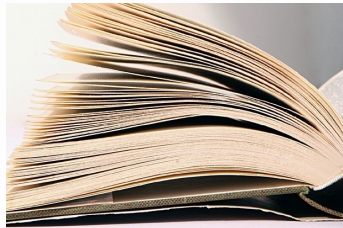


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Project “Black Sea Cultural Animation Program”
Pilot model for mobilizing the common cultural
characteristics for creative destination manage-
ment in the Black Sea Basin



Armenia: Cultural Policy & Cultural Animation



2011



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Black Sea Cultural Animation Program
Pilot model for mobilizing the common cultural characteristics for creative destination
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Project 1.3.1.67283.26 - MIS ETC 306

Period of implementation 23.08.2011-22.02.2013

Armenia: Cultural Policy & Cultural Animation

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Chapter 1.

The regulations regarding the management of cultural heritage

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Short overview over the history

Armenia is one of the oldest countries in the world with a recorded history of about 3500 years. It is bounded by Georgia on the north, Azerbaijan on the east, Iran on the south, and Turkey on the west. Contemporary Armenia is a fraction of the size of ancient Armenia. A land of rugged mountains and extinct volcanoes, its highest point is Mount Aragats, 13,435 ft (4,095 m).

One of the world's oldest civilizations, Armenia once included Mount Ararat, which biblical tradition identifies as the mountain that Noah's ark rested on after the flood. It was the first country in the world to officially embrace Christianity as its religion (c. A.D. 301). Under Tigran the Great (fl. 95-55 B.C.) the Armenian empire reached its height and became one of the most powerful in Asia, stretching from the Caspian to the Mediterranean seas.

Throughout most of its long history, however, Armenia has been invaded by a succession of empires. Under constant threat of domination by foreign forces, Armenians became both cosmopolitan as well as fierce protectors of their culture and tradition.

Cultural policy in Armenia: its directions

During the last two decades, Armenia has survived significant changes in the cultural policy situation. The Soviet Union collapse resulted in the destruction of a centralised, ideologised and state-financed system of cultural development and cultural policies. From the first days of its existence as an independent state, the Republic of Armenia had to develop and adopt new policies and mechanisms of cultural management as the old ones did not work under new conditions.

In Armenia, cultural policy is directed mostly at the preservation, but presentation, animation and spreading of the national traditional system of values are also important parts of cultural policy of RA; at the development of citizens in the newly independent state and the cultural environment; at the enhancement of the social-psychological atmosphere of society; and is also aimed at ensuring the national security of the state. The main goal of the state in this field is to ensure the rights of its citizens to carry out cultural activities, to enjoy cultural services and cultural fruits, to ensure their availability, as well as the recreation and development of the cultural potential of the society. Today, cultural policy in Armenia is being adjusted to consider new economic relations; a culture management model, a balance of market

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mechanisms and state guarantees is being formed. However, cultural policy still remains fairly centralised even though in 1995, after the adoption of the Constitution, the process of decentralisation in the cultural field was started. As a result of decentralisation, 1 586 cultural organisations (cultural houses, libraries, music and art schools, and theatre and concert organisations) have fallen under the jurisdiction of local-self government bodies.

The *Law on the Principles of Cultural Legislation*, adopted in 2002, defines that the main objectives of the state cultural policy are:

- to make society realise that culture is a means of development;
- to seek new values and new ideas;
- to create conditions for the recreation and development of the society's creative potential; and
- to form a civil society.

At present, the cultural policy of the Republic of Armenia is guided by the following principles:

- the state, public and democratic character of management in the field of culture;
- the freedom of cultural and creative activities;
- the possibility to encounter cultural values;
- preference towards the national cultural values of international significance; and
- the self-dependence of cultural organisations.

The authorities responsible for cultural policy in the Republic of Armenia are at two levels - state (regional ones included) and local authorities; each has a definite role in the implementation of cultural policy (about the role of local authorities look at chapter 2).

