursion content.

Project number: IRMO 2023 RN 29-32

Project title: **Evaluation of island development**

Client: Ministry of Regional Development and EU Funds

Project manager: Jakša Puljiz



Project duration: 1/2023 - 7/2023

The objective of the Terms of Reference is to develop a study that will enable the establishment of a new system for measuring the development of islands based on island development indicators. As part of the project, a database of island development indicators, a methodology for calculating island development and a proposal for classifying islands into development groups were developed. The database of island development indicators includes indicators for 6 thematic groups of island development indicators and 25 subgroups of thematic island development indicators in accordance with the Regulation on the assessment of island development. Also, island development indicators are classified into indicators of inputs, outputs, outcomes and impacts for each subgroup of thematic island development indicators, which provides an additional analytical basis for assessing the effects of measures to encourage island development.

Project number: IRMO 2023 RN 29-34

Project title: **Development of a territorial strategy for the development of islands in the Dubrovnik-Neretva County**

Client: Development Agency of Dubrovnik-Neretva County

Project manager: Jakša Puljiz

Project duration: 1/2023 - 10/2023

The Territorial Strategy is a strategic document of the Dubrovnik-Neretva County, which is the main prerequisite for the implementation of the Integrated Territorial Programme 2021-2027 on the islands in the county. The Ministry of Regional Development and EU Funds has provided for the programming period 2021-2027, a total of EUR 150 million for the development of Croatian islands from the European Structural and Investment Funds. The IRMO team prepared an analysis of the geographical area of investment, including an analysis of the development needs and potentials of the island area of the County, then the key areas of investment, a description of the integrated approach in addressing development needs and potentials, the financial framework and the framework for monitoring the implementation of the strategy.

Project number: IRMO 2023 RN 29-35

Project title: **Supporting the implementation of just transition in Croatia**

Client: Ministry of Regional Development and EU Funds

Project manager: Jakša Puljiz

Project duration: 1/2023 - 7/2024

The goal of the project is to support the PricewaterhouseCoopers d.o.o. team and the Ministry of Regional Development and EU Funds in the development of expert bases for the preparation of local and county development projects for financing through the Just Transition Fund in the period 2021-2027. The project focuses on support in the elaboration of strategic project proposals and on the preparation of public calls for project proposals for funding through the Just Transition Fund. Also, project activities included training for future beneficiaries in the field of preparation and implementation of project proposals.

Project number: IRMO 2023 RN 29-37

Project title: **Development of the publication “Croatia and international financial institutions: 30 years of cooperation”**



Client: Ministry of Finance

Project manager: Jakša Puljiz

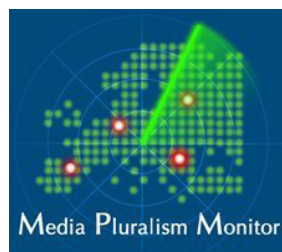
Project duration: 7/2023 - 11/2023

The project refers to the preparation, editing and printing of a book entitled “Croatia and International Financial Institutions: 30 Years of Cooperation”. The book marks a three-decade-long cooperation between the Republic of Croatia and international financial institutions and enables the general public to gain a deeper insight into the character of the cooperation itself. From international financial institutions, the book deals with the World Bank Group, the International Monetary Fund, the European Investment Bank Group, the European Bank for Reconstruction and Development, the Council of Europe Development Bank, the Inter-American Development Bank Group,

the Asian Infrastructure Investment Bank and the European Stability Mechanism. The book is also a continuation of the first book published by IRMO in 1996 entitled “Croatia and International Financial Institutions: World Development Guidance Rules”.

Project number: IRMO 2023 RN 29-37

Project title: **Monitoring media pluralism in the digital era - MPM2023**



Source of funding: European Commission

Project coordinator: The European University Institute, Florence

Project manager: Paško Bilić

Project duration: 12/2022 – 7/2023

The Centre for Media Pluralism and Media Freedom (CMPF) of the European University Institute (EUI) in Florence, Italy, monitors media pluralism in the national media systems of European Union countries and selected candidate countries. The project evaluates the state of media pluralism in print, electronic and digital media on uniform and scientific criteria. Monitoring the risks to media pluralism is divided into categories: basic protection, market pluralism, media inclusiveness and political independence. Various legislative, social and economic variables extend through these categories. In this project cycle, a significantly greater emphasis was placed on digital communication and on indicators related to the impact of the COVID-19 pandemic on media pluralism.

The aim of the project was to collect, record and document data, evaluate risks to media pluralism in Croatia, communicate with regulators and civil society associations. The impact of the project is the systematization of risks to media pluralism in Croatia and the detection of key shortcomings in media regulation and policy in Croatia and the EU.

Project number: IRMO 2022 RN 41-3

Project title: **Monitoring Media Pluralism in the Digital Era - MPM2024**



Source of funding: European Commission

Project coordinator: The European University Institute, Florence

Project manager: Paško Bilić

Project duration: 11/2023 – 7/2024

The Centre for Media Pluralism and Media Freedom (CMPF) of the European University Institute (EUI) in Florence, Italy, monitors media pluralism in the national media systems of European Union countries and selected candidate countries. Based on uniform and scientific criteria, the project evaluates the state of media pluralism in print, electronic and digital media. Risk monitoring is divided into categories of basic protection, market pluralism, media inclusiveness and political independence. Each category consists of five indicators composed of different legislative, social and economic variables.

Project number: IRMO 2023 RN 41-3

Project title: **Digital Data, Infrastructures and Development**



Source of funding: Croatian Science Foundation

Project manager: Paško Bilić

Project duration: 12/2023 – 12/2027

Digital data distributed through online platforms, smartphones and other gadgets

have become a source of intensive commercialization and development of public infrastructures in developed countries. Data are necessary for the development of algorithms that use machine learning and natural language processing to construct artificial intelligence, replace slow manual data processing, and provide new analytical insights. As more and more data become available in digital formats, it is often argued that data will become a driver of economic growth and well-being. However, economic and social development is not a direct application of computational methods, but a complex process that depends on a number of social factors. Understanding the role of data in society is the subject of intensive discussions and research on infrastructures and critical research on data and platforms. The DEVELOPER project will conduct an interdisciplinary analysis from the perspective of social sciences. The role of data in society at the level of institutions (laws and markets), organizations (private and public) and everyday life of citizens will be explored. Utopian and dystopian thinking about big data will be avoided in order to empirically explore the factors that enhance or prevent the development of data infrastructures and their role in the creation of private and public wealth. An exploratory, sequential conceptual design of mixed methods will be applied to understand the norms, values, experiences and practices associated with digital data and data infrastructures. Knowledge in the scientific community on data infrastructures in post-socialist countries of the economic periphery of the European Union will be improved and improved. Empirical research will contribute to the further development of strategic plans of the European Commission and the National Development Strategy to enable better regulation, improve organizational and working conditions and involve citizens in digital services.

The objectives of the project are to explore how digital data is regulated and valued in laws and markets, to explore experiences of working with data in private and public organizations, to examine the role of data in the daily life of citizens, to systematize results to better understand the development role of data, to make recommendations for public policies and the development of data infrastructures.

Project number: IRMO 2023 RN 41-36

Project title: **Media Education Matters (MOV)**



Source of funding: European Social Fund - ESF

Project Coordinator

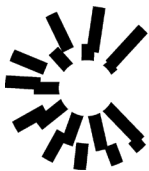
Project manager: Paško Bilić

Project duration: 11/2020 -9/2023

The project contributes to the analysis of the current situation in the field of media literacy, the development of synergy activities and an evidence-based model and research, which contributes to the achievement of national and EU regulations. Media literacy is important for a democratic society and active and responsible citizenship, which implies the development of cognitive, ethical, aesthetic and philosophical skills and knowledge. Media and information literacy include the competencies of collecting information from various sources, its critical evaluation and effective use, and the creation and responsible distribution of multimedia content using digital tools. When we define media literacy as the ability to access, analyze, critically evaluate and create new media content, we recognize its three dimensions: technical competencies, skills and practice of critical thinking and content production. From these definitions, we see that an integral part of media literacy is the ability to access the source of information, among which is the Internet, which is one of the most important sources and requires the development of information and communication or digital competence. Although exposure to the media and sources of information is often uncontrolled and happens almost automatically, it is media literacy that develops the skills of conscious decision-making on exposure to media content, critical analysis of media content, and creates opportunities for own expression and production of media content. Therefore, it is particularly important to use positive influences and to prevent possible adverse effects of media exposure. The significant influence of the media is also reflected in their influence on democratic processes because the media can participate in the manipulation of the public or strengthen democratic political processes and support citizens' rights to information. Likewise, democratic participation of citizens requires their information and the skills of critical thinking and self-expression.

