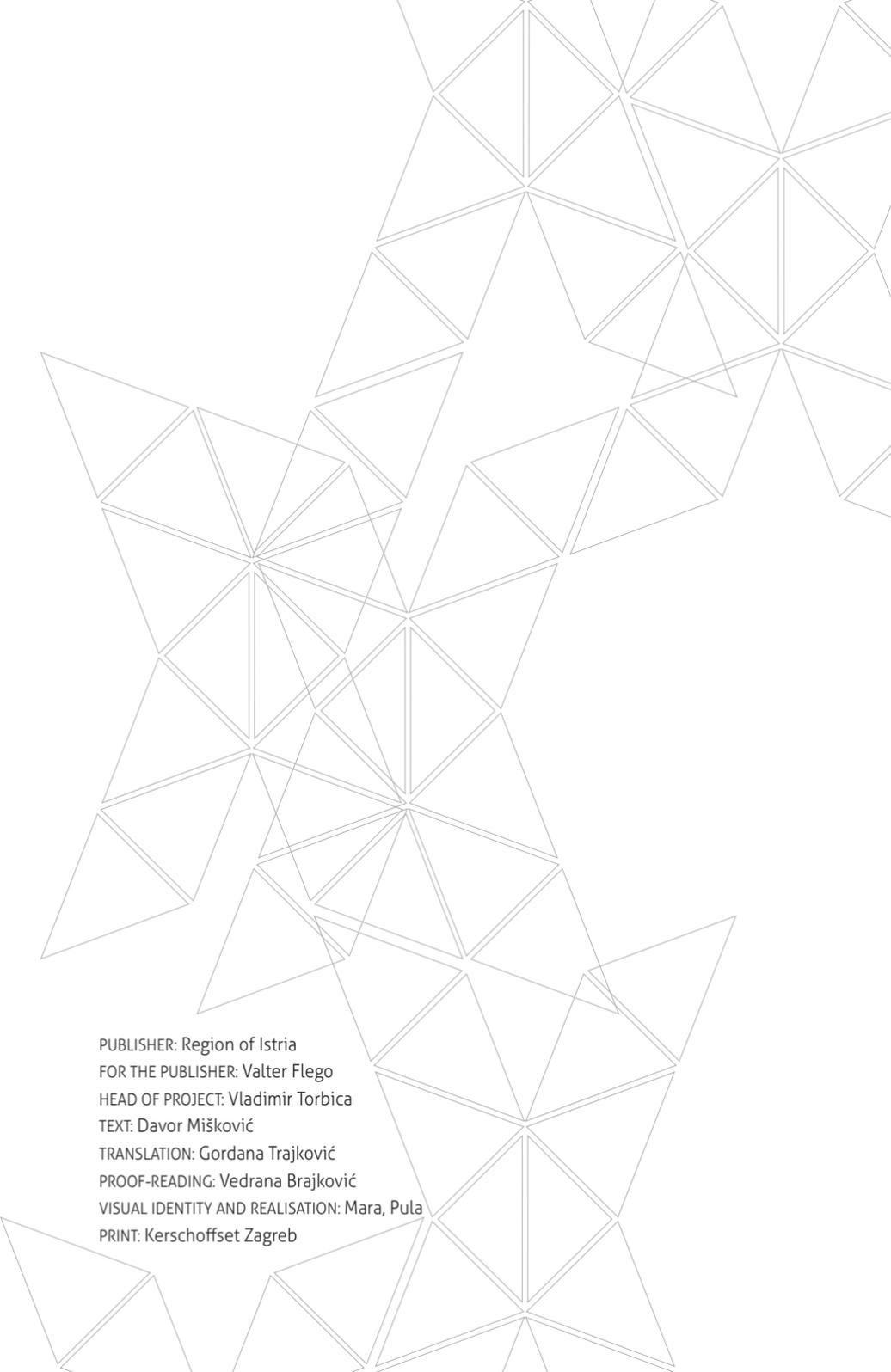




ISTRIAN CULTURAL STRATEGY

2014 - 2020

2



PUBLISHER: Region of Istria
FOR THE PUBLISHER: Valter Flego
HEAD OF PROJECT: Vladimir Torbica
TEXT: Davor Mišković
TRANSLATION: Gordana Trajković
PROOF-READING: Vedrana Brajković
VISUAL IDENTITY AND REALISATION: Mara, Pula
PRINT: Kerschoffset Zagreb

Istria has achieved impressive accomplishments in the field of culture and today is recognized as the region of culture. However, in these new circumstances, considering our rapidly changing society, there is a need to change the model of creating and presenting culture so that it may reach the same or higher qualitative level and be accessible to all its citizens. An important factor for defining the future cultural policy of the Region of Istria is surely Croatia's accession to the European Union. EU has recently set new guidelines for cultural development, and it is our duty, together with all involved stakeholders, to act in accordance with them.

Also, our full membership in the EU raises new questions – how to better protect our particularity, our pronounced regional identity and how to develop Istrian cultural expression, making it recognizable on the large European market. The new Istrian Cultural Strategy, the document that clearly defines objectives of cultural development for the period 2014-2020 gives answers to these and other demanding questions and challenges. It aims to achieve three fundamental objectives: employment in culture, connecting culture and tourism, and the development of high quality projects that will additionally strengthen regional identity.

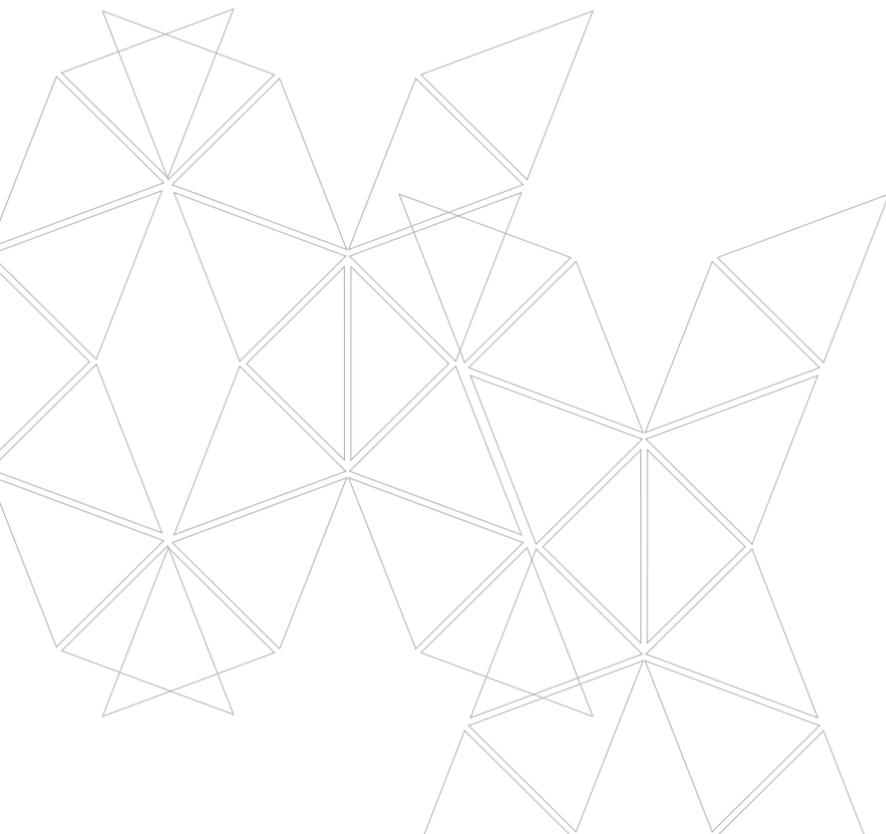
Considering the objective limitations on the public sector budgeting, we are turning to EU funding, foundations and sponsors, as well as economy, with the intention of increasing the cultural level, strengthening regionality and regional identity. Research and preservation, as well as modernization of our traditions are the fundamentals of modern and recognizable culture. The Region of Istria has been recognized for its multiculturalism, which is founded on the interfusion of tradition and contemporaneity as the basis of regional identity.

The full membership in the EU has additionally opened up new opportunities for the development of culture, bearing in mind the possibility of EU assistance programmes. The period from 2014-2020 is also the European Union's budget period. There is also the possibility of collaboration among artists, institutions and all other cultural stakeholders in the EU, without administrative or other limitations.

Therefore, in the next five-year period we aim to respond to new circumstances, as well as cultural needs of citizens, systematically, responsibly and according to plan, so as to continue to create a satisfied society together, that values tradition, yet at the same time is intellectually curious and questions various artistic achievements and reflections. The Istrian Cultural

Strategy is our long-term document, which over the next five years will be the guideline for development and the starting point for the implementation of the cultural policy in Istria. Based on the good practice of the past strategy that has to a great extent succeeded in realizing the set objectives, I am certain that this new one, too, will meet our expectations.

PRESIDENT OF THE REGION OF ISTRIA
Valter Flego, M. Sc.



“Creative Istria for creative Europe” – is the slogan capturing the formulation of the Istrian Cultural Strategy 2014-2020. The document which clearly, precisely and realistically defines tangible objectives for the cultural development of the Region of Istria and the manner of their achievement in the next five years is a continuation of the previous Strategy 2009-2014 firmly rooted in extensive public debate featuring numerous cultural workers, artists and inhabitants of Istria.