The state competent authority in the cultural field is the Ministry of Culture. The main functions of the ministry are as follows:

- the elaboration of the cultural development strategy;
- the definition of cultural policy priorities;
- the promotion of modern cultural processes - financial assistance to separate programmes and funding of cultural organisations;
- the coordination of cultural activities with the local self-government bodies and formation of a common cultural area;
- the promotion of preservation and development processes of the major organisations of national significance and basic values; and
- the creation of cultural policy implementation mechanisms.



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Preservation is the main component of RA cultural policy

The key law that regulates this sphere is the *Law on Preservation and Utilisation of Immovable Monuments of History and Culture and of the Historic Environment (1999)*, which defines historical and cultural monuments and the responsibilities of state governing and local self-governing authorities in the field of monument protection, usage and so on.

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From 2002-2007, the government has approved the state lists of historical and cultural monuments in 10 Marzes of Armenia and in Yerevan city, where 24 152 monuments are included, as well as the list of "immovable monuments that are state property and are not subject to amortisation", which includes 18 935 monuments.

The monuments registered on the territory of the Republic are grouped in approximately 4 500 territorial protection units; 700 of them are historic, ancient and medieval capitals of Armenia, strongholds and habitations, while another 1 200 are monastic complexes, churches and temples. There are hundreds of tomb fields, historical cemeteries, secular buildings, memorials and monuments registered also.

The cooperation between the Ministry of Culture and the EU in the heritage field continues. Since 1998, the Haghpat and Sanahin monastic complexes, Geghard monastery and the Valley of River Azat, Echmiadzin Cathedral and the archaeological place of Zvartnots have been included in "World Heritage List" of UNESCO.

Since 2004, the state has been allocating funding for the protection of historical monuments. However, the heritage works, particularly the excavation-designing-protection stages, still need to be regulated.

Following the independence of the Republic of Armenia, the communist ideology museums, devoted to party figures, were closed. In 1997, about 18 museums in the state system were passed to regional jurisdictions, while preserving the state property right for the collections. Currently there 22 museums under the jurisdiction of the Ministry of Culture of RA.

As a result of decentralisation policy, financing of museums within the regional and community jurisdictions was reduced. The museums of distant, bordering, high mountainous communities are in need of methodical and professional information and consultations.

The "Union of Armenian Libraries" was created to improve international cooperation, ensure innovation, compare the work of Armenian libraries, and to exchange best practice. There are currently 25 Armenian libraries that are members of this union. In 2006, the Union became a member of IFLA (International Federation of Library Associations).

The Armenian National Archive (SNPO) was established on the basis of the archive department attached to the government and the central and marz state archives. In 2005, the national film library also joined this SNPO. The same year, the Armenian archive system transferred to the Ministry of Territorial Administration. In 2004, the National Assembly adopted

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the *Law on Archives Business*, which regulates the most important key issues of the archives sector, particularly the issues connected with the replenishment, finances, reservation and usage of archive documents by state governing bodies, state institutions and organisations. During 2005, archives were established in many bodies of state governance and the improvement process is ongoing.

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One of the main directions of state cultural policies is the preservation of non-material (spiritual) cultural heritage, which includes preserved, implemented and verbally transferred traditional cultural values in three areas: folklore, ethnography, and national art and handicrafts. In 2006, the government approved the "conception on preservation of non-material cultural heritage and improving its viability". The adoption of a law in this area is in the development stage.

In the field of cultural heritage, the main disputes concern the protection of cultural values. The most recent example is the broad public discussions concerning the digitalisation of cultural values and, particularly, of Armenian manuscripts. The problem is that the digitalisation of those manuscripts was to be realised by a private foreign organisation, with a loss of copyright, to which the majority of society objected. The public demanded that the work should be carried out by the state even though it would take a longer period and that the copyright should be reserved by the state in cases where manuscripts are recognised as national cultural items of particular importance.

