

PERSPECTIVES OF CULTURAL HERITAGE MANAGEMENT AND PROGRESS IN RA

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Introduction. Modern life in Armenia is hard to imagine without cultural heritage and its development prospects. This heritage is mainly responsible for the special architecture characteristic of Armenians and it can greatly contribute to the formation of the global image of RA. For Armenia, cultural heritage can have the same significance as natural resources for some countries. The mobilization and application of the economic resource and potential of the cultural heritage is one of the most important foundations of the country's regeneration. Complex preservation of cultural heritage should become one of the key components of economic policy in the field of management. Therefore, the strategies developed in this direction should be based on a balanced relationship between the demands of the society, economic activity and preservation of the historical environment.

Scientific novelty. The scientific novelty of the article lies in the fact that, by studying the international experience, RA can also have a new system of preservation and management of cultural monuments. Cultural management includes:

- the total of the frameworks setting standards for the regulation of cultural events;
- the existence of state policies, infrastructures, institutional capacities, and processes to contribute to inclusive cultural development and stimulate cultural rights and diversity;
- sufficient level of cultural infrastructure and its branches in the country;
- the possibility of public and civil society institutions' participation in the cultural policy decision-making process.

All four of these aspects reflect the conditions under which cultural rights are implemented necessary for the development of peaceful societies in which individuals have the opportunity to lead full, creative lives in line with their own values. Although each of these aspects is extremely important, only their interaction can ensure the proper development of the cultural sphere and cultural diversity, and meet the cultural requirements of all citizens, regardless of their place of residence, ethnic and social affiliation, age, gender, et cetera.

Literature review. As a basis for study and analysis, we consider the manuscript "Management Skills" by N. Kirakosyan and the "Theory of Culture" by A. Sargsyan, the legislation of the field, "The importance of cultural heritage for society," the framework convention of the Council of Europe, the RA Constitution, a number of laws, government directives, and other legal acts.

Nowadays, the forms of cultural heritage management are different in the world's various developed and developing countries. In particular, developed countries, such as Great Britain, entrust cultural heritage management to the National Trust, unlike developing countries. The terms of management and administration are sufficiently flexible and mutually beneficial for all parties. The primary goal of the National Trust is to take responsibility for preserving and restoring the objects of national cultural heritage. In other words, the main income and budget of the organization come from private donations and excursions [uk.france.fr].

Methodology. The experiences of different states are very important in this field. Many countries, such as Italy, France, and the United Kingdom, have developed unique methods and their own models for conservation work in the cultural heritage field. Italy, one of the leaders in the world with its number of monuments, allocates 0.5% of the total costs to the preservation of cultural heritage. France is also one of the leaders in the field of conservation and study of cultural heritage. The country provides tax benefits to the owners who give everyone the opportunity to visit the monuments under private management. Great Britain presents a unique approach to the preservation of cultural heritage with "National Trust," a public charity organization that aims to conserve and decentralize the country's national cultural and natural heritage. The field of cultural heritage has essential economic benefits (especially in construction, and state investments help attract additional investments in the future). In addition, cultural heritage has the potential to enter into other sectors of the economy (e.g., job creation in tourism).

Analysis. According to the work done, it is necessary to take several steps: listing RA cultural values and classifying them according to international standards, creating an independent cultural organization, implementing modern strategic programs for cultural heritage. Effective management means doing everything successfully. Effective management is the "intelligent" use of resources without excessive losses. This is relevant for our time since, nowadays, most state institutions, having only the state budget as a funding source, often find themselves in inextricable situations regarding lack of finances. In general, the manager's task is to rationally use all resources in order to make the organization work at its full potential. The management process is presented as the influence of the management subject on the management object to change or keep the latter in a specific stable state [Kirakosyan, 2020, 10-11] The core of cultural heritage preservation is the appropriate legal basis. The monuments located in the

territory of the Republic of Armenia are located within the state conservation area. The legislation of the field is regulated by the framework articles of the Council of Europe's "The importance of cultural heritage for society", the RA Constitution, a number of laws, government directives and other legal acts [www.arlis.am]. The state protection of monuments is carried out by two agencies included in the staff of the RA Ministry of Education, Science, Culture and Sports, as well as by the agency for the protection of historical and cultural monuments [escs.am].

According to official data and Internet sources, the state list of immovable monuments of the history and culture of the Republic of Armenia includes 24,349 monuments located in the territory of RA and are classified according to valuation criteria (republican and local significance) and according to nature (archaeological, historical, urban planning and architectural, monumental art) [escs.am]. In today's world, it is accepted to classify immovable monuments of history and culture according to the degree of danger. This is done in the form of catalogs, books, electronic platforms, interactive maps; the monuments presented in them are divided into three groups: black, red and white. The black lists include those monuments that are so damaged by construction, the necessity of their fundamental reconstruction is felt, according to the fact that they should be rebuilt, the red lists are the cultural objects, their condition is satisfactory, but there is a need for reconstruction, and the ones in the white list, they are in good and even excellent condition. Based on that classification, the monuments are divided according to the following principle [asue.am].