In this day and age, we have to find new models of collaboration and management so that we can keep up the current quality levels of Istrian culture and overcome the challenges facing some of its segments. Although not all the problems are money-related, as some of them follow the general social trends such as the publishing crisis and the crisis of amateur culture, we intend to provide additional impetus – financial, organisational and professional – to stimulate further development of Istrian culture based on tradition and contemporariness to strengthen our heritage and identity and their understanding. Such a framework for cultural development of the Region of Istria – networking heritage and contemporariness through creative, quality and recognisable cultural programmes and projects, planning new culture jobs openings and more intense relationships among culture, tourism and economy – leans on the EU Creative Europe platform.

The Istrian Cultural Strategy, the contribution of creative Istria to creative Europe, is a vital cornerstone for accessing European funding, networking with European cultural institutions, associations and artists – an opportunity not to be missed.

Wishing to strengthen our established position on the European cultural scene with joint forces, the Administrative Department for Culture, its expertise and experience available to all cultural and tourism workers, remains open to collaboration and new ideas.

Let us live the atmosphere of “Creative Istria for Creative Europe” with our artistic, scientific and cultural work.

HEAD OF THE ADMINISTRATIVE DEPARTMENT
FOR CULTURE OF THE REGION OF ISTRIA
Vladimir Torbica, B.A.

Introduction _____ 9

Vision of cultural development of Istria: Istria – the region of culture _____ 10

Mission of the Region of Istria _____ 12

Objectives of the Istrian Cultural Strategy 2014 – 2020 _____ 13

Strategies of action _____ 16

a/ Networking and associating _____ 16

b/ Diversification of resources _____ 17

c/ Audience development and public positioning
of the cultural sector _____ 19

**Elaboration of objectives:
activities, implementation agents, expected results and indicators** _____ 21

OBJECTIVE 1/ Improvement of cultural institutions
and the independent cultural sector _____ 22

OBJECTIVE 2/ Improvement of the publishing activity in Istria _____ 28

OBJECTIVE 3/ Establishment of a new cultural infrastructure
intended for artistic production, education,
presentation and storage of holdings _____ 33

OBJECTIVE 4/ A more efficient management of cultural infrastructure,
institutions, services and projects _____ 40

OBJECTIVE 5/ Increase of public awareness and knowledge
of cultural heritage and contemporary artistic production,
as well as deepening of their understanding _____ 46

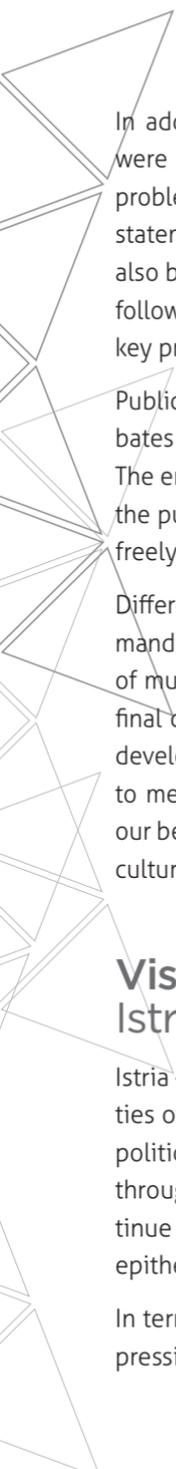


Based on the meetings of members of cultural councils of the Region of Istria, public debates and comments, the texts and synthetic overview have been prepared by Davor Mišković.

Introduction

The Istrian Cultural Strategy covers a five-year period. It defines priorities and key action lines of the Region of Istria in the field of culture from 2014 to 2020. The Istrian Cultural Strategy has been written in collaboration with cultural councils of the Region of Istria following several consultative meetings with other cultural workers and seven public debates aimed at getting an insight into problems and needs of the cultural sector in Istria. This is how priorities and key action lines over the next five-year period were defined.

The Istrian Cultural Strategy has been adopted at the Assembly of the Region of Istria and is the result of work of cultural workers, members of cultural councils of the Region of Istria. The process of its elaboration spanned two rounds of meetings of members of cultural councils leading to the definition of key problems and possible action lines and the final definition of priorities and main action lines of the Region of Istria over the next five-year period. Cultural councils focused their efforts on mapping the current state, evaluating the implementation of the Istrian Cultural Strategy 2009-2014, defining needs and planning development. The process comprised the identification of objectives and activities that have to be carried out to accomplish the objectives and indicators that will enable a future evaluation of the Istrian Cultural Strategy.



In addition to work with cultural councils, several consultative meetings were held with cultural workers where they aired their opinion as to the problems in the cultural sector, whereas some of them sent their written statements about required objectives and necessary activities. There have also been seven public debates on the Istrian Cultural Strategy 2014-2020 following the logic of meetings with members of cultural councils where key problems and action lines were defined.

Public debates were held in Labin, Pazin, Umag, Poreč and Rovinj, two debates were organised in Pula, with 104 participants, mostly cultural workers. The entire process of drafting the Istrian Cultural Strategy was accessible to the public through the website of the Region of Istria where citizens could freely express their views on cultural development, which they did.

Differences of opinion notwithstanding and despite some even radical demands, work on the Istrian Cultural Strategy was marked by an atmosphere of mutual understanding, trust and respect. It goes without saying that the final document will neither please everyone involved in the process of its development, nor will it suit everyone concerned as it is virtually impossible to meet all requirements and cater to every need. Nevertheless, we gave our best to produce a balanced plan whose realisation will contribute to the cultural development of Istria.

Vision of cultural development of Istria: Istria – the region of culture

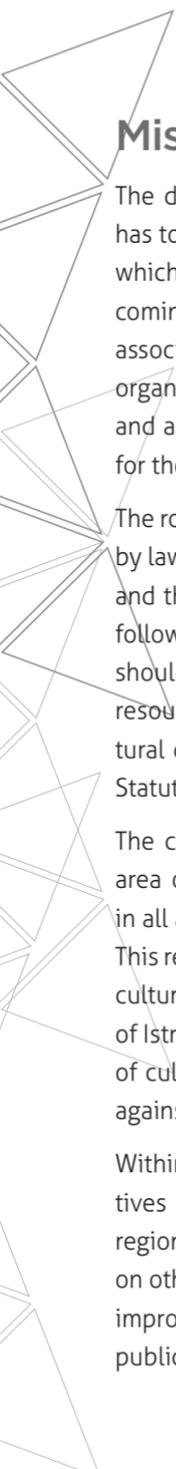
Istria – the region of culture. This simple phrase best describes the activities of the Region of Istria in the field of culture. The phrase, long used in political discourse, has been operationalised in the present strategic plan through five objectives which have to be attained so that Istria could continue to have a balanced development in the field and rightly bear the epithet of the region of culture.

In terms of culture, Istria is a microcosm consisting of diverse cultural expressions preserved to the present despite the overall standardisation of

linguistic and cultural expressions. Cultural diversity in Istria is apparent even to the inexperienced eye. It may be seen in its landscapes and architecture, languages and customs, and in the organisation of its contemporary life. Beneath the surface, the diversity is complemented by a myriad of forms of culture creating the Istrian cultural mosaic whose overall look is completed by each toponym. Yet, the inhabitants and visitors to Istria seldom have a chance to see the whole picture as they are focused on their immediate surroundings. Hence, the key task in the vision of cultural development of Istria lies in uncovering the mosaic of various cultures of Istria and developing cultural organisations so that they may fit together all these scattered fragments into a single unit, i.e. the region of culture.

First and foremost, the region of culture means continuity of time and space, connecting the present with what came before and what comes next, the awareness of possibilities of space outside the "walls" of the city we live in. Specifically, it means connecting culture-specifics of Istria through the diffusion of ideas and information, the establishment of collaborative models among cultural stakeholders, expense cuts through shared use of infrastructure, organisational and human resources, the creation of innovative approaches to cultural production and the use of advanced technologies. Cultural development of Istria relies upon relatively small entities (institutions, associations, artistic organisations and companies). Hence, the key to success of the concept of the region of culture lies in the creation of a particular social pattern, a type of behaviour rooted in an exchange of knowledge, share of resources and trust.

For Istria to be a functional region of culture, we need to develop a network of collaborations and interdependencies which will comprise contemporary cultural production, cultural heritage, cultural industries and other sectors, i.e. agriculture, processing industry and tourism, and, arguably the most important – educational and scientific sectors. In this regard, the internal organisation of the cultural sector has to be development-oriented and to favour interdisciplinary and inter-sector work. It has to consider technological, aesthetic and organisational innovations and be open to international collaboration and foreign markets.



Mission of the Region of Istria

The development of the cultural sector in Istria over the next five years has to contribute to the affirmation of the concept of the region of culture, which defines the manner of working of the Region of Istria in the forthcoming period. It is expressed through three strategies, i.e. networking and associating cultural entities, diversification of resources (using all human, organisational, material and financial resources to achieve the objectives) and audience development as a method of raising the standards of living for the inhabitants of Istria.

The role of the Region of Istria in the affirmation of Istrian culture is defined by laws of the Republic of Croatia, the Statute and other acts of the Region and the Strategy itself as it comprises basic guidelines for its work in the following five-year period. According to the Strategy, the Region of Istria should facilitate networking and associating processes, diversification of resources and audience development aimed at securing a balanced cultural development of Istria and preserving its core values set forth in the Statute of the Region.