In 2008-2011, the main cultural heritage policy issues were:

- Development of state policies and the legal environment in the sphere of preservation and development of intangible cultural heritage through: improvement of the legal environment in this sphere, research, database creation, promotion of traditional arts and handicrafts, publication of books, making films, etc. A conference on intangible heritage was held in 2008. Following the results of collaboration with the Institute of Archeology and Ethnography, a database on intangible heritage is being created.
- The *Law on Intangible Heritage* was developed and accepted by the National Assembly of RA on 7 October 2009. Improvements were made in the legal and policy field for further preservation and rehabilitation of immobile cultural heritage. A number of policy and procedural documentation on mechanisms of preservation, expertise, utilisation, inventory of the Armenian mobile and immobile cultural heritage were accepted during 2008-2010.
 - Some monuments of a religious character were transferred to the Armenian Apostolic Church.
 - Development of an advanced legal platform for museum management and preservation.
 - Creation of mechanisms for periodic monitoring and timely restoration of historical and cultural monuments. It includes an inventory of the most endangered monuments, zoning

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and mapping of historical and cultural landscapes, creation of a database of the cultural heritage (more than 714 objects were studied and entered into the database), development of programmes aimed at rehabilitation of monuments. More than 12 projects of rehabilitation of historical and cultural monuments are completed and about 5 are in progress (out of 24 planned projects). Gradual enlargement of geographical territories involved in the programme is being pursued. Some procedural policies have been accepted with regard to the mentioned activities.

- Promotion of the Armenian cultural heritage through organisation of exhibitions. The focus was placed on recent archeological research results (excavations of settlements from the early Bronze Age, archaeological research in Tigranakert of Artsakh, etc).
- Improvement of representation of the Armenian cultural heritage through enrichment of museum funds, improvement of technical facilities for preservation and presentation of cultural artefacts. Thus, a project on installation of security and preservation systems in museums has been implemented. The Gallery of Art of the city of Gyumri was renovated with support from the Italian government.
- Looking for alternative ways of enriching collections of museum artefacts and books through encouragement of donations, community participation in the purchasing process, etc.
- Emphasising development of regional museums and libraries that have not been completed, with books and artefacts. In 2008, regional libraries were provided with computer equipment (3-4 computers per library). A number of regional museums were renovated.
- Introduction of IT technologies in the cultural heritage preservation and presentation spheres. It includes digitisation of Armenian culture (literature, manuscripts, archives, databases, descriptions and photo archives of museum collections, etc),
- Improvement of professional capacities of specialists employed in the sphere of cultural heritage through improved professional education and training. In 2008-2009 more than 20 specialists were retrained in Armenia or abroad.
- World-wide promotion of Armenian Cultural Heritage through active participation in international cultural events, collaboration with UNESCO Cultural Heritage related activities and lobbying for inclusion of Armenian cultural objects of both tangible and intangible culture in the UNESCO lists. Duduk (a traditional music instrument, has been already acknowledged as a masterpiece of human cultural heritage. One of the items of Armenian culture, khachkars ("cross-stones", monuments of Armenian Christian art) and khachkar-making art were submitted to UNESCO for inclusion in the Intangible Cultural Heritage of Humanity list. A project of Promotion of Armenian Culture was recently initiated, developed and approved by the Ministry of Culture of RA.
- Major promotion and utilisation of Armenian historical and cultural heritage for the purpose of increasing tourism. The most valuable monuments form part of the newly developed tourist routes.



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Main legal provisions in the cultural field

Under the Constitution of the Republic of Armenia (*Articles 8.1, 11, 31, 40, 41*):

- historical and cultural monuments and other cultural values are under the care and protection of the state;
- within the framework of the principles and norms of international law, the Republic of Armenia contributes to fostering relations with the Armenian Diaspora, protecting Armenian historical and cultural values located in other countries, and promotes Armenian education and culture;
- the Republic of Armenia recognises the exclusive historical mission of the Apostolic Church as a national church in the spiritual life and development of the national identity of the people of Armenia;
- the state guarantees the existence and activity of an independent and public radio and television service offering a variety of information, cultural and entertainment programmes;
- intellectual property is protected by law;
- everyone has the right to freedom of literary, aesthetic, scientific and technical creation, to make use of scientific advancement and to participate in cultural life;
- everyone has the right to preserve his or her national and ethnic identity. Persons belonging to national minorities have the right to preservation and development of their traditions, religion, language and culture.