Project number: IRMO 2020 RN 41-35

Project title: **Increasing the international competitiveness of the film industry in small European markets - CresCine**



**crescine**

Source of funding: European Commission

Project manager: Jaka Primorac

Project duration: 3/2023 – 2/2026

The mission of the CRESCINE project is to increase the competitiveness of the film industry in small countries in Europe and improve the circulation of films and audiovisual content coming from small markets internationally. CresCine aims to increase the competitiveness and cultural diversity of the European film industry. This will be achieved by understanding, including, empowering and ultimately transforming small European markets starting from research and piloting in 7 markets. In their “small size”, these markets highlight the challenges and drivers that need to be considered in all other countries in order to increase the competitiveness of the EU film industry. CresCine will systematically address the entire film production, distribution and consumption ecosystem. The goal is to innovate at all levels of the value chain, from policies to data management and analytics, production business models and distribution methods. CresCine will develop new tools, methods and strategic approaches that build on the concept of small size and the positive opportunities it entails for the overall competitiveness of the European film industry. CRESCINE will address all expected outcomes through the prism of exemplary European small film markets that represent the majority of film markets in the European Union. CRESCINE will establish an innovative model of analysis and evidence collection through the value chain that is framed by state-of-the-art analytical data models, a comparative label test published in the light of the best available evidence including the highest quality data sources. The findings will lead to work on innovative solutions and testing of new tools, policies, business models or funding schemes and green strategies. These activities contribute to the overall impact of the project and its ability to produce new tools, recommendations, guidelines and harness results that nurture the transformation of the film industry in small European markets and beyond. The project involves 25 European and one US partner (academic institutions, professional associations and industry actors) from 12 different countries, and the project leader is the University of Lusófona in Lisbon, Portugal. During 2023, work began on all work packages of the project, the project was presented at the Cannes Film Festival (Marché du Film), the Black Nights Festival in Tallinn, and an international round table ‘Big Challenges for Small Cinemas’ was organized on 18 December in Zagreb. More at: [www.crescine.eu](http://www.crescine.eu)

Project number: IRMO 2023 RN 45-16

Project title: **Rapids and backwaters. Adapting fast and slow to a digital cultural turn**

Source of funding: The Research Council Norway - KULMEDIA programme

Consortium Coordinator: Telemark Research Institute, Norway

Project manager: Aleksandra Uzelac

Project duration: 3/2020 – 12/2023

IRMO team composed of Aleksandra Uzelac, Ph.D., Jaka Primorac, PhD and Barbara Lovrinić Higgins - participated in the work on the three-year research project *'Rapids and backwaters. Adapting fast and slow to a digital cultural turn'*, which aimed to explore how digitalization affects different types of value generation in the field of cultural production, as well as how legislation and regulation – copyright and cultural policy – have adapted to digital production and distribution of culture.

During 2023, the IRMO team participated in research activities within Work Package 5 where they worked on an analytical review of existing policies for the creative economy in Europe and Croatia with an emphasis on their adaptation towards 'digital policies'. The work on this project resulted in the publication of research results in the scientific book 'Digital Transformation and Cultural Policies in Europe' published by Routledge (2024) and edited by Ole Marius Hylland and Jaka Primorac. The book is available in open access and brings together case studies on digital cultural policies in seven European countries (Croatia, Norway, Germany, Switzerland, Sweden, Spain and the United Kingdom), policy analysis at European Union level, and chapters presenting the theoretical framework used and a comparative analysis of case studies. The chapter analyzing digital cultural policy in Croatia was written by Aleksandra Uzelac, Jaka Primorac and Barbara Lovrinić Higgins. Ole Marius Hylland and Jaka Primorac co-authored the introductory and comparative chapters in the book.

Project number: IRMO 2020 RN 40-59

Project title: **KEEP ON - Effective policies for permanent and self-sustaining projects in the cultural heritage sector**





Source of funding: ERDF, Interreg Europe

Consortium Coordinator: INORDE – Institute for Economic Development of Ourense Province, Spain

Project manager: Daniela Angelina Jelinčić

Project duration: 6/2018 – 5/2023

The aim of the project was to increase the effectiveness of public policies by ensuring lasting and self-sustaining projects in the field of cultural heritage, both in the regions participating in the project and in other areas of the EU territory. This implies: a) public policies as catalysts for high quality projects with a long-term impact on regional development; b) identification and promotion of examples from which one can learn; c) activation of private financial resources; d) mobilization of regional, national and EU stakeholders with the aim of ensuring the sustainability of activities; e) emphasizing a horizontal and connected approach to self-sustainability with the aim of ensuring a long-term impact on investments; f) increased capacities of organizations responsible for public policies or cultural organizations; and g) providing a significant *input* for *post-2020* cohesion policy. The expected results relate primarily to the improvement of 6 *policy* instruments.

Role of IRMO: *knowledge manager* (KM) – responsible for the exchange of experience at the project level, for the preparation of the methodology, facilitating the exchange of experience during meetings, implementation of internal training, revision of documents, monitoring and outcomes. This includes the organization of 2 webinars (1. current state and review of the project; 2. progress and results), the development of a template document for examples of good practice, the development of a questionnaire methodology for cultural institutions, the development of a methodology for collecting past experiences of good practice, the preparation of a publication on the results of the project, the preparation of a guide on the durability and self-sustainability of cultural heritage projects, the revision of action plans.

Project number: IRMO 2018 RN 42-7

Project title: **Cultural Development Programme of the City of Zagreb 2024 - 2030**

Client: City of Zagreb

Project manager: Daniela Angelina Jelinčić

Project duration: 4/2021 – 11/2023

The project included the participatory development of the Cultural Development Plan

of the City of Zagreb, which implies an analytical study of the state of culture in Zagreb and the determination of vision, goals, specific goals, measures and projects. The aim of the project was, based on the analysis of the situation related to the existing legislation, the findings of research that has already been done or is ongoing on the cultural resources of the city of Zagreb, analysis and discussions with key actors in the field of culture in the city and the wider environment, and in cooperation with the City of Zagreb Working Group, to determine the vision of the development of culture in the city of Zagreb, define key development priorities in the upcoming medium-term period and prepare a strategic plan. More at: <https://www.zagreb.hr/nacrt-prijedloga-programa-razvoja-kulture-grad-a-za/191249>

Project number: IRMO 2021 RN 42-18

Project title: **Transition of smart villages, competition model for more attractive and**



Co-funded by  
the European Union

More than a Village

Source of funding: European Commission, Interreg Central Europe

Project manager: Daniela Angelina Jelinčić

Project duration: 4/2023 – 3/2026

The aim of the project is to create new jobs, stabilize rural areas and strengthen the economic resilience of non-urban areas. The innovativeness of the project lies in the approach to the smart village, which is not yet widespread in Central Europe. The main results of the project are: 1) a common strategy for the smart village transition, followed by action plans for the selected territories, 2) three pilot actions consisting of testing different smart village models, 3) common solutions to be applied in rural areas in Central Europe and beyond. The direct beneficiaries of these results are small businesses, local communities, local authorities, NGOs, local action groups and other stakeholders. The problems related to improving the attractiveness and development of rural areas are complex and specific to all 5 countries participating in the project (PL, HU, SI, HR and IT). Transnational cooperation is applied in the exchange of experiences and finding common solutions.

Project number: IRMO 2023 RN 42-21

Project title: **New public culture and spaces of sociability**



Client: Alliance of Klubtura Associations

Project manager: Ana Žuvela

Project duration: 12/2021 -12/2023

Within the project funded by the European Commission from the European Social Fund, the Operational Programme 'Effective Human Resources' conducted a survey on public cultural centers with a focus on the time and environment of their emergence, historical development, management models, financing, employee structure, program activities, cooperation with other organizations, and other aspects important for the operation of cultural centers; a sample was created on the basis of a survey conducted among cultural centers and 3 centers were selected for more detailed case studies and 40 semi-structured interviews were conducted with employees and users of cultural centers, partners, and administrative staff. Through the project, an analysis of documents was conducted with the aim of collecting data on existing management and programming models in socio-cultural centers in the Republic of Croatia and the EU and comparing these models. Also, an analysis of the policy framework at the EU, national and local levels that regulate and influence the processes of participatory governance in culture was conducted, as well as a review of relevant professional literature in the field of common good management and participatory democracy with the aim of determining epistemological starting points and possible applications in the field of governance in culture. Six public policy guidelines were written, which included coordinating the entire process of drafting guidelines and participating in the development of social impact analyses of the proposed guidelines. The results of the research were published in the thematic issue of the scientific journal *Sociologija i prostor*.

Project number: IRMO 2021 RN 43-2

Project title: **Feasibility study with cost-benefit analysis of the Center for Protection and Conservation of Protected Species in Dubrovnik-Neretva County**

Client: Public Institution for the Management of Protected Areas of Nature  
Dubrovnik-Neretva County

Project manager: Marina Funduk

Project duration: 12/2022 - 6/2024

The aim of the project is to develop a Feasibility Study with a cost-benefit analysis of the Center for the Protection and Conservation of Freshwater Turtles, River (Mauremys rivulata) and Bar Tortoises (Emys orbicularis) in the settlement of Majkovi in Dubrovnik-Neretva County. The purpose of the Feasibility Study with a cost-benefit analysis is to determine whether and under what circumstances the Centre's construction project can be realized. The focus of the analysis will be on the conceptual framework, institutional regulations, financial framework and spatial infrastructure. The technical analysis will include an option analysis, which aims to compare the situation with and without the project and to identify an alternative.

Project number: IRMO 2022 RN 29-33

Project title: **Business analysis of HSGN member associations and recommendations for strengthening capacities for cooperation in the future**

Client: Croatian Association of the Deaf and Hard of Hearing

Project manager: Ivana Keser

Project duration: 12/2023 - 1/2024

Activities on the project included the preparation of a questionnaire on the condition of associations of members of the Croatian Association of the Deaf and Hard of Hearing; the analysis of a questionnaire on the condition of associations of members of the Croatian Association of the Deaf and Hard of Hearing and the preparation and holding of a workshop on "Strategic Planning for Associations of Members of the Croatian Association of the Deaf and Hard of Hearing".

Project number: IRMO 2023 RN 51-91

Project title: **Interim evaluation of the Zagreb Agglomeration Strategy for the period until 2027 - SRUAZ**

Client: City Office for Economy, Environmental Sustainability and Strategic Planning

Project manager: Sanja Maleković

Project duration: 7/2022 - 5/2023

The main objectives of the project were to contribute to the quality of the developed Strategy by providing a reasoned assessment of the relevance, justification, consistency and coherence of the strategy. These are also the key criteria for the prior evaluation of the strategic document, and the Strategy was also considered from the point of view of the criteria of effectiveness and efficiency to the extent possible at the stage of drafting the Strategy. The project also sought to contribute to an increase in understanding of the overall process of strategic planning and evaluation of the strategic document in the area covered by the Zagreb urban agglomeration.