The core values of Istria as a multiethnic, multicultural and multilingual area open to trans-border and international collaboration are contained in all activities and work strategies and are therefore not listed separately. This refers to the use of the Italian language, the preservation of indigenous cultural expressions, securing access to cultural services for all inhabitants of Istria and the right to freedom of expression, meaning absolute freedom of cultural and artistic expression and restriction of hate speech directed against other communities.

Within its powers, the Region of Istria will strive to accomplish the objectives defined by the strategy and fully realise the vision of Istria as the region of culture. By the same token, the Region of Istria will act proactively on other political entities and submit state-level proposals geared towards improving the work of the cultural sector in the entire territory of the Republic of Croatia and encouraging the Istrian municipalities and towns to

focus their activities on the realisation of programmes and projects and the development of infrastructure which will produce long-term improvement of cultural standards for all inhabitants of Istria.

Objectives of the Istrian Cultural Strategy 2014 – 2020

The definition of objectives of the Istrian Cultural Strategy comprises three starting points, namely vision of cultural development of the Region of Istria, realisation of the Istrian Cultural Strategy 2009-2014 and the existing social context.

The present Istrian Cultural Strategy is a logical continuation of the previous Strategy 2009-2014 whose implementation brought to light both advantages and disadvantages and taught us some valuable lessons. Some of the most important assets of the previous strategy are the collaboration of institutions, particularly Istrian museums and libraries, which yielded significant results and networking, which contributed greatly to cultural development. Focused action should also be pointed out as one of the advantages since the strategic document itself represents a step in the right direction for the cultural life. Disadvantages of the previous strategy refer to the fact that it contained too many objectives and that some objectives were rather complex and demanding. The evaluation of the Istrian Cultural Strategy carried out in 2012 indicated the need for a more specific focus and it shed light to implementation problems related to the improvement of international collaboration and development of cultural infrastructure.

The social context in which the Istrian Cultural Strategy is drawn up today is significantly different from circumstances in 2009 when the first strategy was formulated. The country is in a financial crisis, culture budgets have been curtailed at all levels, there has also been a drop in the private sector's donations for culture, whereas particular cultural activities like the publishing industry are facing a deep crisis. On the other hand, structural funds have opened up possibilities of financing cultural infrastructure, the



capacity of organisations to use European and other international funds is growing, in addition to major breakthroughs in the development of joint programmes and in the association of cultural services.

It was therefore decided that the development of objectives of the present strategy should draw on previous positive experience at the same time taking advantage of opportunities offered by the EU membership. The objectives are admittedly ambitious. Their achievement calls for numerous activities and the actualisation of all potentials of the cultural sector in Istria and the collaboration with other sectors and various levels of administration. To attain these objectives, the Istrian Region will be undertaking various work strategies necessary for the realisation of particular activities.

We have defined five objectives with a broad sphere of action but nevertheless very precise when it comes to desired results and work methods. The objectives ensue from the vision of cultural development and they mostly pertain to the development of organisational capacity, shared use of infrastructure and resources and the increase of public interest in cultural heritage, work and products of the cultural sector. The publishing activity is a particularly prominent objective as the Strategy addressed its deep crisis, which is expressed in the strategic decision to preserve and improve the publishing industry in Istria.

Objectives:

1. Improvement of cultural institutions and the independent cultural sector
2. Improvement of the publishing activity in Istria
3. Establishment of a new cultural infrastructure intended for artistic production, education, presentation and storage of holdings
4. A more efficient management of cultural infrastructure, institutions, services and projects
5. Increase of public awareness and knowledge of cultural heritage and contemporary artistic production, as well as deepening of their understanding

Activities that need to be undertaken to achieve the objectives equally refer to three key items of the cultural system, namely production, distribution and reception in order to secure optimal working conditions and facilitate access to cultural products for the inhabitants and visitors to Istria.

Indicators of the level of achievement of a particular objective have been defined based on planned activities. They require a simple record keeping defined for each activity, and as they are almost binary, they do not leave much room for interpretation, which will greatly facilitate the evaluation of the Istrian Cultural Strategy in the year 2020.





Strategies of action

The Region of Istria will implement three strategies in its work in the next five years, i.e. networking and associating, diversification of resources, and audience development and public positioning of the cultural sector. These strategies have been chosen because of the current social context and the status of culture in society, the opportunities of developing the cultural sector in collaboration with other sectors and the opportunities of using EU funds and positive experience of the cultural sector.

a/

Networking and associating

Networking and associating of the key cultural entities provide the opportunity to generate new structures with a more rational use of organisational, human, material and financial resources for each entity involved in the process. In this strategy, networking refers to collaboration of cultural stakeholders able to take advantage of network forms of organisation in order to facilitate access and sharing of various contents, jointly organise programme activity, production and presentation, strengthen their negotiating position with other sectors, sponsors and the media and considerably improve the cultural offerings in their respective working environment.

Networking was an important activity instrument for the Region of Istria in the previous period. In fact, the networking of Istrian museums and libraries produced valuable results in the field of production of exhibitions, presentation of cultural heritage and improvement of library services. Positive experience in these fields has to continue and encompass other fields of organisation of cultural life. In fact, it should be transferred wherever the opportunity arises and wherever there is readiness to collaborate. Although cultural entities are aware of the advantages of networking, they are still not inclined to change their well-established working routine. As routine is always the biggest obstacle to changes, the Region of Istria will keep developing mechanisms that will positively affect associating and networking processes influencing the behaviour of cultural stakeholders.

Opportunities of reaping direct benefits or added value will probably produce changes in associating and networking. Mechanisms that encourage networking comprise the introduction of collaboration into programme evaluation criteria in the tender related to financing public needs in the cultural sector, co-financing administrative works for cultural and artistic associations which have opted to associate and collaborate, co-financing promotional activities of collaboration projects held throughout Istria and constructing infrastructure managed through collaborative models. Consequently, networking shall be an important instrument of the cultural policy of the Region of Istria aimed at improving the quality of citizens' cultural life and rationalising business activities of cultural stakeholders.

b/ **Diversification of resources**

Diversification of resources, primarily financial resources, is the key strategy for increasing the scope of financing in the cultural sector. In fact, it has been noticed that cultural funding is becoming more problematic for two reasons. The first concerns the shift of paradigm in which we work that requires functionality in the field of culture in relation to the economic system (creation of new jobs, contribution to the development of tourism and industry, etc.). The second reason is the instability of public sources of funding



which have witnessed considerable cuts at all levels over the past five years. The Region of Istria is among the few that has not reduced the scope of financing in the cultural sector.

However, despite the fact that the Region of Istria has managed to maintain the existing level of cultural funding, Istria is witnessing a curtailed inflow of public funding for culture due to culture budget cuts in most towns and municipalities and at the Ministry of Culture. There have also been cutbacks in private funding awarded through sponsorships and donations. In short, funding cultural institutions, associations, projects and programmes in the forthcoming period is turning into a real challenge. It is therefore indispensable to develop programmes in the field of culture with the potential to attract the insufficiently used public and private funding.

Although the Region of Istria is exceptionally successful in drawing money from EU funding in the field of culture, particularly that related to trans-border collaboration, this does not apply to individual cultural organisations. The Region of Istria will therefore have to undertake necessary steps to transfer its positive experience to cultural organisations and implement numerous measures facilitating their access to these funds. The measures refer to education, launching a project development fund and securing funding for co-financing EU projects. Cultural infrastructure projects which may be financed from special tourism infrastructure development funds and rural development funds will be developed simultaneously. It is important to mention that collaboration with other sectors is crucial for the development of such projects. Diversification of financial resources also concerns the development of services and products with market potential, which explains why the Region of Istria will particularly encourage entrepreneurial activities in culture.

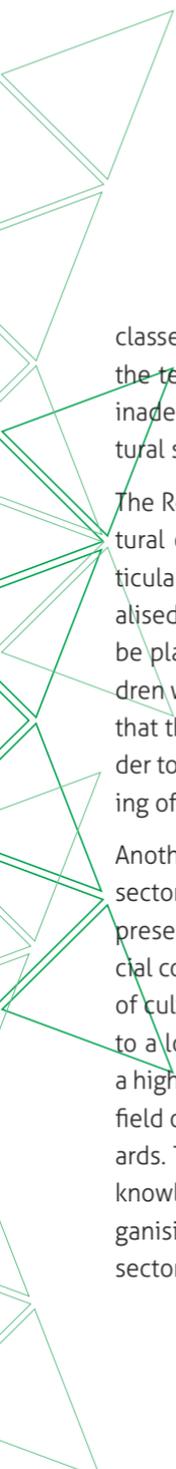
It is necessary to work on a more efficient use of the existing material, human, and organisational resources in the near future. It does not refer only to resources of the cultural sector – people and organisations from other sectors also have to be involved in the development of cultural pro-

grammes. The use of knowledge from the area of creative industries, design, architecture, tourism, marketing and technology may greatly improve the work of the cultural sector. It concerns knowledge and people, as well as facilities, equipment and organisations from other sectors. The participation of the educational sector and academic community is an imperative for the realisation of particular activities. The Region of Istria will thus try to combine different resources in order to attain the objectives.

c/ **Audience development and public positioning of the cultural sector**

Audience development and public positioning of the cultural sector is the strategy that will try to bridge the growing gap between the public and the work of the cultural sector occurring as a consequence of a flagging interest of the media in cultural activities in Istria. The problem may be explained by two processes. On one hand, the overall media space has less and less room for the information from culture, science and world events. The media construction of reality sees the world as a narrow space of daily politics, sports and influence on the organisation of everyday life. Except in the case of large events and cultural industry, art and culture rely on a small number of users and consumers and thus keep disappearing from the media. On the other hand, Croatia has an enormous concentration of the media covering culture in Zagreb. Due to limited funds, they do not manage to cover events outside Zagreb, which contributes to the inaccurate picture of a lack of cultural activities outside the capital. For this reason, the Region of Istria will continue to support media projects in the field of culture that contribute to a larger degree of citizens' awareness of cultural institutions, associations and events in Istria.