Division of jurisdiction

In the field of culture, state policy is carried out by the government. According to the Constitution, the marz (regional) governors realise the territorial policy of the government and regulate the activity of the territorial services of executive bodies. In the cultural sphere, state governance is realised by the state body authorised by the government which is the Ministry of Culture. The responsibilities of this body are determined by the *Law on Fundamentals of Cultural Legislation (2002)*.

In the cultural sphere, the authority of institutions for local governance, the legal, economic, financial bases and guarantees for their realisation, as well as the relations between state and local government bodies are regulated by the *Law on Local Self- Government (2002)*. In the cultural sphere, the responsibilities that are authorised by the state body are determined by *Article 22 of the Law on Fundamentals of Cultural Legislation (2002)*. The Ministry of Culture implements the state policy on culture, participates in the development of educational criteria, produces manuals and programmes in the cultural sphere, creates a unified information system,

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keeps statistical records for the cultural sphere and the registration of cultural organisations, as well as organises professional training and retraining of workers in this sector.

In the organisation of cultural life in the Marzes, the authorities of Marz governors and community leaders are determined by the *Law on Fundamentals of Cultural Legislation*. *Articles 23 and 24* of this *Law* ensure that the Marz governor and the community leader ensure the state cultural policy in the territory of Marzes and communities. The Marz governor organises the construction of cultural facilities in the Marz, their preservation and exploitation, and contributes to the restoration and dissemination of folk ceremonies. The Marz governor also has responsibilities determined by the Constitution in the field of heritage protection and use of historical-cultural monuments located in the Marz territory.

The funding for the realisation of these responsibilities is mainly provided by the state budget. The community leader, as a mandatory authority, organises the activity of the cultural organisations created by the community (community and non-profit organisations), including their reconstruction and exploitation of the work of the cultural facilities. As a voluntary authority, the community leader contributes to the development of folk handicrafts, folk arts and amateur art activities. It is anticipated that the financial means for this activity will be allocated from the community budgets however the communities still have no real capabilities for full and effective realisation of the tasks outlined above.

Allocation of public funds

The allocation of public funds is carried out in accordance with the annual *State Budget Law*. Funds are allocated to the Ministry of Culture in the form of mid-term programme expenditure and in the form of current year expenditure. The funds in the ministry budget are distributed in accordance with the infra-legislative acts. Amendments to the Law are regulated by government resolutions and by orders of the Finance and Economy Minister.

The Ministry of Culture announces annual tenders for the various cultural fields (e.g. theatre, cinema) and carries out fund allocation programmes. The purchase of capital outlays, devices and equipment for cultural facilities is carried out through tenders announced by the State Agency of Purchases, which is attached to the government.

The Minister of Culture distributes funds in accordance with supremacy defined by the State Council. Deputy Ministers of Culture and heads of departments are members of the Council.

Social security frameworks

In 2005, the official unemployment level in the Republic of Armenia was 8.2%, however there is no separate data concerning cultural workers.



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The social welfare criterion in the Republic of Armenia applies to the cultural sphere as well. No legislative changes have been made in the sphere of social welfare.

See also chapter 8.1.2 for information on pensions.

Tax laws

There are no legal tax benefits in the Republic of Armenia relating to cultural patronage. The VAT for cultural services and goods is 20%.

There is not yet any privilege to free cultural workers or facilities from income taxes or from any other taxes. There is no tax-free system in the Republic of Armenia; only international organisations functioning in the Republic (including the organisations realising cultural activity) are released from paying VAT during the performance of their programmes, under agreement with the government.