The activities included the assessment of all key contributions to the development of the Strategy - from the textual part of the Strategy and the analysis of the situation, SWOT analysis, assessment of the analysis of development needs and potentials, assessment of the strategic framework for the development of urban agglomeration in the stated period - vision, strategic goals and implementation mechanisms/key areas of intervention, assessment of the indicative financial plan, indicators, etc. In doing so, attention was paid to the application of evaluation questions within the aforementioned evaluation criteria, with particular emphasis on the criteria of relevance, consistency and coherence/coherence of the strategy in order to ensure the necessary internal intervention logic of the strategic document.

Project number: IRMO 2022 51-21

Project title: **Ex-ante evaluation of the Sustainable Tourism Development Strategy of the Republic of Croatia until 2030**

Client: Ministry of Tourism and Sports

Project manager: Sanja Maleković

Project duration: 1/2022 – 8/2023

The main objectives of the project were to contribute to the quality of the developed Strategy and Plan and to contribute to the increase of understanding of the overall process of strategic planning and evaluation of the strategic document in the Ministry through discussions aimed at raising the quality of the developed Strategy and Plan (through a reasoned assessment of the relevance, justification, consistency, coherence and efficiency and effectiveness of the Strategy).

The activities on the project related to the assessment of all key contributions to the development of the Sustainable Tourism Development Strategy until 2030, but also the National Sustainable Tourism Plan until 2027. (Tourism Development Strategy and Plan) - from the analysis of the situation, SWOT analysis, analysis of development needs and potentials, assessment of the strategic framework for tourism development in the stated period - vision, strategic goals and implementation mechanisms/key areas of intervention, assessment of the indicative financial plan, indicators, etc.

Particular attention was paid to the application of evaluation questions within the following evaluation criteria: relevance, consistency, internal and external coherence and impact of the strategy. At the same time, attention was paid to checking the connection and compliance of the Tourism Development Strategy and Plan with the NDS 2030 and with other national strategic development documents as well as those at EU level. The project as a whole contributed to the strengthening of the strategic planning process in the Ministry based on the improved quality of the developed Tourism Development Strategy and Plan. The level of understanding on ex ante evaluation was raised among the Ministry's experts and other key stakeholders and experts involved in the strategic planning process, and the action of the partnership was improved through strengthening consensus in shaping tourism development policy.

Project number: IRMO 2022 51-19

Project title: **Ex-ante evaluation of the urban development strategy of Zadar for the period 2021 - 2027 - SRUP Zadar**

Client: City of Zadar

Project manager: Sanja Maleković

Project duration: 10/2022 - 10/2023

The main objectives of the project were to contribute to the quality of the developed Strategy by providing a reasoned assessment of the relevance, justification, consistency and coherence of the strategy. These are also the key criteria for the prior evaluation of the strategic document, and the Strategy was also considered from the aspect of the criteria of effectiveness and efficiency to the extent possible at the stage of drafting the Strategy. The project also sought to contribute to an increase in understanding of the overall process of strategic planning and evaluation of the strategic document in the area covered by the urban area of Zadar.

The activities included the assessment of all key contributions to the development of the Strategy - from the textual part of the Strategy and the analysis of the situation, SWOT analysis, assessment of the analysis of development needs and potentials, assessment of the strategic framework for the development of urban agglomeration in the stated period - vision, strategic goals and implementation mechanisms/key areas of intervention, assessment of the indicative financial plan, indicators, assessment of the participatory process, etc. In doing so, attention was paid to the application of evaluation questions within the aforementioned evaluation criteria, with particular emphasis on ensuring the necessary internal intervention logic of the strategic document.

Project number: IRMO 2022 51-20

Project title: **Strategic Plan of the Center for Development of Non-Profit Organizations (CERANEO) for the period 2024-2027**



Client: CERANEO

Project manager: Sanja Maleković

Project duration: 9/2023 - 11/2023

The activities on the project included an analysis of the situation and an assessment of the Centre's activities so far, including the development of a SWOT analysis, defining the Centre's development needs and potential, proposing a mission and vision, as well as the Centre's strategic goals and development priorities. Finally, based on the defined key strategic framework, an Action Plan was developed, which, in addition to the stated strategic goals and priorities, defined key activities, their duration, coordination and sources of financing.

Project number: IRMO 2023 51-22

Project title: **Acquisition of key practical skills in the field of environmental engineering**



Source of funding: European Social Fund

Project coordinator: Faculty of Geotechnical Engineering, University of Zagreb

Project manager: Sanja Tišma

Project duration: 3/2020 – 3/2023

The project leader is the Faculty of Geotechnical Engineering, University of Zagreb. The purpose of this project was the development of key practical skills through the development, improvement and implementation of professional practice in the undergraduate and graduate study program Environmental Engineering (IO) at the Faculty of Geotechnical Engineering. Through a developed institutional system of professional practice with an associated online system of planning and monitoring its quality, the objectives of the project were to facilitate the employment of students through the development of partnerships with institutions, which will enable them to apply the acquired theoretical knowledge in practice, establish a Career Development Center and increase the number of students in the stem field. During 2022, IRMO prepared a comprehensive analysis of the attitudes of entrepreneurs and students about the quality and usefulness of apprenticeships in the period 2019-2022 with recommendations for improvements in the future, presented the results of the analysis to the general public and organized one workshop on learning outcomes for teaching and non-teaching staff of the partners. In addition to IRMO, the project partners were: Croatian Society of Geotechnical Engineers (HDIG), University of Applied Sciences Velika Gorica (VVG), Green Energy Cooperative (ZEZ) and Association of Graduates of GFV University of Zagreb (AMAC-GFV).

Project number: IRMO 2020 RN 50-46



Project title: **Strategic planning, participatory management and consulting in establishing the organization and operation of the Regional Competence Center – “KaRijERA i JA” and “STRUKA i TI”**



Client: Karlovac Technical School

Project manager: Sanja Tišma

Project duration: 10/2020 – 12/2023

The project ensured the planning of the development of the Regional Competence Center of the Karlovac Technical School through the projects KaRijERA i JA /STRUKA i TI in the period 2021-2023. The Development Strategy and 4 cooperation plans of the Regional Competence Center of the Karlovac Technical School were developed (Cooperation plan with other institutions for vocational education in the Republic of Croatia and outside the Republic of Croatia and international centers operating in the field of vocational education, centres of excellence (CoVEs); Cooperation plan with chambers, companies and crafts in the implementation of modernization of vocational education and ensuring lifelong learning programs according to the needs of the labor market; Cooperation plan of the Regional Competence Center of the Karlovac Technical School with student dormitories in the field of organization of student television, vocational competitions, mobility and international cooperation (Erasmus+) and Cooperation plan with higher education institutions in the field of research and development/introduction of innovations. The implementation of the strategy and plans was carried out on an annual basis, and during 2022 a framework for a new development plan of the of the Regional Competence Center of the Karlovac Technical School for the period 2023-2028. The process of planning and monitoring and evaluating the implementation of the Strategy and 4 plans was carried out through 8 two-day workshops in cooperation with all stakeholders and partners relevant to the work of the RCK. The aim of the project is to establish strategic planning, monitoring and evaluation of the work of the Regional Competence Center of the Karlovac Technical

School. The expected effect is the successful establishment of the organization and operation of the Regional Competence Center.

Project number: IRMO 2020 RN 50-43

Project title: **Through Dialogue to the Croatian Social Entrepreneurship Network**



Client: European Social Fund - ESF

Project manager: Sanja Tišma

Project duration: 11/2020 – 12/2023

The project prepared and conducted research in the field of social entrepreneurship development in the Republic of Croatia. As a project partner, the IRMO team participated in educational activities and the implementation of scientific research on the following topics: Socially useful learning and social entrepreneurship; Evaluation of the implementation of the Strategy for the Development of Social Entrepreneurship in the Republic of Croatia; Social Entrepreneurship through Public Policies; Analysis of examples of good practice and the Veterans' Association and Social Entrepreneurship. The results of the research were processed and presented through 4 scientific and two professional papers. Based on the results of scientific research, round tables, a survey conducted among social entrepreneurs and thematic focus groups, 8 guidelines for the development of public policies were developed (Legislative framework of SOEs, SOEs and youth, SOEs, vulnerable groups and social services, SOEs in agriculture, communication channels of SOEs and support institutes, SOEs and education system, Tax policy and SOEs, State property in the function of SOEs and prepared for all 8 areas of social impact analysis of the proposed interventions. The aim of the project is to map stakeholders, network, conduct scientific research and exchange knowledge and experience in the field of social entrepreneurship in Croatia. The expected impact is to strengthen the capacities of CSOs with the support of the academic community, in order to establish an effective dialogue of all stakeholders for the social development of the Republic of Croatia.

Project number: IRMO 2020 RN 50-55

Project title: **GIST - Encouraging digitalization and bionic transformation of small and medium-sized companies through innovative training to overcome the COVID-19 crisis**



Source of funding: Erasmus+ Programme

Project managers: Sanja Tišma

Project duration: 6/2021 – 5/2023

The GIST project was funded under the Erasmus + Programme, Key Actions 2: Strategic Partnerships for Innovation and Exchange of Good Practices. The project manager was the Karlsruhe Institute of Technology (KIT) from Germany, and in addition to IRMO, partners from Spain, Slovenia, Poland and Belgium participated in the implementation of the project. The project carried out an in-depth research of knowledge and skills in small and medium-sized enterprises, the public sector, entrepreneurial support institutions and educational institutions related to digital transformation. Based on the findings of the situation analysis, a new educational program has been prepared that will enable the acquisition of new knowledge about digital transformation, industry 4.0 for the bionic transformation of small and medium enterprises and the strengthening of management capacities for the introduction of digitalization. The prepared educational programs are presented to interested stakeholders and available on the platform <https://gist-project.eu/>

The main objective of the GIST project was to develop and implement innovative training material for employees in small and medium-sized enterprises that will provide them with basic knowledge to achieve “bionic status”, i.e., enable them to use available digital technologies to increase innovation and better business results. The expected effect is an increase in innovation and better business results of small and medium-sized enterprises.