There is also the problem of art and culture education in both formal and informal education. The value of culture is insufficiently addressed by authors of the Croatian curriculum, so that the number of music and art



classes is really minimal. Besides, compulsory programmes comprised in the teaching of the Croatian language like film and theatre education are inadequately taught due to poor connections between schools and the cultural sector and the lack of money.

The Region of Istria will therefore foster the affirmation of artistic and cultural education in collaboration with schools and other institutions, particularly Open Universities, through the development of programmes realised in collaboration with educational institutions. Greater emphasis will be placed on the use of new methods and technologies familiarising children with artistic and cultural activities using the media and the framework that they understand and programmes in which they can participate in order to develop an interest in artistic creation and deepen their understanding of the culture in which they live.

Another important item of the present Strategy is positioning the cultural sector in the public. It has been observed that the knowledge and skills present in the cultural sector do not have a good reputation in a wider social context. As a consequence, the cultural sector is left out of the creation of cultural programmes, primarily in the tourist industry, which often leads to a lowering of aesthetic standards. Even the tourist sector may develop a higher quality tourist product through the affirmation of knowledge in the field of culture and definition of particular aesthetic and production standards. The Region of Istria will thus insist on recognising the importance of knowledge in the field of culture during project implementation and organising events connecting tourist, educational, scientific and economic sectors with the cultural sector.

Elaboration of objectives:

activities, implementation agents, expected results and indicators

In a nutshell, activities concern everything that has to be made to accomplish the objectives. Implementation agents are the organisations responsible for their implementation. They have primarily been defined based on responsibility, which opens up a possibility that particular activities may also be carried out by other administrative entities or organisations, not only those listed among implementation agents. On the other hand, indicators will show how successful the activities are, as well as whether and how they have been carried out. Expected results refer to expectations from performed activities or what will happen if planned activities are actually carried out. Together with indicators, they are the evaluation tools used in assessing the success of the Istrian Cultural Strategy.



OBJECTIVE 1/

Improvement of cultural institutions and the independent cultural sector

Improvement of cultural institutions and the independent cultural sector is indispensable for the maintenance of high cultural standards in Istria. The environment of the cultural sector is very dynamic, whereas technological, aesthetic and production changes keep presenting new challenges to all cultural organisations asking for their adequate response. The cultural sector simply cannot afford being static and comfortable with the old routines - it has to adapt to all changes in the approach to artistic production, distribution of artwork, meet the standards of its presentation and secure that the visitors have adequate access to artistic and cultural production.

Owing to the use of new methods and technologies, production standards have undergone considerable change, which has unavoidably affected citizen expectations. In fact, citizens have ever increasing expectations from organisers of cultural life, and this is true for all cultural activities. In such circumstances, cultural organisations must be given proper working conditions and necessary staff, in addition to a continuous acquisition of new knowledge and skills. This certainly requires considerable finances, and we must not forget that it would be unrealistic to expect large-scale public investments into the development of the cultural sector. With this in mind, the Region of Istria will undertake particular measures falling within its competence to concentrate assets at its disposal into the stabilisation of the existing cultural stakeholders providing them with quality working conditions and professional development.

A great many cultural organisations cannot perform even their basic activities due to the lack of personnel, money and adequate work premises. Additionally, the instability of programme financing thwarts long-term planning and development, and this poses particular difficulties for organisations working in the independent cultural sector. These organisations do not even have basic assets for their normal work. Lack of all re-

sources does not lead to the disappearance of cultural activities. Quite the contrary – it causes a hyper-production which reflects the need of these organisations to prove their value, presence, visibility and activity. This in turn covers up problems related to programme implementation which cannot reach high levels precisely due to lack of resources. Such a situation is a natural consequence of a general value system in Croatia where everything is about large numbers and statistical reports. In culture, this results in an illusion of creativity.

Recognising the problem, the Region of Istria will strive to extend its special support to high quality cultural programmes and redefine the method for allocating funds through the tender related to financing public needs in the cultural sector. Given that quality is an elastic term, it is absolutely necessary to introduce transparent criteria and separate various categories as it is impossible to apply the same system of measurement to all cultural activities. In this matter, it is very important for the Region of Istria to maintain cultural life throughout Istria because all inhabitants have equal rights to access culture. Nevertheless, from the perspective of the vision of cultural development of Istria as a unique region, it is not necessary to insist on isomorphism of cultural offerings and having the same or similar offerings in each town. The priority lies in creating specific offerings and investing finances into its improvement.

Expected results:

- ▶ Improvement of the work of cultural institutions
- ▶ Improvement of the work of cultural associations and increase of stability of their programme funding

To achieve the aforementioned objective, it is necessary to implement nine activities geared towards improving the work of the cultural sector as a whole, namely:

- 1. Sharing its founder's rights with the City of Pula in the case of the Historical and Maritime Museum of Istria and the Istrian National Theatre – City Theatre Pula**

- 
- 2.** Providing funds for additional necessary employment in institutions founded by the Region
 - 3.** Upholding sustainable activity of the University Library Regional Collection in Pula by providing funds for opening the job post and the appointment of the head of the Collection
 - 4.** Encouraging institutional support for cultural associations and artistic organisations
 - 5.** Setting forth and upholding individual artistic projects (one or two projects per year, support through a system of scholarship)
 - 6.** Promoting a programme of support (European projects fund) for the development of European cultural projects along with providing funds for their co-financing
 - 7.** Setting forth a programme of support for entrepreneurship in culture
 - 8.** Re-modelling of the tender related to financing public needs in the cultural sector (introduction of a three-year support, more accurate elaboration of the tender terms and conditions, share feedback information on the implemented evaluation with programme users, upholding cooperation between institutions and independent culture)
 - 9.** Elaborating programmes on innovative public approach methodology designed for professional education of cultural workers

The decision on sharing founder's responsibilities and assuming part of the responsibility for the work of the Istrian National Theatre – City Theatre Pula and transferring part of the responsibility for the work of the Historical and Maritime Museum of Istria to the City of Pula is quite understandable as it actually formalises the existing state. The Historical and Maritime Museum of Istria holds great importance for Pula as it holds in its custody collections witnessing the past of the city. In this way, the City of Pula assumes responsibility for its own heritage as the museum becomes the city museum.

The Istrian National Theatre – City Theatre Pula is the only theatre institution in Istria and as such, it is very important for the development of theatre activity in the entire Istrian territory. Assuming responsibility for its work,

the Region of Istria is given the opportunity to target theatre activities at the entire territory.

The Ethnographic Museum of Istria, the Historical and Maritime Museum of Istria and the Museum of Contemporary Art of Istria all have a clearly defined mission regulated by their articles of association. They are currently facing the problem of lack of staff, which complicates their normal work. Moreover, these institutions have to deal with new tasks of handling holdings and creating collections, presentation, facilitating access to holdings and improving the information service. It is thus necessary to allocate funds for filling up vacancies making it possible for these institutions to normally perform their work tasks.

The University Library Regional Collection in Pula is important as cultural heritage without which the history of Istria would be incomplete. Seeing that the Regional Collection makes up a part of a larger system of Juraj Dobrila University in Pula which set its priorities based on the needs of the development of the University, it is marginalised in the system and inadequately cared for. The Region of Istria will therefore extend its support to the work of the Collection in collaboration with the University. The first step in this direction is appointing the head of the Collection.

The independent sector contributes significantly to the dynamics of the cultural offerings in Istria although it often lacks basic resources. It is a consequence of the way culture is funded in Croatia, i.e. by separating regular budget (salaries and material costs) and programme funding. It is therefore necessary to find ways to at least partly co-finance material expenses and salaries for associations and artistic organisations, which will be done through tenders so that money could be invested into organisations providing greatest contribution to culture in Istria.

The production of independent artists depends on finances they can personally invest into their work. This is the reason why most independent artists try to find jobs in activities which secure the basic necessities such as schools, universities, cultural institutions and similar. However, since the labour market is also limited, this is not a solution for everyone, so that



the Region of Istria is launching a pilot-programme of support to artistic production of independent artists (writers, visual and performing artists, musicians, etc.) which will secure one or two yearly scholarships for their work. Terms and conditions of the tender will be defined by the Region of Istria in collaboration with cultural councils, and the scholarships will be awarded in the form of an annual work scholarship.