Although there is no law fixed in Armenia, creative workers do not pay value added taxes on the sales of their art work.

Despite the fact that during the last decade a number of cultural undertakings have been realised under private patronage, there are no tax laws to stimulate these kinds of activities by freeing donors from paying taxes or by applying a reduction system. There are no special privileges defined by the *Laws on Income and Profit* to benefit cultural institutions or individuals.

At the same time, there is a commission attached to the government which allows some benevolent programmes, once recognised, to be freed from paying taxes. A number of programmes are carried out by donors in Armenia in the sphere of arts and culture (e.g. "Armenia" All-Armenian Foundation, Open Society Institute Assistance Foundation, Gafesjian Foundation, Izmirlian Foundation).

Labour laws

Institutions, including cultural ones, are guided by the *Labour Code (2004)*. Labour relations between individual art workers and cultural organisations are regulated both by law and by the provisions of agreements signed between them, in the form of typical labour or service agreements. Regarding the regulation of payments, cultural workers do not differ from other workers.

The *Labour Code* does not provide any separate provision for voluntary work and unintentionally considers it as a job too. Volunteers work in different fields, but without any legislative protection.



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Copyright provisions

Implementation and preservation of copyright provisions are ongoing in the Republic of Armenia. The formation of the newly independent Armenia gave rise to new institutes in the field of intellectual property, particularly in the copyright sphere, along with the necessity for compliance with international legal acts. In the sphere of video-audio production, piracy is a major issue. The *Law on Copyright and Related Rights* and the *Civil Code* regulate the issues of intellectual property and copyright, including copyright relating to works of literature, science and the arts.

The *Law on Copyright and Related Rights* was adopted on 15 January 2006. The main goal of the Law is to define copyright works and subjects, to regulate more productively legal interrelations, and to ensure guarantees for the implementation of provisions in the Law. Particularly, the works' list in the cultural sphere was filled up and developed, including new directions connected with the use of information technologies (calligraphy, electronic cultural products and so on).

Recently, there was a dispute with regard to the preservation of copyright and related rights for computer typefaces, involving the creators, publishers and designers, the organisations acting in the IT sector and representatives of scientific organisations, as well as the Armenian representative of Microsoft. More efficient mechanisms for the use of documents in the legislative field were proposed, as well as standardisation and authorisation issues.

The *Armenian Copyright Law* is based on the European model, though it has specific local approaches. There are policies for "fair use" of copyright material, particularly for educational purposes, which is reflected in the Law.

Data protection laws

In accordance with the Constitution, the state guarantees the existence and activity of an independent and public radio and television service offering a variety of information, cultural and entertainment programmes.

Language laws

Under the Constitution, Armenian is confirmed as the state language of the Republic of Armenia. Regulation of language use is carried out by the state Language Inspectorate of the Ministry of Education and Science.

The language used in broadcasting radio and television programmes in Armenia depends on the status of the broadcaster (state or private) and the nature of the programme, although



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programme language is mainly Armenian. TV programmes in foreign languages, foreign language episodes of Armenian programmes, as well as the films of the Public TV Company are broadcasted in simultaneous Armenian translation. This does not include the TV programmes that are broadcasted for foreign countries and for national minorities. Since there are no state cinemas in Armenia, films are mainly shown in Russian, because the majority of the Armenian population speaks Russian and the films are distributed mainly through Russian companies, which avoid extra costs on dubbing. This practice is not in line with the requirements of the legislation on the state language. The exceptions are only the films shown during Yerevan international film fest "Golden Apricot" and within the frameworks of different cultural days, when films are presented with Armenian oral or written translation.

There is a Russian Dramatic Theatre in Yerevan and its performances are in Russian. The performances during the "Hayfest" international annual festival of theatrical troupes are performed in the languages of participating countries.

Books in foreign languages are published in Armenia under state patronage including books in the languages of national minorities.