Project number: IRMO 2021 RN 50-58

Project title: **Strategic planning, participatory management and consulting in the establishment of the Panonika Regional Competence Centre**



**Panonika**  
REGIONALNI CENTAR KOMPETENTNOSTI

Client: Agricultural and Food School Požega

Project manager: Sanja Tišma

Project duration: 10/2020 – 12/2023

The development of vocational education in the Republic of Croatia is one of the key priorities for strengthening the education system as a whole. This project sought to strengthen the Panonika Regional Competence Center. The aim of the project was to develop the Strategy and the three-year work plan of the Center. The service included the development of the Strategy and the three-year work plan of the Regional Competence Center, the moderation of strategic workshops, and the monitoring and evaluation of the implementation of documents and upgrades over three years and the development of a proposal for a new strategic document for the coming period.

Project number: IRMO 2020 RN 50-56

Project title: **Development of the Local Development Strategy in Fisheries of the Four Rivers Flag for the period 2023-2027**

Client: FLAG Four Rivers, Karlovac

Project manager: Sanja Tišma

Project duration: 9/2023 - 10/2023

Representatives of stakeholders from all stakeholders, from the economic, public and civil sectors, gathered in workshops and consultations, played a key role in the preparation and development of the Local Development Strategy in Fisheries. The

entire Local Development Strategy in Fisheries development process was based on a partnership approach and other LEADER principles (CLLD). As part of this, interactive workshops, meetings, consultations were held where experiences were exchanged. A survey was conducted to identify potential projects, which served as a basis for identifying development needs, and then for determining measures, for investments and projects in the field of FLAG 4R. At its meeting on 27 October 2023, after discussion and agreed amendments, the FLAG 4R Assembly adopted this Local Development Strategy in Fisheries.

The Local Development Strategy in Fisheries was developed using the knowledge, skills and experience of FLAG 4R, representatives of stakeholders of all stakeholders in the field of FLAG 4R and local development advisors.

Project number: IRMO 2023 RN 50-77a

Project title: **Development of the LAG-5 local development strategy for the programming period 2023-2027**

Client: LAG 5 Local Action Group, Korčula

Project manager: Sanja Tišma

Project duration: 4/2022 – 6/2023

Within the project, the Local Development Strategy (LDS) for LAG 5 was developed according to the default form for the programming period 2023-2027. The main objectives of the preparation of the LDS are to create a comprehensive strategic development plan, which includes all development specificities in the area of lag 5, to determine the development framework, guidelines and determinants for the priorities of future development, to provide an operational basis for their implementation, for the successful and efficient use of EU funds and other sources; to strengthen public participation in the overall development of lag 5 through partnership, i.e. the involvement of relevant stakeholders in the process of preparation and implementation of the LDS and to promote local initiatives and partnerships by involving representatives of the economy, local government and civil society, and to contribute to increasing the knowledge and skills of local government to improve the management of development and implementation of development projects.

Project number: IRMO 2022 RN 50-77

Project title: **Performance of expert consultancy activities in the preparation and implementation of Interreg cross-border cooperation programmes involving Hungary for the period 2021-2027 as well as for programmes 2014-2020**

Client: EX ANTE Consulting Ltd., Hungary

Project manager: Sanja Tišma

Project duration: 8/2022 – 6/2023

As part of the project, an internal evaluation of the Interreg V-A Hungary-Croatia Cooperation Programme 2014-2020 (HUHR) was carried out. The task of IRMO was to collect data and analyze the implementation of the Program in Croatia and to consolidate the findings and make recommendations together with colleagues from Hungary. The main objective of the evaluation of the Programme was to examine how activities co-financed by the ERDF contributed to cooperation and development in the cross-border area and to make proposals for future action. Also, the findings of this evaluation are input data for the ex-ante evaluation, assessment of the new Program for the period 2022 -2027.

Project number: IRMO 2022 RN 50-69

Project title: **Service of technical and technological experts for support in monitoring the implementation of projects of Competence Centres under the competence of PT1**

Client: Ministry of Economy and Sustainable Development

Project manager: Sanja Tišma

Project duration: 1/2023 – 12/2023

The project provided advisory support in the implementation of projects co-financed under the call for proposals “Support to the development of Competence Centres”. IRMO experts provided MESD with support in resolving specific issues in the implementation of projects co-financed under the call for proposals “Support to the development of Competence Centres”. The experts provided support to PT1 in the field and/or administrative verification of whether the immediate results and other set indicators of the envisaged stage of R&D activities (industrial research, experimental development) were achieved within the activities specified in the Grant Agreement.

Project number: IRMO 2023 RN 50-80

**Project title: Ex- ante Evaluation of the Bioeconomy Strategy to 2035**

Client: Ministry of Agriculture

Project manager: Sanja Tišma

Project duration: 12/2023 - 2/2024

The ex-ante evaluation process includes an evaluation of the draft Bioeconomy Strategy to 2035 and suggestions for improvements. The situation analysis, SWOT analysis, development needs and potentials were evaluated. Therefore, the proposed strategic framework was evaluated - vision, strategic goals and implementation mechanisms/ key areas of the intervention. The proposed indicative financial plan, the proposed performance indicators according to the set strategic goals and the partnership in the development and subsequent implementation of the Strategy were evaluated. The evaluation was carried out on the basis of clear evaluation questions with special emphasis on the criterion of relevance, consistency and coherence/coherence of the Strategy, in order to ensure the necessary internal intervention logic of the strategic document. The expected performance is to improve the horizontal and vertical alignment of the strategic document and to contribute to setting a clear strategic framework for all relevant stakeholders.

Project number: IRMO 2023 RN 50-85

**Project title: Impact of mobility on transport workers - MIPACT**

Client: European Commission

Project manager: Sanja Tišma

Project duration: 5/2022 – 6/2024

The MIPACT project was funded under the European Social Fund+ (ESF) Programme, Call: ESF-2021-POW (Posting of workers: enhancing administrative cooperation and access to information). Since February 2022, a new regulatory framework

for employment and work in the EU has entered into force, but its impact on the transport sector is unknown. Therefore, the project explores the level of knowledge about the possibilities of implementing the new legislative framework and encourage international cooperation in the transport sector by ensuring improvements in access to information on the minimum wage, working hours, annual leave, precarious jobs, health and social insurance, equality between women and men, employment conditions and administrative requirements for leading companies. Proposals for unique, clear and understandable business processes in the EU will be made. IRMO experts are working together with other experts to develop the project methodology. In addition, they will develop a case study on the example of Croatia, organize a stakeholder workshop and present the findings of the research with the help of infographics and a special video. The aim of the project is to analyse the new legislative framework related to employment in the EU and practices related to worker mobility and their impact on workers in the transport sector. The project focusses on truck drivers in international traffic. The expected impact is an increase in knowledge and awareness of the new legislative framework and new business practices.

Project number: IRMO 2022 RN 50-78

Project title: **Support to vocational education and training in the gastronomic sector towards a CO<sub>2</sub> neutral kitchen – CLIMATE COOKBOOK**



Client: European Commission, Erasmus +

Project manager: Sanja Tišma

Project duration: 1/2023 – 1/2025

The Climate Cookbook project explores the level of knowledge in the gastro sector in Croatia and Slovenia on the impact of the sector's operations on climate change. Based on the collected research results, an educational program on climate change will be developed following activities in the gastro sector to reduce CO<sub>2</sub> emissions. Also,



a methodology was developed and CO<sub>2</sub> emissions were calculated for about twenty traditional dishes in Croatia and Slovenia. Recipes with pronounced CO<sub>2</sub> emissions during their production will be merged into the Climate Cookbook. Information on climate change through the activities of the gastro sector as well as the Climate Cookbook will be presented to the general public and thus ensure the activities of popularization of scientific research conducted in IRMO.

Project number: IRMO 2023 RN 50-79

**Project title: Expert Consulting for the Development of the Green Plan of the National and University Library in Zagreb**

Client: National and University Library Zagreb (NSK)

Project manager: Sanja Tišma

Project duration: 10/2023 – 11/2023

The National and University Library in Zagreb has started developing a Green Plan for which support was requested in defining goals and activities. For this purpose, IRMO prepared an overview of examples of good practice abroad and an analysis of the work of green libraries in Croatia. Together with the developers of the Green Plan, the submitted proposals of the Green Plan of NSK were reviewed and proposals for the amendment and refinement of the plan were prepared. The purpose of the project was to assist NSK employees in developing a Green Plan that is aligned with the NSK Development Strategy. Objectives and sub-objectives aimed at encouraging the development of the NSK towards the design and implementation of sustainable activities and programmes have been developed.

Project number: IRMO 2023 RN 50-48

**Project title: Phase II: Mapping all jobs to the new public sector wage system – reform of the public sector wage setting mechanism**

Client: World Bank

Project manager: Sanja Tišma

Project duration: 10/2023 – 6/2024

In 2022, the World Bank began providing technical assistance to the Government of the Republic of Croatia in reforming the public sector wage system with the main aim of establishing a fairer, more transparent and internally consistent system, while ensuring fiscal sustainability. The implementation of activities under phase II

of technical assistance includes support to the main tasks, with an emphasis on the tasks of completing a single methodology of job evaluation in the public sector, job consolidation, which includes reducing the number of job titles by merging them into a smaller number of job titles, and job evaluation. The methodology of job evaluation will be based on an analytical assessment of jobs, in particular a scoring-factor assessment and/or an analytical comparison with reference jobs. This will contribute to the creation of a job catalogue, including a list of job titles and a schedule in the new salary structure.