Application of projects for the European Union's Creative Europe funding is very expensive for many organisations because project development requires certain funds, in addition to expenses related to travel to meetings and consultations in the course of writing the project proposal. These costs often cannot be afforded, especially not by independent cultural organisations. Tender application itself poses a certain challenge, almost like the approved project, because of the need to secure funds for their co-financing, and the projects are usually large. There is a fund in Croatia at the level of the Ministry of Culture which provides co-financing of these programmes, but it covers only 20 to 30 % of the necessary finances. The Region of Istria therefore intends to establish a fund intended for financing project development and securing part of co-financing of the approved projects. This will encourage cultural organisations to submit their applications to EU tenders and make their contribution to the internationalisation and quality of cultural offerings.

Cultural entrepreneurship finds itself in an unenviable position due to a weak cultural market. Yet, entrepreneurial approach is very important in culture as it develops particular offerings that citizens need, which is not developed in other organisational forms. Besides, cultural entrepreneurship develops its products mainly in collaboration with other sectors thus acting as a bridge towards inter-sector collaboration. To boost the entrepreneurial approach to culture, the Region of Istria will develop an interdisciplinary support programme for cultural entrepreneurship created in collaboration with several regional departments.

The greatest problem of the tender related to financing public needs in the cultural sector is insufficient funds. However, this problem cannot

be resolved in the current state of economy. It is therefore necessary to find ways of reaping greatest benefits with available finances within the framework. In the course of tender procedure, the Region of Istria is guided by two principles, i.e. a balanced territorial distribution of cultural programmes in the entire Istrian territory and the quality of programmes. The two principles will remain fundamental for future tender procedures. However, these frameworks still leave room for redesigning the tender, which will be carried out in collaboration with cultural councils. A given framework for the re-modelling of the tender comprises the introduction of long-range financial aid for long-term projects, particular appraisal of collaboration, especially collaboration of institutional and independent sectors, and a more precise definition of tender categories. The Region of Istria is among the few public entities in Croatia with an elaborate system of evaluation of approved projects, and there is no need for intervention in this regard. The only thing that needs to be upgraded is the system providing its users with feedback information on the implemented evaluation.

Due to the fact that audience development is one of the key strategies of action for the Region of Istria, it is necessary to undertake activities that will inform cultural workers about audience development methods. Of course, these programmes are already being implemented in all cultural organisations, which is why the Region of Istria will put emphasis on the use of innovative methods of audience development in the forthcoming period. It will therefore organise an educational programme which will additionally improve the work with audience.

Implementation agents:

OBJECTIVE 1/ACTIVITY 1 Region of Istria and the City of Pula

OBJECTIVE 1/ACTIVITY 2 Region of Istria

OBJECTIVE 1/ACTIVITY 3 Region of Istria and Juraj Dobrila University in Pula

OBJECTIVE 1/ACTIVITY 4 Region of Istria and the Foundation
for Encouraging Partnership and Civil Society

OBJECTIVE 1/ACTIVITY 5 Region of Istria

OBJECTIVE 1/ACTIVITY 6 Region of Istria

OBJECTIVE 1/ACTIVITY 7 Region of Istria

OBJECTIVE 1/ACTIVITY 8 Region of Istria

OBJECTIVE 1/ACTIVITY 9 Istrian Cultural Agency

Indicators:

- ▶ Passing of new Founding Acts for the Historical and Maritime Museum of Istria and the Istrian National Theatre – City Theatre Pula
- ▶ New department employees in Region institutions, modified systematisation of working places
- ▶ A newly appointed head of the University Library Regional Collection
- ▶ Institutional support programme for associations, allocated funds
- ▶ Support programme for individual artistic programmes, allocated funds
- ▶ Support programme for European projects preparation, allocated funds
- ▶ Cultural entrepreneurship support programme, allocated funds
- ▶ Introduction of a three-year programme support, allocated funds
- ▶ New criteria for allocation of funds through tenders for public needs in culture which encompass evaluation of cooperation between institutions and independent culture organisations and the evaluation implemented
- ▶ Implementation of the educational audience development programme

OBJECTIVE 2/ Promotion of the publishing activity in Istria

The publishing activity in Istria is facing serious problems; the odds are stacked against this activity, it could just cease to exist. There are many factors which have led to this situation: the lack of a booksellers network, reduced support to the publishing industry, lack of public interest (media in the first place) in culture and literature. The process that was unfolding in the booksellers sector during the 1990s is now under way in the publishing sector: the publishing activity is ceded to a nonexistent or inaccessible

market. The crisis in the publishing sector is not only confined to the Region of Istria. The similar situation is observed throughout Croatia. Despite the problems being far greater, the Region of Istria will make efforts within its limits to take action in order to preserve and support the local publishing industry. In other words, without a vital local publishing industry, local authors do not have the possibility of publishing their works, which leads to a complete standstill of the overall regional production, dying out of regional knowledge, loss of intellectual potential of the area, etc. The lack of the publishing industry would give rise to a whole set of problems; bearing that in mind, preservation and promotion of the publishing activity are among the crucial issues of this strategy.

The Region of Istria is determined to take measures with the aim to improve the situation in the publishing sector, but the measures alone will have a very limited impact because the Region of Istria itself cannot do much to encourage the reading habits in Istria or incite the book market development. Nevertheless, it can improve the accessibility of information on published editions, develop criteria for expanding the distribution area, as well as increase support to the Istrian publishing activity. The aforementioned are the exact activities the Region of Istria will venture into within the framework of the Istrian Cultural Strategy implementation.

The expected results of the implementation of the aforementioned activities are:

- ▶ Increased public awareness of published editions
- ▶ Promotion of distribution of publications by Istrian publishers
- ▶ Increased sale of publications by Istrian publishers

The eight activities which should promote the set objective are as follows:

- 1.** Increasing financial support of the publishing activity
- 2.** Mandatory distribution of financially supported published works through the existing distribution channels (bookshops, internet bookshops)
- 3.** Providing the latest information on book releases on the www.kulturistra.hr website on a regular basis, setting up



a database of all published and available editions
(also providing information on possible places of purchase)

4. Creating a common Istrian publishers' resource centre within the framework of the Istrian Cultural Agency (providing information on publishers' references and specific services they can provide) and sustained professional education of publishers (marketing-targeted workshops, courses on the use of distribution network, editorial policy, etc.)
5. Providing a permanent library window display of new releases of Istrian publishers, in collaboration with libraries in the Region of Istria
6. Encouraging the presence of Istrian publishers at the most important book fairs (Interliber, Sa(n)jam knjige u Istri – Dreamlike Book Fair in Istria, Booktiga, etc.)
7. Ensuring media presence of the latest book releases in the local media (Glas Istre, radio and TV stations)
8. Carrying out research on methods of support to small publishers abroad

Increasing financial support is one of the first measures to improve the publishing activity. This simple mechanism for co-financing book publishing of significance for Istrian culture, literary and research works of Istrian writers and scientist should ensure continuity of the publishing activity in Istria.

In connection with the first activity, the mandatory distribution of published works should become part of the criteria for the allocation of financial support to Istrian publishers. This measure will stipulate Istrian publishers to distribute their editions through the existing distribution channels providing they wish to be entitled to Regional funding. This mechanism will also ensure a selection of publishers with publishing as their primary activity and set them apart from those publishers to whom publishing represents a subsidiary activity and who do not invest in distribution of editions.

The Kulturistra website, co-financed by the Region of Istria, is an important agent in communicating information on cultural events, organisations and cultural projects to the public. The contents of the existing website will be

expanded with a set up database of the latest editions by Istrian publishers. An important part of the Kulturistra website information service will supply information on places of purchase of editions by Istrian publishers, and have an ordering section.

A number of Istrian publishers cannot keep pace with changes occurring in the publishing trade. In most cases publishers do not have enough means at their disposal for professional development. In order to help Istrian publishers with that, the Region of Istria will implement the educational programme for publishers. By the same token, in order to facilitate the communication between publishers and potential users of their services, the Istrian Cultural Agency will create a unified register of Istrian publishers with information on their resources and the index of individual services of each publisher. The Istrian Cultural Agency will become a sort of Istrian publishers' resource centre, acting as communication service for the wider community.

Istrian libraries will also have their share in the distribution of information on new editions by Istrian publishers. The library info point will set up a separate permanent window display of editions by Istrian publishers. In that way, library users, that constitute a great number of Istrian population, will get first-hand information on new editions and direct encouragement to read those works at the same time. It is a simple measure with long-range results. This activity will be coordinated by the Region of Istria while each library will have the autonomy in arranging the window display.

The Region of Istria will give full support to Istrian publishers encouraging their presence at book fairs that represent a huge opportunity for the promotion of new releases, book sales and new business contracts.

We have already mentioned the role of the Kulturistra website in offering information on new book releases to the public; similar information-oriented activities will be carried out in collaboration with the local media, especially ones publishing cultural columns for reviews and surveys of new releases. This important public information channel was nevertheless insufficiently exploited up to now but in the time to come it will certainly prove advantageous.

Seeing that local publishing activity is facing serious problems worldwide, it is of utmost importance to get acquainted with examples of good and successful practice which proved to lead towards the better position of local publishers. It is for this very purpose that the Istrian Cultural Agency will conduct a study on examples of good practice in the world and will be able to give recommendations for new activities geared towards promoting the publishing activity in Istria.

Apart from the aforementioned activities publishers will also have funds for entrepreneurship in culture at their disposal seeing that publishing activity represents one of the most significant aspects of cultural entrepreneurship.