Other areas of general legislation

Law on freedom of conscience and religious organizations, accepted in June 14, 1991. Declares freedom of religion and belief. All citizens of Armenia, according to the Law, are free to confess any religion, or not to confess religions at all.

Performing arts and music

In 2010 the draft *Law on Theatres and Theatre Activities* has been developed and submitted to the National Assembly for review. It will regulate forms and mechanisms of state support to theatres and create a legal base for theatrical performances. The review process is not finished yet. The Law will be enforced as soon as it is accepted by the National Assembly.

Cultural heritage

- The *Law on Preservation and Utilisation of Immovable Monuments of History and Culture and of the Historic Environment* is adopted on the 11 November 1998 (it is described above)
- The *Law on Immovable Monuments of History and Culture Considered State Ownership of RA and Not Subject to Alienation* is adopted on the 11 April 2003 (it is described above)
- The *Law on Archives Activity* (adopted on 08 June 2004) regulates legal relations concerning the stocking, registration, preservation, and use of the archives collection and other archival documents (despite the right of ownership), as well as relating to the archives sector. This sector is regulated also by the *Government Decrees on Exemplary List of Archival*



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Documents with Preservation Dates (N351-N of 9 March 2006) and the *Procedure of Financing of Preservation of the Republic of Armenia Archives Collection* (N33-N of 17 February 2005).

- The *Law on Export and Import of Cultural Values* regulates the processes of export and import of cultural items, determining precisely the conditions and order of exporting cultural items that are considered personal and state property. This field is regulated by the *Government Decrees on Procedure of Registration on a Voluntary Basis of Non-State Cultural Values Included in the Protective List of Cultural Values and Criteria Setting* (N631-N of 19 May 2005), *Approval of Expertise Licensing Procedure of Movable Cultural Values and the License Type* (21 July 2005 N1115-N), and *Establishment of the List of Especially Valuable Cultural Values Considered to be the Cultural Heritage of the Republic of Armenia* (13 October 2005 N1643-N).

- The *Law on Intangible Cultural Heritage* regulates legal issues related to the preservation, protection and development of intangible cultural values which includes their identification, documentation, study, application, rehabilitation, and dissemination processes, as well as copyright, international cooperation and communication issues and procedures. The Law also provides a definition of the intangible cultural heritage and counts spheres circumscribed in this notion. The Law was accepted on 07 October 2009.

Pending legislative acts

- The draft *Law on Museums and Museum Collections of RA*, regulating issues of museum management, rehabilitation, preservation, study, completion and use of museum collections as well as copy right, international cooperation, exchange and communication issues and procedures was submitted to the National Assembly for discussion and further development in 2007. Since, it has been undergoing the development and refinement process and likely to be put on the Parliament's schedule in the nearest future.

Literature and libraries

The *Law on Mandatory Copying of Documents*, adopted on the 04 October 2005, regulates the legal and financial-economic relations concerning the delivery, permanent preservation, registration of editions, electronic publications and unpublished material of all types, preparation of a bibliography and public use of the national heritage.

According to some *Decrees* adopted by the government in 1997, central libraries of the library system were reorganised as regional libraries, and other libraries under community ownership.

The coordinating link of works between the state and book-publishing sphere is the Agency on Publishing of the Ministry of Culture, which is responsible for the organisation and assistance to the book-publishing sphere, as well as for providing state assistance to the non-state press and

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regional TV companies. The Agency works out plans and programmes for sector development, renders assistance to the activities organised by NGOs, promotes the presentation of Armenian books at the international exhibitions, fairs, etc.

The priorities in the literature sector to receive state assistance are determined by the government as advised by the authorised body on cultural issues (the Ministry of Culture). The Ministry of Culture extends financing by evaluating and choosing applications-proposals with a group of experts.

On 1 November 2007, the government adopted *Decree N1285 on Approval of the Procedure of Free Distribution and Realisation of Literature Published by the State Order*. The Ministry of Culture carries out free distribution and realisation of the literature published by the state order through the "Book" fund, concluding a commission agreement with it. The Ministry determines which organisations receive free literature from the "Book" fund.