Project number: IRMO 2023 RN 50-84

Project title: **Preparation of socio-economic analysis (LIFE19 GIE/BG/000846 SWiPE)**

Client: WWF Adria

Project manager: Sanja Tišma

Project duration: 7/2023 – 8/2023

The project “Successful Prosecution of Wildlife Crimes in Europe” (SWiPE) aims to discourage and ultimately reduce the illegally killed European wildlife, supporting the recovery of endangered European biodiversity and ecosystem health. The socio-economic assessment of the SWiPE project in Croatia showed that all three areas identified as relevant were achieved to make the invisible crime against wildlife visible. The project activities raised awareness of both the general and professional public. The project also led to several legal changes and crimes against wild flora and fauna became part of Croatian national legislation. Also, the activities carried out within the SWiPE project, organized trainings and trainings have led to an increase in the knowledge and capacity of law enforcement experts, prosecutors and judges regarding crimes against wildlife. Therefore, it can be concluded that the planned indicators have been achieved and that the implementation of the SWiPE project in Croatia has been successful.

Project number: IRMO 2023 RN 50-83

Project title: **Consulting services in the development of the project “Kutnjak 86” – solar power plant phase 1 and 2 in Podravska Selnica in Koprivnica-Križevci County**

Client: EEG-ENERGY-GAS d.o.o.

Project manager: Krševan Antun Dujmović

Project duration: 5/2022 – up to the level of readiness for the construction of a solar power plant

The service envisages the participation and preparation of meetings in the Križevci-Koprivnica County, Ministry of Economy and Sustainable Development, with domestic and foreign partners involved in the development of renewable energy projects. The aim of the project is to provide support in the development of a project in the field of renewable energy sources through the acquisition of knowledge and skills in the development of renewable energy projects. The development of the project and related documentation continued during 2023, and it is expected that the project will receive a location permit during 2024.

Project number: IRMO 2022 RN 29-62

## 7. IRMO – Culturelink Network



The Institute for Development and International Relations (IRMO) is the headquarters of the worldwide Culturelink network for research and cooperation in cultural development (Network of Networks for Research and Cooperation in Cultural Development), which was jointly established by UNESCO and the Council of Europe at a conference of representatives of regional networks for cultural development held in Paris in 1989. The Culturelink network includes more than 1,000 members - cultural networks, institutes, universities, civil society organisations in culture and individuals in more than 110 countries on all continents. During 2023, the Culturelink network continued research activities and encouraged and participated in the work of international organizations in the field of cultural development, cultural policies and cultural cooperation.

The Culturelink web portal was established in 1996 as a space for permanent international exchange of data and information on research in the field of cultural development, cultural policies and cultural cooperation, which by the end of 2023 has a volume of over 2,600 html pages. In more than 600,000 pages viewed, visitors from over 130 countries from all continents were informed about research and activities of the Culturelink network, as well as news in the field of cultural research, projects, educational activities and current scientific publications. The website will continue to develop the identity of the Culturelink network (<http://www.culturelink.org>). During 2023, work was done on the digitization of books, magazines and newsletters, which in the period 1990 - 2000 were published only in paper form, because there is still interest for them from domestic and foreign scientists.

The Coordinator of the IRMO-Culturelink network was Biserka Cvjetičanin, Ph.D.

## 8. IRMO Aktualno

The publication *IRMO Aktualno* is conceived as a series of texts in Croatian on the topics covered by the Institute for Development and International Relations. The *editorial board of IRMO Aktualno* consists of Ana-Maria Boromisa, Sanja Maleković, Jakša Puljiz, Sanja Tišma and Aleksandra Uzelać. The authors of the texts are IRMO scientists, and the publication is intended for the general public.

During 2023, 7 issues of the publication IRMO Aktualno were published.

1. **IRMO current 32/2023**, Identity policy against material reality: policy of interpretation of the results of the 2021 Census in Croatia, *Nikica Kolar*
2. **IRMO current 33/2023**, Fragmentation of media literacy in Croatia: opportunities and guidelines for raising the quality of media education, *Sunčana Franić*
3. **IRMO current 34/2023**, Structural Dialogue of Social Entrepreneurship Stakeholders, *Sanja Maleković and Ivana Keser*
4. **IRMO current 35/2023**, Creative Wellbeing: Policies and tools for creating museum experiences that promote the well-being of visitors, *Marta Šveb Dragija*
5. **IRMO current 36/2023**, Analysis of social impacts of guidelines for the development of social entrepreneurship, *Sanja Tišma, Sanja Maleković, Daniela Angelina Jelinčić and Ivana Keser*
6. **IRMO current 37/2023**, Inflation trends in Croatia, *Ivana Biondić*
7. **IRMO current 38/2023**, Rearranging Global Value Chains and the Impact of External Shocks: Where is the Croatian Economy?, *Nevenka Čučković*

## 9. IRMO Brief

IRMO publishes the “IRMO Brief” in the form of a monthly publication on various current topics from the wider field of international relations. In addition to the publication on the IRMO website, the publication is sent by e-mail to representatives of state authorities, diplomatic and consular offices, non-governmental organizations and associations, scientific institutions, and is also published and shared on Facebook and Twitter social networks. The authors of the publication are scientists from the Institute for Development and International Relations and foreign authors, which aims to increase the visibility and relevance of IRMO in the international environment and the diversity of topics and the quality of contributions. Topics of *policy briefs* are related to topics of current events in the world, which, among other things, relate to Croatia, Southeast Europe and beyond. The purpose of “IRMO Brief” publications is to facilitate the process of public policy-making through the dissemination of a culture of public debate on significant and current topics.

During 2023 IRMO has published 12 issues of the *IRMO Brief*.

1. Climate Diplomacy: Challenges for the Future, author: Marija Pujo Tadić, <https://IRMO.hr/wp-content/uploads/2023/01/IRMO-Brief-01-2023.pdf>
2. Rising Regionalism between the Eagle, the Bear and the Dragon: Central Asia in the Scope of Global Players, by Urs Unkauf, <https://IRMO.hr/wp-content/uploads/2023/02/IRMO-Brief-02-2023.pdf>
3. Pragmatism through Earthquake Diplomacy, by Murat Aslan and Tanya Goudsouzian, <https://IRMO.hr/wp-content/uploads/2023/03/IRMO-Brief-03-2023.pdf>
4. US Economic National Security: Divesting China from America’s Capital Markets, by Darren Spinck, <https://IRMO.hr/wp-content/uploads/2023/04/IRMO-Brief-04-2023.pdf>
5. Cultural Policies as European Union’s Tool of Soft Power, authors: Matea Roknić and Krševan Antun Dujmović, <https://IRMO.hr/wp-content/uploads/2023/05/IRMO-Brief-05-2023.pdf>
6. Finland and NATO Alliance: Causes and Consequences, author: Gordan Akrap, <https://IRMO.hr/wp-content/uploads/2023/06/IRMO-Brief-06-2023.pdf>
7. Unresolved Conflict in the Shadow of Ukraine War: Is South Caucasus Coming

- Closer to a Lasting Peace?, authors: Krševan Antun Dujmović and Peter Marko Tase, <https://IRMO.hr/wp-content/uploads/2023/07/IRMO-Brief-07-2023.pdf>
8. Coup d'Etat in Niger: Implications for Security in the Sahel and West Africa, by Clement Awanfe Ngueto, <https://IRMO.hr/wp-content/uploads/2023/08/IRMO-Brief-08-2023.pdf>
  9. From Arab Spring to Global Realities: Egypt's Regional Diplomacy in Flux, by Rania Mohammad Ibrahim, <https://IRMO.hr/wp-content/uploads/2023/09/IRMO-Brief-09-2023.pdf>
  10. COVID-19 Pandemic and its Impact on Society, author: Jadranka Polović, <https://IRMO.hr/wp-content/uploads/2023/10/IRMO-Brief-10-2023.pdf>
  11. The Incredible World of Russian Propaganda in the EU, by Thomas Brey, <https://IRMO.hr/wp-content/uploads/2023/11/IRMO-Brief-11-2023.pdf>
  12. The Root Causes of Israel's Declining International Support, by Darren G. Spinck, <https://IRMO.hr/wp-content/uploads/2023/12/IRMO-Brief-12-2023.pdf>

## 10. Overview of scientific papers

In 2023, a total of 61 papers were published, of which **22 scientific papers were represented in the Web of Science (WoS) and SCOPUS databases**. The journals of the first quartile group (Q1) published 8 papers, the journals of the second quartile group (Q2) published 7 papers, the journals of the third quartile group (Q3) published 6 papers, and the journals of the fourth quartile group (Q4) published 1 paper.

Below is a list of IRMO's published papers in 2023.

### Authored books

#### *Monographs (scientific)*

1. Boromisa, Ana-Maria, Climate and Work - adaptation of workers and jobs to the climate crisis. Zagreb: FES, SSSH, 2023
2. Jelinčić, Daniela Angelina, Science and Art of Food Experiences. Zagreb: Jesenski i Turk, 2023
3. Tišma, Sanja; Uzelac, Aleksandra; Franić, Sunčana, Comprehensive Impact Assessment of Cultural Heritage Interventions - SoPHIA Model. Zagreb: Jesenski i Turk, 2023
4. Tadić, Vera; Pisarović, Anamarija; Funduk, Marina, Women in Diplomacy of the Republic of Croatia. Zagreb: Novi redak; Institute for Development and International Relations, 2023

#### *Handbooks*

1. Meaški, Hrvoje; Tišma, Sanja et al., Handbook for the Implementation of Professional Practice. Varaždin: University of Zagreb, Faculty of Geotechnical Engineering, Varaždin, 2023



## Edited books

### *Monographs (Professional)*

1. Croatia and International Financial Institutions: 30 Years of Cooperation / Mršić, Hrvoje; Puljiz, Jakša (eds.), Zagreb: Institute for Development and International Relations: Ministry of Finance of the Republic of Croatia, 2023.

### *Monographs (scientific)*

1. National Security of the Republic of Croatia in the 21st Century / Mikac, Robert (ed.), Zagreb: Faculty of Political Science, University of Zagreb; Jesenski i Turk, 2023.