Implementation agents:

OBJECTIVE 2/ACTIVITY 1 Region of Istria

OBJECTIVE 2/ACTIVITY 2 Region of Istria

OBJECTIVE 2/ACTIVITY 3 Kulturistra website

OBJECTIVE 2/ACTIVITY 4 Istrian Cultural Agency

OBJECTIVE 2/ACTIVITY 5 Region of Istria and civic libraries

OBJECTIVE 2/ACTIVITY 6 Region of Istria

OBJECTIVE 2/ACTIVITY 7 Region of Istria in cooperation with the local media

OBJECTIVE 2/ACTIVITY 8 Istrian Cultural Agency

Indicators:

- ▶ Increased funds allocated to Istrian publishers
- ▶ New criteria for funds allocation in the publishing sector
- ▶ Increased number of articles and media pieces on the latest editions by Istrian publishers on the www.kulturistra.hr website (announcements, surveys, reviews) and set up database of all published and available editions
- ▶ Implementation of the educational programme for publishers
- ▶ Library window display of editions published by Istrian publishers; in civic libraries
- ▶ Increased presence of Istrian publishers at the most important book fairs
- ▶ Ensured media presence of the latest book releases in the local media
- ▶ Completed study of support programmes for the local publishers

OBJECTIVE 3/ Establishment of a new cultural infrastructure intended for artistic production, education, presentation and storage of holdings

Remodelling and constructing of a new cultural infrastructure represents a very ambitious objective because it involves long-term planning and significant funds. In line with the actual economic situation it is quite obvious that local funding, namely budgets of Istrian municipalities, towns and the Region of Istria can only procure partial funding for that objective. It is therefore necessary in the next period to develop quality and valuable projects that stand great chances of being allocated EU funds.

In this matter, it is advisable to make use of different financial programmes, that is, budgets allocated to different development projects, from funds for tourist infrastructure and rural development to funds for general development objectives. It should be mentioned that it was not the Region of Istria that programmed these funds, they were programmed on higher instances, namely the EU and state authorities. So, the influence of the Region of Istria on funds programming was minor, but up to now the Region has proven successful in the implementation of EU funds for cross-border collaboration. Now the time has come to implement this positive experience on more complex infrastructural funds.

The allocation of funds from these budgets implies above all quality and valuable projects which can prove long-term cost-effectiveness of the investment and its future sustainability. It also encompasses the process of political influence which will demand a full-time participation of all Istrian political entities. After all, these are the projects which will be of value to all Istrian population. The participation in implementing this objective is by far the most complex one within the framework of the Istrian Cultural Strategy because it does not imply construction planning only, but also the infrastructure management plan.



The idea is to share the founder's responsibilities for the newly-built infrastructure between a larger number of founders, and this infrastructure to be available for various cultural stakeholders in order to improve its usability and enhance its performance. The Region of Istria will take responsibility for this new infrastructure construction planning. It will also try to influence Istrian towns and municipalities, as well as cultural organisations so as to include them into establishing, use and management of this infrastructure.

The management of this infrastructure will involve numerous organisational innovations because until now cultural organisations have been functioning in two different ways: as institutions established by the government or local government entities or, on the other hand, as organisations like associations, artistic organisations and companies founded by the citizens. In managing this infrastructure it is essential to create models that will take advantage of both systems, which are the institutional and the independent one. It is in this sense that new institutional arrangements including various types of partnership between administrative entities, public institutions, associations and other private organisations will be required.

Considering that such institutional arrangements and organisational culture still do not exist in Croatia, this actually means launching a process of creation of a new organisational structure, as well as introduction of a new organisational culture. The Region of Istria sets such an ambitious objective and complex task in one because the existing models do not allow essential investments for the cultural sector to meet cultural needs of the population and cultural stakeholders.

Expected results of a successful implementation of this objective are as follows:

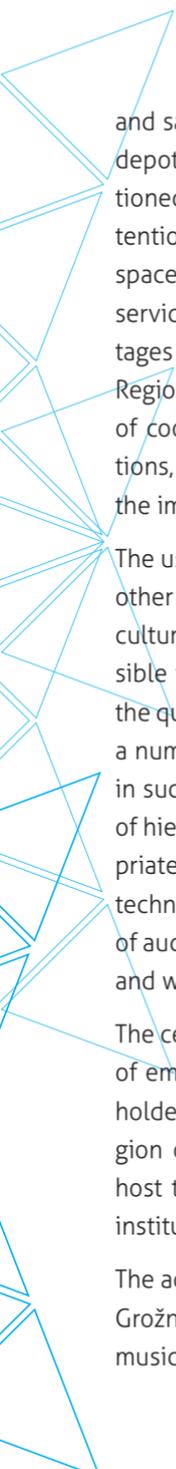
- ▶ A remodelled and constructed cultural infrastructure
- ▶ New programmes launched by cultural institutions and associations – permanent displays in city museums, residential programmes, new media productions
- ▶ Improved accessibility to cultural services, products and assets

The eleven activities whose implementation should significantly improve cultural infrastructure in Istria are:

1. Setting up suitable and adequate premises for Pula Music School activities
2. Building a central common depot for Istrian museums' holdings
3. Building a central depository library for Istrian libraries and the State Archives in Pazin
4. Building premises for the future centre of new media and technologies (residential and production centre)
5. Setting up the Croatian Musical Youth Centre in Grožnjan (residential and production centre for music)
6. Supporting the Kulturing project, reconstruction and setting up of the cultural infrastructure in Pula
7. Purchase and maintenance of a bookmobile bus that will be operating within the Region of Istria
8. A sustained restoration of objects of exceptional cultural value
9. Supporting the Labin Underground City project, support of the restoration of coal mines in the Labin area
10. Erecting the Glagolitic Script Museum in Roč or in the surrounding area
11. Public access to tangible cultural assets enhanced and improved through newly erected visitor centres (House of Frescoes in Draguč, House of Traditional Crafts in Labin, etc.)

The Music School in Pula has been working on different locations in inadequate premises for years already. The necessary precondition for the development of this school is its accommodation into adequate premises. The activity of the Music School in Pula is of special interest for the Region of Istria because it is the only secondary music school in Istria.

Building of central depots for Istrian libraries, the State Archives in Pazin and Istrian museums is one of the activities devised to free spatial resources in libraries and museums by storing holdings in appropriate climatic



and safety conditions. Taking into consideration that building of detached depots is a very demanding investment for each and every institution mentioned, the intention is to build common depots for all of them with the intention of ensuring enough space for storage of holdings and enough free space available for presentation programmes and development of their services. Shared use of infrastructure could ensure huge potential advantages and should significantly improve activities of these institutions. The Region of Istria is the initiator of these activities, but only a common action of cooperation between the founders, towns as holders of these institutions, institutions and, last but not least, the Ministry of Culture, will enable the implementation of these activities.

The use of new media and technology in culture is on the rise while on the other hand Istria still cannot boast of a relevant institution in this field of culture. However, establishing a new institution, especially the one responsible for new media, is an extremely challenging and costly project. Even the question of human resources is an issue. Namely, even though Istria has a number of cultural workers with knowledge and skills required for work in such institutions, it is uncertain whether they would consent to be part of hierarchically structured organisations. It therefore seemed more appropriate to set up a production and residential centre for new media and technology with equipped studios and adequate conditions for production of audiovisual and new-media art, accessible to all interested Istrian artists, and with an elaborated international residence programme.

The centre will function as a network organisation with a minimum number of employees, its work relying on collaboration with other cultural stakeholders, organisations and individuals. It would be co-founded by the Region of Istria, interested associations and the municipality which would host the centre. The idea of the centre is to be run as a heterogeneous institution, as a production and residential, and socio-cultural centre.

The activity of the Croatian Musical Youth in Grožnjan is important for both Grožnjan and the whole Region of Istria because it is a unique international music education centre. Further investments in this centre will additionally

promote the activity of the Croatian Musical Youth in Grožnjan, the Region of Istria being one of the founders of the centre in order to ensure a better and more efficient communication between the Croatian Musical Youth Centre and the local artistic community.

The Kulturing project is a large-scale infrastructure intervention in Pula's historical nucleus which involves two Regional institutions: the Museum of Contemporary Art of Istria and the Historical and Maritime Museum of Istria. By supporting this programme the Region of Istria will be able to resolve spatial issues of the two aforementioned institutions over the long term. Besides that, the Kulturing project will promote a positive perception of Pula's cultural assets and an increase of public interest for culture.

Considering that a significantly large part of the Region of Istria does not offer library services, setting forth a bookmobile bus service, that is a mobile library, could resolve this problem. The bookmobile bus service could deliver on the principle of the right to information in all areas of Istria and to all its users. The setting up of the bookmobile bus service would be carried out in collaboration between the Region of Istria, towns and municipalities, and the project itself would be managed by the City Library and Reading Room Pula which is the relevant regional central library for public and school libraries.

The preservation of cultural assets in the Region of Istria is still one of the key activities implemented in collaboration between holders of cultural assets and the Ministry of Culture. Restored and renovated cultural assets contribute to the overall development of Istria.

Through history the mining industry in the wider Labin area has always been one of the major industries in Istria and represents an important social and cultural asset of Istria. Today, the mining infrastructure has the potential to become a new generator of development through exploitation of mine shafts as a cultural and tourist destination. It is for this reason that in the next five-year period the Region of Istria is determined to give significant support to initiatives like the Labin Underground City with the objective of including mine shafts on the map of cultural and tourist itineraries.