- monuments, which are endowed with a lot of power to attract income and are used for cultural purposes,
- monuments, which are used for cultural purposes, but generate certain income,
- monuments, their use is mainly of an economic nature, and their restoration can be profitable.

Such classification of cultural heritage objects, as shown by the world practice, contributes not only to the implementation of their state protection, but also to the provision of financial support and the development of investment mechanisms. In that field, the efforts of different states are remarkable. Many countries (for example, Italy, France, United Kingdom) have developed original methods and have their own methods of conservation work in the field of cultural heritage. Italy, being one of the leaders in the world in terms of the number of monuments and possessing about 40% of the world heritage, assigns the preservation of cultural heritage one of the priority values of cultural policy. The costs allocated to the preservation of cultural heritage are 2.2 billion euros, that is, 0.5% of the total costs [5]. A number of state bodies and institutions deal with the country's cultural heritage issues (the Ministry of Cultural Monuments Preservation, the Ministry of Public Works, the Ministry of the Environment, the

Ministry of Civil Defense). Non-governmental organizations and foundations play a major role in the preservation of monuments, their funds mainly come from membership fees and voluntary donations. In Italy, the attraction of private investments is also widely used. therefore, about 60% of the cultural heritage of that country is in private hands, and the state has enough legal possibilities to promote private investments.

France is also one of the firsts to include the issues of cultural heritage study and preservation in the list of state responsibility. In this country, the government provides tax credits to the owners, which allow those who wish to visit monuments under private management; the period of availability for viewing monuments should not be less than 40 days a year. It is undoubtedly positive, because all the citizens have the opportunity to freely communicate with the cultural values of their country, and the owners get an incentive to take care of the objects of cultural heritage, as a reward, they receive grants from the state. Great Britain presents an original approach to the conservation of natural and cultural heritage. Here in 1894 The "National Trust" public charitable organization was formed and is still operating, the purpose of which is the preservation and naturalization of the country's national cultural and natural heritage. In the first stages of the history of the organization, the cultural objects were passed to the foundation by wills, because their owners did not have the opportunity to keep the monuments in a good condition. Now even the state trusts its power to this organization. Today, any owner of cultural heritage can donate, transfer, sell or entrust his/her property to the National Trust in whole or in part. Governance and management conditions are sufficiently flexible and beneficial for individual members. There are options for the owner and his/her family to live in the monument area during certain days or months, as well as the owner can occupy a part of the area on a permanent basis or rent the real estate. The Trust, in turn, takes upon itself the obligations of preservation and restoration of the objects of national cultural heritage. The main source of income of the organization comes from private donations and excursions [gov.uk].

Cultural politics in the Republic of Armenia, among other issues, is aimed at preserving the historical and cultural heritage. However, the costs for the implementation of this problem in our country are only 0.03% of the total costs. Meanwhile, the statistical data show that the number of tourists visiting Armenia with the purpose of cultural tourism is increasing year by year. Thus, if during January-September of 2016 51.1% of the total number of tourists visited Armenia for that purpose; during January-September of 2017 that percentage was 54.9. The image was also preserved in 2018 and 2019, and more than half of the tourists visiting RA are interested in RA from the point of view of cultural tourism. Therefore, it is necessary to improve the cultural policy of RA in the direction of preservation of historical and cultural heritage [Armenia's tourism development strategic plan, 2019,14-22]. Culture

and cultural industries are defined in the strategy as "an investment and personal development sphere." Regular data collection and improvement of the statistical system can contribute to the visibility of the sector's importance, as well as support the monitoring of the achievement of policy objectives. Better and more accurate statistical data is needed to fully appreciate the connection between culture and economy in Armenia. Thus, each cultural form has a particular place and perception features in the world's cultural figures. Their combination represents the world in its unique colors and creates its spiritual image. [Sargsyan,2003, 155]

Conclusion. After the work done, we came to the conclusion that in addition to increasing the costs allocated to the preservation of historical and cultural monuments, it is necessary to take the following steps:

1. To implement a more complete list of RA monuments and their classification according to international standards. The classification of cultural heritage according to the level of danger and the possibility of restoration will pave the way for attracting private investments.

2. To create a more flexible survey system to find out what part of the tourists who come to Armenia for the purpose of recreation and entertainment visit our country for the purposes of historical and cultural tourism.

3. Improvement of legislation may allow private organizations to lease certain monuments, giving them tax credits, provided that they will take care of these monuments.

4. To create an independent organization, which will facilitate the work of departments dealing with cultural heritage issues, will be an intermediary between the state and private sector, as well as Armenian and foreign similar organizations.

5. For the preservation, management and development of cultural heritage, it is necessary to implement modern strategic plans, which will give the opportunity;

- to create cultural values, spread them and preserve them,
- to ensure the availability of financial instruments and the diversity of financing sources,
- to guarantee cultural diversity and diversity of cultural manifestations,
- to make possible the connection between culture and creative production,
- to ensure the export and internationalization of the results created in the cultural and creative industries,
- to create a digital platform of culture, to make the Armenian cultural heritage more accessible to the Armenian public and foreigners through digitization,
- Implement cultural diplomacy, excluding appropriation of national cultural heritage from the influence of other countries.

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