## Book chapters

### *Original scientific book chapters*

1. Boromisa, Ana-Maria, Croatia: Needs Versus Capacity: Mind the Gap! Climate change and the future of Europe / Kaeding, Michael; Pollak, Johannes; Schmidt, Paul (eds.) Cham: Springer, 2023 p. 15-17 doi: 10.1007/978-3-031-23328-9\_4

### *Review paper (professional)*

1. Šelo Šabić, Senada, The EU's Geopolitical Test: Western Balkans Amidst Global Security Challenges // A Year Later: War in Ukraine and Western Balkans (Geo) Politics. Florence: European University Institute, 2023. p. 194-200
2. Boromisa, Ana-Maria; Belajec, Silvija, the European Investment Bank Group// Croatia and international financial institutions: 30 years of cooperation. Zagreb: Institute for Development and International Relations: Ministry of Finance of the Republic of Croatia, 2023 p. 87-108
3. Puljiz, Jakša; Budimir, Ana, International Monetary Fund // Croatia and international financial institutions: 30 years of cooperation. Zagreb: Institute for Development and International Relations: Ministry of Finance of the Republic of Croatia, 2023 p. 71-86

*Review paper (scientific)*

4. Puljić, Tin; Šelo Šabić, Senada, A Distant Acquaintance: Reflecting on Croatia's Relationship with Pan-Slavism // Pan-Slavism and Slavophilia in Contemporary Central and Eastern Europe. Origins, Manifestations and Functions. London: Palgrave Macmillan, 2023 p. 185-206 doi: <https://doi.org/10.1007/978-3-031-17875-7>
5. Keser, Ivana, Resilient Cities // National Security of the Republic of Croatia in the 21st Century. Zagreb: Faculty of Political Science, University of Zagreb; Jesenski i Turk, 2023. p. 193-215
6. Žuvela, Ana; Vidović, Dea, Slow Mobility // Sensing Earth. Cultural Quests Across a Heated Globe. Amsterdam: Valiz, 2023. p. 107-123
7. Review paper
8. Čipčić, Domagoj; Čučković, Nevenka, European Bank for Reconstruction and Development (EBRD) // Croatia and international financial institutions: 30 years of cooperation. Zagreb: Institute for Development and International Relations: Ministry of Finance of the Republic of Croatia, 2023 p. 109-129
9. Butković, Hrvoje, Kroatien // Jahrbuch der Europäischen Integration 2023. Baden: Nomos Verlag, 2023 p. 533-536

**Journal articles***Original scientific papers*

1. Dogan, Evinc; Jelinčić, Daniela Angelina, Changing patterns of mobility and accessibility to culture and leisure: Paradox of inequalities // Cities, 132 (2023), 104093, 10. doi: 10.1016/j.cities.2022.104093 **WoS, SCOPUS, Q1**
2. Čučković, Nevenka; Vučković, Valentina, COVID-19 and global value chains participation: export performance of Croatian firms // South East European Journal of Economics and Business, 18 (2023), 1; 58-70. doi: 10.2478/jeb-2023-0005 **WoS, SCOPUS, Q2**
3. Tišma, Sanja; Mileusnić Škrtić, Mira, Blockchain Technology in the Environmental Economics: A Service for a Holistic and Integrated Life Cycle Sustainability Assessment // Journal of Risk and Financial Management, 16 (2023), 3; 1-17 **SCOPUS, Q2**

4. Dragičević, Marija; Krželj Čolović, Zorica; Pisarović, Anamarija, The Daily Sailing Tours Clients Experience Assessment — The Case of the “Elaphite Islands of Dubrovnik”, Croatia // *Sustainability*, 15 (2023), 7360, 16. doi: 10.3390/su15097360 **WoS, SCOPUS, Q1**
5. Bruzzese, Stefano; Tolić Mandić, Iva; Tišma, Sanja; Blanc, Simone; Brun, Filippo; Vuletić, Dijana, A Framework Proposal for the Ex Post Evaluation of a Solution-Driven PES Scheme: The Case of Medvednica Nature Park // *Sustainability*, 15 (2023), 8101; 1-22. doi: 10.3390/su15108101 **WoS, SCOPUS, Q1**
6. Krešimir Jurlin, How Efficient and Socially Sensitive Are Fiscal Incentives for Electric Cars in Europe? // *Journal of Risk and Financial Management*, 16 (2023), 6; 283, 20. doi: 10.3390/jrfm16060283 **SCOPUS, Q2**
7. Keser, Ivana, Interdependence and Complementarity of a Multi-Dimensional Concept of Sustainable Development and the Integrated Approach to Urban Governance-Case Study City of Zagreb // *Sustainability*, 15 (2023), 12; 1-19. doi: 10.3390/su15129213 **WoS, SCOPUS, Q1**
8. Tolić Mandić, Iva; Tišma, Sanja; Jelinčić, Daniela Angelina; Demonja, Damir, Smart Solutions for Sustainable Tourism Pearls: How to Live Between Culture and Tourism in Dubrovnik // *Interdisciplinary description of complex systems*, 21 (2023), 3; 272-297 **WoS, Q3**
9. Car, Viktorija; Bilić, Paško, Critical Junctures in the Croatian Media System: Privatisation, Liberalisation and Commercialisation between 1990 and 2020 // *Southeastern Europe*, 47 (2023), 1; 27-53. doi: 10.30965/18763332-47010002 **WoS, SCOPUS, Q2**
10. Bilić, Paško; Brajdić Vuković, Marija, Being Media Literate in Croatia: Characteristics and Selected Dimensions of Media Literacy as a Social Practice, 53/2023 (2023), 2; 241-270. doi: 10.5613/rzs.53.2.3 **SCOPUS, Q3**
11. Butković, Hrvoje; Šelo Šabić, Senada, The challenges of Euroscepticism in Croatia: ten years after EU accession // *On-line journal modelling the New Europe*, 2023 (2023), 42; 81-108. doi: 10.24193/OJMNE.2023.42.05 **SCOPUS, Q3**
12. Tišma, Sanja; Mileusnić Škrtić, Mira, Integrating Bioeconomy Principles in Bionic Production: Enhancing Sustainability and Environmental Performance // *Journal of Risk and Financial Management*, 16 (2023), 10; 437, 21. doi: <https://doi.org/10.3390/jrfm16100437> **SCOPUS, Q2**

13. Žuvela, Ana; Tonković, Željka, Between structural limitations and development opportunities: a case study of cultural centers in the Republic of Croatia // *Sociology and Space*, 61 (2023), 2; 303-329. doi: 10.5673/sip.61.2.3 **SCOPUS, Q3**
14. Bilić, Paško; Dukić, David; Arambašić, Lucija; Gjurković, Matej; Šnajder, Jan; Furman, Ivo, Digital news media as a social resilience proxy: A computational political economy perspective // *New media & society*, Online first (2023), XX; 1-20. doi: <https://doi.org/10.1177/14614448231214149> **WoS, SCOPUS, Q1**
15. Šelo Šabić, Senada; Bužinkić, Emina; Butković, Hrvoje, Economic security of persons granted international protection in Croatia // *Political thought: Croatian political science review*, 60 (2023), 3; 146-171. doi: 10.20901/pm.60.3.06 **WoS, SCOPUS, Q3**
16. Knezović, Sandro; Duić, Dunja, The EU's Strategic Compass – Anything new for the EU's CSDP? // *ZEuS. Zeitschrift für europarechtliche Studien*, 26 (2023), 2; 219-238 **SCOPUS, Q4**
17. Knezović, Sandro, Atlanticism After the Cold War – Between Changing Strategic Environment and Conflicting Theoretical Frameworks // *Balkan social science review*, 22 (2023), 22; 231-251 **SCOPUS, Q3**
18. Bilić, Paško, Frankfurt School Legacy and the Critical Sociology of Media: Lifeworld in Digital Capitalism // *Critical Sociology*, 2023 (2023), Online first; 1 - 14. DOI: <https://doi.org/10.1177/08969205231201386> **WoS, SCOPUS, Q1**
19. Butković, Hrvoje; Czarzasty, Jan ; Mrozowicki, Adam, Gains and pitfalls of coalitions: Societal resources as sources of trade union power in Croatia and Poland // *EUROPEAN JOURNAL OF INDUSTRIAL RELATIONS*, 29(2023), 1, p. 43-61. Special Issue SI DOI: 10.1177/09596801221138776 **WoS, SCOPUS, Q1**

*Review papers (scientific)*

1. Keser, Ivana; Puljiz, Jakša; Maleković, Sanja; Potential and Challenges of Integrated Urban Governance // *Croatian and Comparative Public Administration*, (2023), 70-0308/22, 23 **WoS, SCOPUS, Q3**
2. Žuvela, Ana; Šveb Dragija, Marta; Jelinčić, Daniela Angelina, Partnerships in Heritage Governance and Management: Review Study of Public-Civil, Public-Private and Public-Private-Community Partnerships // *Heritage (Basel)*, 6 (2023), 10; 6862-6880 **WoS, SCOPUS, Q1**

*Pre-notification*

1. Tišma, Sanja; Baturina, Danijel; Janković, Maja; Demonja, Damir, Defenders of Social-Work Cooperative as a Potential Model of Social Entrepreneurship in the Republic of Croatia // *New Presence: Journal of Intellectual and Spiritual Issues*, 21 (2023), 2; 301-316. doi: <https://doi.org/10.31192/np.21.2.4> **WoS, SCOPUS, Q2**

*Review papers*

1. Čučković, Nevenka+, Despite the harsh impact of high inflation, economic growth remained relatively strong in 2022 // *SEE-6 economic outlook*, 9/2023 (2023), 1; 10-19
2. Franic, Sunčana, Fragmentarity of media literacy in Croatia: Opportunities and guidelines for raising the quality of media education / *IRMO Aktualno*, 2023 (2023), 33; 1-19
3. Čučković, Nevenka, Growth in 2023 despite moderation remained rather resilient // *SEE-6 economic outlook*, 9 (2023), 2; 10-19