The Glagolitic script is an important cultural asset of Istria, as well as of the whole European southeast. The Glagolitic script has had a deep impact on both tangible and intangible culture in Istria while on the other hand there is no institution in Croatia whose primary function is custody of this cultural asset. It is for this reason that the Region of Istria in collaboration with relevant institutions has every intention of establishing and setting up the Museum of Glagolitic Script in Roč or in one of the municipalities in the Roč area interested in establishing the said museum. Such a museum could encourage development of the entire municipality.

The richness of tangible cultural heritage of Istria needs no special elaboration, but it is certainly necessary to indicate the problem of inaccessibility of this heritage to the general public, both local population and visitors. Namely, due to lack of information on cultural sites, value of monuments and visiting hours, this heritage is generally inaccessible. For this reason it is intention of the Region of Istria to launch the project of setting up a network of visitor centres which will provide opportunity to access information on cultural sites, as well as an insight into the outstanding value of Istrian cultural heritage. A network of visitor centres will add value to the Istrian tourist offer.

Implementation agents:

OBJECTIVE 3/ACTIVITY 1 Region of Istria

OBJECTIVE 3/ACTIVITY 2 Region of Istria in cooperation with towns and the Ministry of Culture

OBJECTIVE 3/ACTIVITY 3 Region of Istria in cooperation with towns and the Ministry of Culture

OBJECTIVE 3/ACTIVITY 4 Region of Istria in cooperation with the interested municipality and associations from the new media sector

OBJECTIVE 3/ACTIVITY 5 Region of Istria in cooperation with the Ministry of Culture and the Croatian Musical Youth

OBJECTIVE 3/ACTIVITY 6 Region of Istria and the City of Pula

OBJECTIVE 3/ACTIVITY 7 City Library and Reading Room Pula

- OBJECTIVE 3/ACTIVITY 8** Region of Istria in cooperation with the Ministry of Culture
- OBJECTIVE 3/ACTIVITY 9** Region of Istria, Labin Art Express, the City of Labin and the Labin area municipalities
- OBJECTIVE 3/ACTIVITY 10** Region of Istria in cooperation with the interested municipality and relevant institutions
- OBJECTIVE 3/ACTIVITY 11** Region of Istria in cooperation with the interested towns and municipalities, tourist boards and relevant institutions

Indicators:

- ▶ Music School moved into new premises
- ▶ A common depot for museum holdings completed
- ▶ A central depository library for Istrian libraries and the State Archives in Pazin
- ▶ Establishment of a new media and technology centre
- ▶ Premises of the Croatian Musical Youth in Grožnjan constructed
- ▶ Investments in cultural infrastructure in Pula (Museum of Contemporary Art of Istria, Historical and Maritime Museum of Istria, Istrian National Theatre – City Theatre Pula)
- ▶ A bookmobile bus service for the Region of Istria
- ▶ Investments in objects and monuments of great cultural significance
- ▶ Mine shafts opened for visitors
- ▶ Building of the Museum of Glagolitic Script
- ▶ Set up network of visitor centres





OBJECTIVE 4/

A more efficient management of cultural infrastructure, institutions, services and projects

In the future, management of cultural infrastructure, institutions, services and projects should be made more efficient by means of reducing expenses, increasing the usability of the cultural infrastructure and promoting cultural offerings. That will be achieved by setting up a network of organisations, improving collaboration and sharing resources between them, as well as setting up the already mentioned new types of organisations. The positive results of networking Istrian museums and libraries should be achieved in other fields of organisation of cultural activities, cultural amateurism and organisation of cinematographic and theatrical offer in the first place. The use of spatial resources managed by cultural institutions could be improved by creating opportunity for a shared use of infrastructure between various cultural stakeholders, independent cultural organisations in the first place. In this matter founders of public institutions should consent to view these resources as cultural production resources in the first place, instead of regarding them only as a source of self-financing of cultural institutions. Such agreement does not rule out the commercial use of these resources, but sets up cultural production as a priority instead.

This joint creating and sharing of cultural programmes should result in promoting cultural offer and reducing programme expenses at the same time, while upholding large-scale cultural projects should ensure the same result along with attracting additional funds from other sources, the Ministry of Culture, EU funds and private donations and sponsors. The Region of Istria will have to set up and take action on a number of activities, and at the same time it will be the coordinator of all the activities which will result in the implementation of the set objective.

The implementation of this objective should result in the following:

- ▶ Promotion of activities in the cultural amateurism sector
- ▶ Stability of the independent artistic production
- ▶ Improved quality of the cultural offer

Here is the list of nine activities that should be implemented in order to carry out the set objective:

1. Supporting cultural amateurism through the support of professional management and technical equipment (instruments and folk garments) and networking of Cultural and Artistic Associations (KUD)
2. Supporting the Mediterranean Sculpture Symposium and its work through a new management model
3. Supporting independent theatre productions by ensuring working premises (in collaboration between the Istrian National Theatre – City Theatre Pula and Open Universities)
4. Setting up a network of cinematographic points and integrating programmes of the theatrical guest performances (in off-season) through an established network of Open Universities
5. Supporting big inclusive and integrative projects of European significance (marking important anniversaries like the First World War Centenary, introduction of Istrian culture in European regions, European Capital of culture, etc.) that have the great possibility of attracting European funds
6. Setting up tourist routes which promote cultural heritage, in collaboration with the tourist sector (visitor centres are the key points in these routes)
7. Coordinating investments of different government levels (Ministry of Culture, Region of Istria, towns and municipalities) in priority programmes
8. Creating conditions for the establishment of the Regional Institute for the Protection of Cultural Monuments
9. Supporting film production in Istria



Cultural amateurism is an important cultural activity providing opportunity for local population, especially the young, to come in touch with cultural heritage; in smaller municipalities the Cultural and Artistic Associations represent the backbone of the entire cultural life. The enthusiasm of individuals, artistic creation and cultural heritage devotees are the main driving forces of such associations. Today, this type of associations are not adapted to new social circumstances, are not capable of meeting the standards of administrative demands or new trends in education and performance. As a result, the number of members of Cultural and Artistic Associations and their audience is in decline.

Well aware of the importance of these associations in the overall cultural life in Istria, the Region of Istria will set up a network of Cultural and Artistic Associations in order to supply the associations with administrative and technical support, as well as to encourage their development through educational programmes, consultations and ensuring professional direction whenever necessary.

The Mediterranean Sculpture Symposium (MKS – Mediteranski kiparski simpozij) has done wonders for the culture in Istria and it still involves great potential of artistic creation and landscaping. Considering that the past organisational structure of the Symposium has proven inadequate, the Region of Istria in collaboration with the City of Labin and the Municipality of Sveta Nedelja will give full support to organisational remodelling and future work of the Symposium.

Independent theatre production as part of non-institutional culture requires significant spatial resources and equipment. It is absolutely impossible for organisations in this domain to ensure the required quality working conditions without collaboration with institutions which have the required premises and equipment at their disposal. For this reason the Region of Istria will make efforts to connect the activities of the said organisations and their collaboration will be valued within the framework of the criteria of the tender for public needs in the cultural sector. This associating will eventually lead to a better use of resources run by public institutions, pro-

mote further activity and work of these organisations and eventually lead to a better cultural offer in Istria.

The programme exchange collaboration of Istrian Open Universities was conducted on several occasions and yielded good results, but it was confined to these few instances and never grew into a steady collaboration. This lack of continuity is to be attributed to the fact that programme exchange collaboration has never been a sustained activity. It is for this reason that the Region of Istria takes charge of setting up a system which will enable cultural stakeholders to find motivation for a sustained programme exchange, film and theatre programme organisation in the first place.

Big inclusive and integrative projects that have potential for attracting both EU and Ministry of Culture funds, as well as attracting sponsors, are particularly significant in periods of scarce funding. Setting up such projects requires intensive communication, collaboration, project management knowledge, and initiative above all. Large-scale projects like that always need to be part of a wider social perspective, as was the case with marking such an important anniversary like the First World War Centenary. Such projects are, consequently, geared towards a wider social interest which is important to identify. The Region of Istria will set up projects based on a wider social interest which will certainly include organisations that are capable of carrying out projects like that.

Visitor centres could have a decisive role in the development of the tourist offer. They present the infrastructure available for the tourist sector which should include this infrastructure in the overall tourist offer by setting up routes which promote cultural heritage.

Large-scale cultural projects are always determined by several sources of funding, each of them having their own point of view, criteria and priorities. In order to obtain project funding from various funds for projects of special value to the Region of Istria, a certain communication effort is needed. In this respect, the Region of Istria has the coordinating role, having to coordinate various administrative levels and achieve a joint funding of priority programmes.



Cultural heritage preservation indicates severe lack of activities which cannot be covered only by the activity of the Department for the Protection of Cultural Heritage of the Ministry of Culture. It is above all about elaborating conservation foundations and informing and counselling citizens. It is therefore necessary in the forthcoming period to define such an institutional model that will make a considerable long-term contribution to research and preservation of Istrian cultural heritage. Considering that to be a complex and high-cost requirement, the Region of Istria will conduct a preliminary cost-effectiveness analysis of setting up the Regional Institute for the Protection of Cultural Monuments and its activities and make the data collected accessible in order to meet high-quality standards in the decision-making process regarding, on the one hand, the potential to establish such an institute, or take another course and proceed toward another, more appropriate model.

Istria has proven to be very attractive to the film industry, but there is no regional service whatsoever for the support of film production, namely for tracking down the right locations, obtaining of filming permits and supplying logistics to film crews. Therefore, the intention is to establish such a service within the framework of the Istrian Cultural Agency making thus a major contribution to promoting Istria as a cinematographic location. The expected results of such activity will be manifold, resulting in encouraging development of the film production logistics, as well as of the tourist sector by performing services and promotion.

Implementation agents:

OBJECTIVE 4/ACTIVITY 1 Region of Istria in cooperation with Cultural and Artistic Associations

OBJECTIVE 4/ACTIVITY 2 Region of Istria, the Town of Labin, the Municipality of Sveta Nedelja

OBJECTIVE 4/ACTIVITY 3 Istrian National Theatre – City Theatre Pula and the interested Open Universities

OBJECTIVE 4/ACTIVITY 4 Region of Istria, Pula Film Festival, interested Open Universities and Istrian National Theatre – City Theatre Pula

OBJECTIVE 4/ACTIVITY 5 Region of Istria

OBJECTIVE 4/ACTIVITY 6 Istria Tourist Board, Coordination of Istrian Museums

OBJECTIVE 4/ACTIVITY 7 Region of Istria

OBJECTIVE 4/ACTIVITY 8 Region of Istria

OBJECTIVE 4/ACTIVITY 9 Istrian Cultural Agency

Indicators:

- ▶ Establishment of the Federation of Cultural and Artistic Associations of Istria
- ▶ Vivid activity of the Mediterranean Sculpture Symposium
- ▶ Increased number of independent theatre productions in cooperation with cultural institutions
- ▶ Sustained cinematographic activity and programme in a number of Istrian towns, a direct result of collaboration between Pula Film Festival and Open Universities and sustained theatrical activity in off-season in a number of Istrian towns as a direct result of collaboration between the Istrian National Theatre – City Theatre Pula and Open Universities
- ▶ A large-scale integrated project encompassing a larger number of cultural stakeholders (both institutions and associations)
- ▶ A tourist route promoting Istrian cultural assets launched
- ▶ Introduction of a uniform funding of top priority programmes
- ▶ A generally available study on the profitability of establishing the Regional Institute for the Protection of Cultural Monuments
- ▶ Establishment of the service for the support of film production in Istria

OBJECTIVE 5/

Improvement of public awareness of cultural heritage and the contemporary artistic production, deepening and intensification of their understanding

The speed of population mobility increases along with the flow of information, local production is compared with global trends in production, global cultural industries disperse through distribution systems – all the mentioned poses new challenges for cultural stakeholders. It is therefore of utmost importance to determine and establish the specific uniqueness of local cultural production, develop and foster its competitive singularity and elaborate a distinctive programme with the potential to attract attention of the general public. Consequently, programme creation should include some of the audience development activities such as citizen participation, transmission of ideas valued and shared by the local community, as well as educational activities that encourage active and creative participation in culture instead of passive consumption of cultural contents.

Therefore, the Region of Istria has set a target of improving public awareness of cultural heritage and contemporary cultural production along with deepening the understanding of the surrounding culture, be it inherited or just created. Besides that, the objective is to encourage citizen participation in creative processes, especially children and young people.

The expected results of the implementation of this objective are as follows:

- ▶ Enhanced awareness and visibility of Istrian cultural heritage
- ▶ Enhanced interest of the public in contemporary cultural and artistic production

The ten activities leading towards the set objective are as follows:

- 1.** Supporting presentation activities of the Istrian cultural heritage, collaboration among Istrian museums
- 2.** Implementing education on the use of new media and technology in the cultural and artistic sector (in cooperation with associations)
- 3.** Completing the research and publishing of the Dictionary of Istrian Dialects in collaboration with the academic community
- 4.** Implementing a comprehensive research on cultural habits of Istrian population, in collaboration with the academic community
- 5.** Setting forth new innovative methods of audience development (development of new forms like games and similar participation models, use of new media and technology, introduction of the "El Sistema" system into the work with young population in the area of music education, etc.)
- 6.** Elaborating lifelong learning programmes in the cultural and artistic sector (in collaboration with the Open Universities)
- 7.** Introducing courses in regional studies in nursery schools and schools
- 8.** Implementing the audience development programme in elementary and secondary schools, in collaboration with the local artistic community
- 9.** Achieving visibility and enhancing awareness of intangible cultural assets through education, web pages, advisory role of the Istrian Centre for Intangible Culture
- 10.** Supporting the media project in culture (Kulturistra, Kultivator, Artistra, etc.)

Istrian museums give their contribution to understanding cultural heritage and all-pervasive tradition which still affect and shape our way of life and values through individual and joint projects. Large-scale thematic collaboration projects covering the area of the whole region are attracting huge public attention. Positive experiences from the former five-year period should be carried over to the future.



Today, new media and technology shape the cultural landscape, various applications enable direct flow of information, access to various data bases and orientation in the sphere of culture in general. Therefore, new technologies should be applied in regular everyday work of cultural institutions and in creating cultural programmes. The first step leading to that direction is transfer of knowledge on new technology possibilities, and it is for that reason that the Istrian Cultural Agency will carry out the educational programme on new media and technology.

Istrian dialects represent an important intangible cultural asset which due to language standardisation and the growing need for new terminology is slowly dying away. It is therefore necessary to undertake measures in order to preserve and make accessible the knowledge on dialects. In short, that means completing the research on dialects and publishing the encyclopaedic vocabulary of Istrian dialects. The research should make use of the already obtained results and researches conducted, providing they have been carried out in the appropriate way.

Cultural habits of Istrian people are still not defined because such researches are rarely conducted due to expensive methodology of information collecting and data processing. However, in the forthcoming five-year period the Istrian Cultural Agency will strive to provide funds for implementation of this research so that in the future the cultural development of Istria could be planned according to the needs and habits of the population.

Audience development is the key strategy of action of the Region of Istria in the next period. Audience development should involve various methods; the Region of Istria itself will make efforts to develop various innovative methods by using different tools like participation workshops, games, animations, World Wide Web and mobile applications, use of successful methods from other countries. Therefore, the Istrian Cultural Agency will focus on the application of these methods.

During the course of creation of the audience development programme, different needs of different target groups have to be taken into consideration. Middle-aged and older population are often not taken into considera-

tion and excluded from that type of programmes, while on the other hand there is a myriad of possibilities for the development of lifelong learning programmes on the subjects of art and culture. The Region of Istria will make efforts to put to use the EU funds and organise programmes in collaboration with Open Universities.

Regional studies are one of the key activities which will certainly improve and deepen the understanding of Istrian culture and its cultural heritage. The experimental pilot-programme of courses in regional studies in nursery schools and primary schools has been already set up. The Region of Istria will soon start with its implementation which will involve as many educational institutions as possible.

Considering that the transfer of knowledge of arts and culture through the school system has been utterly neglected, in the forthcoming five-year period the Region of Istria in collaboration with interested educational institutions and the local art community will set up a programme to encourage interest and participation in cultural activities.

The activity of the Istrian Centre for Intangible Culture which is part of the Ethnographic Museum of Istria, has significantly improved the custody of Istrian intangible culture. The next phase of the Centre's development brings further promotion of its advisory role and improvement of its information service. But in order to be able to perform the assigned tasks, it is necessary to employ the required experts in the subject matter. In any case, protection and preservation of intangible culture implemented through activities of the Centre will still represent a priority in the overall activity of the Region of Istria.

Cultural media projects present a significant contribution to the overall information of the public on cultural sector activities. The lack of good and adequate information could certainly prevent the realisation of this objective and it is for this reason that such projects will be supported in the future.

Implementation agents:

OBJECTIVE 5/ACTIVITY 1 Coordination of Istrian museums

OBJECTIVE 5/ACTIVITY 2 Istrian Cultural Agency in cooperation with the new media associations

OBJECTIVE 5/ACTIVITY 3 Region of Istria

OBJECTIVE 5/ACTIVITY 4 Istrian Cultural Agency

OBJECTIVE 5/ACTIVITY 5 Istrian Cultural Agency

OBJECTIVE 5/ACTIVITY 6 Region of Istria in collaboration with the interested Open Universities

OBJECTIVE 5/ACTIVITY 7 Region of Istria

OBJECTIVE 5/ACTIVITY 8 Istrian Cultural Agency

OBJECTIVE 5/ACTIVITY 9 Ethnographic Museum of Istria / Istrian Centre for Intangible Culture

OBJECTIVE 5/ACTIVITY 10 Region of Istria in cooperation with media companies and media-oriented associations

Indicators:

- ▶ Implementation of common projects of Istrian museums
- ▶ Implementation of the educational programme on new media and technology for cultural workers
- ▶ Study on Istrian dialects carried out
- ▶ Study on cultural habits of Istrian population carried out
- ▶ Investments in audience development innovative methods, implementation of these methods
- ▶ Increased number of lifelong learning programmes on the subjects of art and culture
- ▶ Number of nursery schools, primary and secondary schools with courses on regional studies
- ▶ Number of schools with audience development programme as a part of their school curriculum
- ▶ Increase of activities of the Istrian Centre for Intangible Culture
- ▶ Investments in media projects