**Conference proceedings papers***Scientific conference proceedings paper*

1. Tišma, Sanja; Kalambura, Sanja; Biondić, Ranko; Kovač, Sanja; Meaški, Hrvoje; Dogančić, Dragana; Nađ, Lucija; Farkaš, Anamarija; Tolić, Iva, COVID-19 impact on the quality of internship program in environmental engineering studies in Croatia – four-year analysis // *INTED2023 Proceedings 17th International Technology, Education and Development Conference Valencia, Spain*. 6-8 March, 2023 / Gómez Chova, Luis; González Martínez, Chelo; Lees, Joanna (eds.). Valencia: IATED Academy [iated.org](http://iated.org), 2023 p. 8722-8730 doi: 10.21125/inted.2023

*Professional conference proceedings papers*

1. Bilić, Paško; Brajdić Vuković, Marija, To Be Media Literate in Croatia: Characteristics and Selected Dimensions of Media Literacy // *IX. National Congress of the Croatian Sociological Society. Croatia: A Divided Society?*

- Sociological contributions to the discussion / Inga Tomić-Koludrović, Mirko Petrić, Marko Marelić, Mirela Bilandžić (eds.). Zagreb: Croatian Sociological Society, 2023. p. +:80+/-:80-
2. Žuvela, Ana; Tonković, Željka, Conditionality and Perspectives of Cultural Centers as a Space of Sociality: A Case Study of Cultural Centers // IX. National Congress of the Croatian Sociological Society - Croatia: A Divided Society? Sociological contributions to the discussion / Tomić-Koludrović, Inga; Petrić, Mirko; Marelić, Marko; Bilandžić, Mirela (eds.). Zagreb: Croatian Sociological Society, 2023. p. 84-85
  3. Barada, Valerija; Doolan, Karin; Primorac, Jaka; Puđak, Jelena, Organizations of civil society: narrowing the field of action and resilience based on precariousness // IX. NATIONAL CONGRESS OF THE CROATIAN SOCIOLOGICAL SOCIETY. CROATIA: DUPLICATED COMPANY? SOCIOLOGICAL CONTRIBUTIONS TO THE DISCUSSION. Book of abstracts / Tomić-Koludrović; Petrić, Mirko; Marelić, Marko; Bilandžić, Mirela (eds.). Zagreb: Croatian Sociological Society, 2023. p. 25-26.
  4. Funduk, Marina; Mileusnić Škrtić, Mira, Students' perspectives on media and communication in creative industries // Creative Future Insights 2023, Book of Abstracts. Zagreb: VERN' University; The Institute of Economics, Zagreb, 2023. p. 23-24.

### Conference papers (unpublished)

#### *Unpublished conference papers*

1. Bilić, Paško, Beyond negative externalities and market fixing: privacy from the perspective of critical political economy // Beyond Privacy: People, Practices, Politics. Book writing workshop at the University of Copenhagen, Copenhagen, Denmark, 23.03.2023-25.03.2023
2. Bilić, Paško, Platforms from the Perspective of Critical Political Economy // 10th International Communication Days, Uskudar University, Istanbul, Turkey, 16.05.2023-19.05.2023
3. Vučković, Valentina; Čučković, Nevenka, COVID-19 AND GLOBAL VALUE chains reconfiguration: IMPACT ON CROATIA // The 14th International Conference: "Challenges of Europe: Design for the Next Generation", Split, Croatia, 19.05.2023-19.06.2023

4. Keser, Ivana; Mišo, Mudrić, Port Area Video Surveillance in the Context of Port Resilience // 4th International Maritime and Transport Law Course, Dubrovnik, Croatia, 11.09.2023-15.09.2023
5. Bilić, Paško; Žitko, Mislav, Data as a technical, legal, and economic object in platform capitalism // Media transformation and the challenge of property, Vienna, Austria, 29.09.2023-29.09.2023
6. Primorac, Jaka, The limits of project work. Cultural labour in the midst of the pandemic // XX ISA World Congress of Sociology: Resurgent Authoritarianism: The Sociology of New Entanglements of Religions, Politics, and Economies, Melbourne, 25.06.2023-01.07.2023
7. Primorac, Jaka, Cultural Democracy // Right to Culture, Valletta, Malta, 05.10.2023-07.10.2023
8. Primorac, Jaka, Film work as precarious project work: From organizations of associated labor to semi-permanent workgroups// 55th ASEES Annual Convention, Philadelphia (PA), United States, 30.11.2023-03.12.2023
9. Boromisa, Ana-Maria, Sustainable finance for blue economy: case of Adriatic Sea // 11th Annual World Congress of Ocean 2023, Sapporo, Japan, 15.11.2023-17.11.2023
10. Tolić Mandić, Iva; Boromisa, Ana-Maria; Tišma, Sanja; Ruk, Andrea, Biodiversity in Europe on the crossroads between green and digital: Case of European Union strategy for the Danube region // 17th biennial conference of the international society for ecological economics, Colombia, 23.10.2023-28.10.2023.
11. Boromisa, Ana-Maria, Industry, Labour, Work - degrowth perspective on the political economy of global south // 9th International Degrowth Conference, Zagreb, Croatia, 29.08.2023-02.09.2023
12. Uzelac, Aleksandra, Increasing the international competitiveness of the film industry in small European markets // The 2nd International Scientific Conference Creative Future Insights - Creativity 360, Zagreb, Croatia, 14.09.2023-15.09.2023
13. Uzelac, Aleksandra; Lovrinić Higgins, Barbara, evaluating DIGITAL CULTURAL HERITAGE – BETWEEN THEORY AND PRACTICE // 3rd DARIAH-HR International Conference Heritage Matters: Fostering Collaborative Infrastructure, Zagreb, Croatia, 25-27 October 2023

14. Tišma, Sanja, Our daily bread and climate change // Annual Conference of the Education and Teacher Training Agency, Vodice, 20 August 2023
15. Tišma, Sanja; Ruk, Andrea; Pisarović Anamarija, Innovative Technologies for Bionic Transformation of Rural Areas // 7th International Scientific Conference on IT, Tourism, Economics, Management and Agriculture, Varaždin, 26.10.2023
16. Iva Tolić Mandić, Sanja Tišma, Ivana Biondić: Gastronomy at the crossroads towards climate neutrality: from counting calories to monitoring CO<sub>2</sub> emissions. Limen conference, Graz, December 2023



## 11. Lecturing engagement

During 2023 IRMO employees actively participated in the creation and implementation of courses in undergraduate and postgraduate studies at several Croatian universities and business schools.

### **Paško Bilić, Ph.D.**

- Faculty of Political Science, University of Zagreb, undergraduate study of journalism, courses: Media policies and Media regulation

### **Ana-Maria Boromisa, Ph.D.**

- Faculty of Political Science, University of Zagreb, Postgraduate Specialist Study: Advanced Master of European Studies, Course: Economics of European Integration
- Faculty of Political Science, University of Zagreb, Postgraduate University Doctoral Study in Political Science, course: Economic and Institutional Aspects of EU enlargement
- University interdisciplinary postgraduate specialist study "Preparation and implementation of EU projects", Subject: Sustainable development
- Libertas University in Zagreb, doctoral study "Business Economics and Sustainable Development", course: Global Market and Climate Change
- The University of Applied Sciences Trier and Yantai University, Master's program International Material Flow Management, course: Economic aspects of sustainable energy systems.

### **Daniela Angelina Jelinčić, Ph.D.**

- University of Zagreb, Postgraduate Specialist Study "Preparation and Implementation of EU Projects", course "Creative Industries and Regional Development"
- First Edward Bernays College of Communication, specialist graduate professional study "Experience Management in Tourism", course "Entrepreneurship in Creative Industries"

- Zagreb University of Applied Sciences, undergraduate professional study “Management and Production in Culture”, course “Cultural Tourism” and course “Cultural Heritage Management”

#### **Sanja Maleković, Ph.D.**

- EXPERTA Polytechnic, EU Cohesion Policy and ESI Funds; Project Application Evaluation Methodology, Course Title: Project Manager of EU Funds, since 2010
- Faculty of Law, University of Zagreb, Specialist Professional Study of Public Administration, Course: Multilevel Administration and Regional Development; Subject: EU Cohesion Policy, since 2012
- Faculty of Law, University of Zagreb, Specialist Professional Study in Public Administration, Course: Local and Regional Development, since 2014
- University interdisciplinary postgraduate specialist study “Preparation and implementation of EU projects”, co-leader of studies and lecturer in the following courses: EU Cohesion Policy and Development in Croatia (co-leader) and lecturer in the courses Practicum and Strategic Planning.

#### **Jakša Puljiz, Ph.D.**

- University interdisciplinary postgraduate specialist study “Preparation and Implementation of EU Projects”, Subjects: EU Institutions and Financing of Development Projects (co-leader of the course), EU Cohesion Policy and Development in Croatia (co-leader of the course) and lecturer in the course Strategic Planning
- Postgraduate doctoral study “Business Economics and Sustainable Development” at Libertas University in Zagreb. Course: Economic Development and Public Policies

#### **Sanja Tišma, Ph.D.**

- Faculty of Law, University of Zagreb, Specialist Professional Study in Public Administration, Subject: Public Sector Economics, since 2008
- Faculty of Law, University of Zagreb, Specialist Professional Study in Public Administration, Subject: Project Management, since 2008
- Faculty of Geotechnical Engineering in Varaždin, University of Zagreb, Graduate University Study Environmental Engineering, Water Management, course: Project Management in the field of water management, since 2017

- University interdisciplinary postgraduate specialist study Programme Preparation and implementation of EU projects, Courses: Practicum and Strategic Planning.
- Libertas – International University, Postgraduate Doctoral University Study Business Economics and Sustainable Development, course: Sustainable Development and Biochemistry

## 12. Financial statement

Revenues, expenditures and expenses of the Institute for Development and International Relations for the period from January 1, 2023 to December 31, 2023.

IN EUR

Unspent earmarked funds per projects in 2023	578.363,41
Revenues	2.160.923,15
Revenues from the budget	1.519.480,50
Other income (domestic and international sources)	641.442,65
Expenditures and expenses	2.028.673,78
Expenditure on employees (salaries, etc.)	1.419.973,23
Business trips, professional training, conferences and seminars	122.401,61
Expenditures for material and energy	34.356,24
Expenses for services	395.655,42
Other unspecified expenses	21.916,92
Financial expenditures	1.235,28
Assistance given abroad and within the general budget	14.800,00
Scholarships and tuition fees	386,06
Expenses for non-financial assets	17.949,02
Unspent earmarked funds by projects from 2022	446.114,04

## 13. Financial plan for 2024 and projections for 2025 and 2026

In the next period from 2023 to 2025 IRMO does not expect a decrease in total revenue with regard to the programming contracts financed by the Ministry of Science and Education. The funds for competitive research projects are mostly contracted with international financial institutions with a high level of collection security.

In the financial plan for 2024 and projections for 2025 and 2026 for the implementation of the unique IRMO programme for 2024, total funds are planned in the amount of EUR 2,372,967, EUR 2,292,066 for 2025 and EUR 2,289,858 for 2026.

For 2024, funds are planned for Program funding of public institutes SOURCE 11 (A622150) in the amount of EUR 1,712,029, for Program funding of public institutes from recorded revenues SOURCE 31 (A622151) in the amount of EUR 35,700, Program funding of public institutes from structural and investment funds SOURCE 58 (A622152) in the amount of EUR 70,413, Independent activity of public institutes from recorded revenues SOURCES 31;51;52.62 (domestic and foreign) (A622153) in the amount of EUR 554,825.

For 2025, funds are planned for Program funding of public institutes SOURCE 11 (A622150) in the amount of EUR 1,722,907, for Program funding of public institutes from recorded revenues SOURCE 31 (A622151) in the amount of EUR 35,700, Program funding of public institutes from structural and investment funds SOURCE 58 (A622152) in the amount of EUR 70,413, Independent activity of public institutes from recorded revenues SOURCES 31;51;52.62 (domestic and foreign) (A622153) in the amount of EUR 463,046.

For 2026, funds are planned for Program funding of public institutes SOURCE 11 (A622150) in the amount of EUR 1,734,723, for Program funding of public institutes from recorded revenues SOURCE 31 (A622151) in the amount of EUR 35,700, Program funding of public institutes from structural and investment funds SOURCE 58 (A622152) in the amount of EUR 70,413, Independent activity of public institutes from recorded revenues SOURCES 31;51;52.62 (domestic and foreign) (A622153) in the amount of EUR 449,022.

For all three years, this programme will be implemented horizontally by the departments of the Institute through the following basic activities for which certain

financial resources are envisaged - partly from the budget of the Republic of Croatia, and partly from other domestic and international sources of funding:

in EUR

		Plan 2024	Plan 2025	Plan 2026
A622150	Program funding of public institutes	1,712,029	1,722,907	1,734,723
A622151	Program funding of public institutes from recorded revenues	35,700	35,700	35,700
A622152	Program funding of public institutes from structural and investment funds	70,413	70,413	70,413
A622153	Independent activity of public institutes from recorded revenues	554,825	463,046	449,022
GRAND TOTAL		2,372,967	2,292,066	2,289,858

## 14. IRMO Work Plan for 2024

The main areas of scientific theoretical and applied research of IRMO include scientific theoretical and applied research of contemporary international economic, political and cultural relations and cooperation for sustainable development of interest for the development of Croatia. Scientific research within IRMO during 2024 will be carried out through four internal scientific research projects which are described below.

### **Essence and Colors of Sustainable Regional Development in the Republic of Croatia (BORE)**

*Project leader:* Sanja Maleković, Ph.D.

The project will continuously monitor recent scientific research and the achievement of sustainable development through the environmental, economic, social and cultural dimensions at the global and national level. Understanding and knowledge on new development topics in society and the economy, which are relevant for the sustainable regional development of Croatia, will be raised. This will contribute to the adoption and practical application of new approaches and concepts with the aim of enabling prompt scientific and research responses to key changes relevant to the sustainable environment, social and economic local and regional development, and sustainable development through culture.

### **Impacts of European Policies on Socio-Economic Development and Public Policies in Croatia (EUROIMPACT)**

*Project leader:* Jakša Puljiz, Ph.D.

Cohesion policy is the most important investment policy of the European Union, which greatly affects the patterns of socio-economic development of Member States, especially those of less developed countries. In addition to its direct contribution to strengthening the investment potential of Member States, its impact is further reflected in changes in Member States' investment policies in terms of access to investment planning, implementation and evaluation, and through changes in the investment environment as a result of a number of conditionalities imposed by cohesion policy itself. The proposed project includes a systematic analysis of the impact of cohesion policy on socio-economic development as well as the evolution of public investment policies in the new Member States. In this way, it will contribute to

a better understanding of the indirect impacts that policy has on EU Member States.

### **Interdisciplinary Research on Cultural and Media Policies and Practices: Development and Democratic Potentials (CULTMED)**

*Project leader: Aleksandra Uzelac, Ph.D.*

The CULTMED project includes research related to the development of culture and cultural policy, media and media policy in Croatia and defines the local, regional, national, European and global environment of Croatian culture and media. This includes an analysis of: cultural and media policies and strategies in Croatia and the EU; cultural and creative industries; cultural heritage as a development resource; and the economics of culture and decision-making processes that condition the directions of cultural development. Particular attention will be paid to the origins and causes of changes in cultural and media policy, as well as shifts in concepts, orientations and paradigms of cultural and media policy that interact with and have a transversal impact on other public policies. In the scope of the project, two research centers will be established through which project activities will be implemented: CULTURELINK and CEMEDIG.

### **International Relations – Determinants of Resilient Sustainable Development (MO<sup>4</sup>R)**

*Project leader: Ana-Maria Boromisa, Ph.D.*

The project “International Relations – Determinants of Resilient Sustainable Development” (MO<sup>4</sup>R) focuses on the identification and analysis of economic, political, security, cultural and other social processes for achieving sustainable development and strengthening the resilience of the Republic of Croatia in the regional and international context. Key areas of research relate to: (i) stability and security (UN Sustainable Development Goals 9, 11, 16 and 17), (ii) competitiveness and innovation (Goals 8, 9, 11, 12), and (iii) global challenges and the international context (Goals 6, 7, 10, 13, 14, 16, 17). Issues related to local cultural, social and natural resources and their use are also covered to a lesser extent (objectives 3, 4, 5, 11, 1). As part of the project, a Centre for Migration Studies will be established. Project activities will, in addition to scientific research, include dissemination and widespreading of knowledge, and popularization of science.

The institutional specific objectives and results envisaged by the Program Agreement in the upcoming program funding planning period, which will continue to be realized during 2024, are presented below.



Table: Indicators of the achievement of specific objectives and projections for the period until 2027

SPECIFIC OBJECTIVE	Outcome indicator for strategic objectives and results for specific objectives	Data source	Initial value 2018 - 2022	Value at Milestone 31.12.2025	Target value 2024-2027
<b>Strategic objective 1: Raising scientific excellence</b>					
1.1. Raising the participation of public scientific institutes in competitive project financing	Number of successful project applications to competitive funding sources (of which: ERC, other international programmes)	IRMO Annual Report	11	6	12
	Number of scientific papers in journals indexed in SCOPUS and WoS, other journals and internationally peer-reviewed proceedings and books	IRMO Annual Report	W/S papers: 65 Other papers: 9 Conferences: 18 Author's, editorial books and manuals: 20	W/S works: 35 OTHER WORKS Conferences Author's, editorial books and manuals: 10	W/S works: 70 OTHER WORKS Conferences Author's, editorial books and manuals: 23
1.3. Strengthening international scientific cooperation and scientific activities	Number of successful international project applications in cooperation with international partners	IRMO Annual Report	7	5	10

1.4. Strengthening human resources for scientific work	Number of scientists who have obtained a postgraduate qualification or completed postdoctoral training outside their home public higher education institution or public scientific institute	IRMO Annual Report	0	2	3
1.5. Strengthening the human resources of professional services	Number of project applications realized in cooperation with IRMO expert services	IRMO Annual Report	11	6	12
1.8. Strengthening the interdisciplinarity of scientific research	Number of successful project applications for interdisciplinary scientific projects	IRMO Annual Report	6	4	8
<b>Strategic objective 2: Strengthening cooperation with the economy and developing national and regional identity and culture</b>					
2.1. Encouraging the implementation of applied scientific research activities, including cooperation projects with the economy	Number of successful project applications for applied research projects (of which: projects in cooperation with the economy or in culture and education)	IRMO Annual Report	64	35	70

2.3. Improving the provision of scientific, research or technological services in the free market including services for the development of culture and education	The value of projects for services to the economy and public bodies in the development of culture and education	IRMO Annual Report	EUR 800,000	EUR 500,000 over two years	EUR 1,000,000 over 4 years
<b>Strategic objective 4: Strengthening social responsibility</b>					
4.1. Work on activities of national importance	Number of formalized collaborations with state administration and public sector bodies	IRMO Annual Report	2	1	3
4.4. Digitalization of business	Number of business digital transformation processes carried out	IRMO Annual Report	3	6	7
4.6. Popularising science	Number of activities to popularize science	IRMO Annual Report	31 issues of IRMO aktualno 48 IRMO Brief issues	20 issues of IRMO aktualno 24 issues of IRMO Brief	40 issues of IRMO aktualno 48 issues of IRMO Brief
<b>Institutional objective</b>					
Cooperation in the preparation and implementation of educational programs with higher education institutions	Number of cooperations in study programmes	IRMO Annual Report	2	2	3

Source: Irmo Programme Agreement, 2023