Pending legislative acts:

The draft *Law on Libraries and Library Science* regulating issues and procedures of library management, preservation, completion and use of library collections has been submitted to the National Assembly for discussion and further development (14 January 2010). It is currently undergoing a process of refinement and redevelopment.

Film, video and photography

In 2002, the government adopted *Fundamentals on Preservation, Distribution and Development of Cinematography*, with the purpose of policy development in the cinematography sphere. This document approved the forms of organisation of state policy, fundamental principles and procedure for rendering state assistance, and the main activities and main directions of the strategy.

The main strategic directions in the cinematography sphere are film production, presentation and distribution, technology policy, international activities, and personnel training and retraining. The basic principles of the policy are the independence of cinema organisations, creation of available conditions for joining the cinematography sector, and rendering state assistance for the development of the sector.

The main purpose of the document is to ensure transition from the budget financing form of film production, distribution and presentation to the alternative financing system, which will give an opportunity to combine state assistance with different contributions from other organisations, the private sector and bank loans, under the obligatory condition to reimburse the funds given for film production, distribution and presentation by the state.

Separate legislation for regulation of the photography sphere is not envisaged.

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Mass media

In 1991, after the adoption of the *Law on Press and Other Mass Media* in Armenia, censorship was abolished officially and freedom of the press was declared. This is a key document in the broadcasting sphere as well.

On 9 October 2000, the President signed the *Law on Television and Radio* adopted by the National Assembly. On 13 December 2003, the *Law on Mass Information* was adopted. It contains several articles relating to the protection of national heritage during broadcasting. Broadcasting companies should provide 55% of airtime on average to "native programmes", including programmes on foreign languages translated into Armenian.

According to the Law on Cultural Legislation Principles (2002), the marzpetaran (bodies for ensuring the implementation of state programmes and programmes on cooperation between the local self-government and the government) ensure the cultural state policy in the marz areas. At present, the subdivisions responsible for culture in the structure of marzpetarans are affiliated with the directorates on education, youth and sports affairs, thus complicating the implementation of cultural policy. In order to solve this problem, the government plans, in the 2007 Programme on Cultural Development in Marzes, to separate the culture departments and to specify their functions.

The head of the community ensures the implementation of the state cultural policy in the community area.

The *Law on Local Self-Government (2002)* authorises Armenia's cities and 10 Marzes to regulate the activities of cultural establishments that are under their jurisdiction.

The biggest funds of state significance are the Hayastan All-Armenian Fund and the Social Investments' Fund, which makes large investments in the cultural area. The Social Investments' Fund renovates cultural organisations that are under community jurisdiction, while the Hayastan All-Armenian Fund assists cultural and social programmes. Every two years, the "One Nation, One Culture" Fund organises the Pan Armenian Cultural Festival, as well as assists different cultural activities.

The activities of all the agencies and national authorities dealing with cultural diversity, intercultural dialogue and social solidarity are coordinated by the Coordination Council Adjunct to the President and by the Directorate on National Minorities and Religion of the government and by the Culture Ministry.

Besides the Ministry of Culture, inter-ministerial co-operation in the cultural field is handled by the Ministries of Diaspora, Foreign Affairs, Education and Science, Urban Development, Trade and Economic Development, Finance and Economy, and Justice. The Ministry of Culture cooperates with these ministries, in the form of discussions and solving of current issues and organisation of joint activities. The Ministry's Directorate on International Relations and Diaspora



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works with the Ministry of Foreign Affairs, the Financial-Economic Directorate - with the Ministry of Finance and Economy, the Legal Department - the Ministry of Justice, etc.

All the programmes on the ratification of the budget of the Ministry of Culture are coordinated with the Ministry of Finance. Every draft law drawn up by the Ministry is firstly introduced to the Ministry of Finance and Economy. If there are no comments, the draft law is submitted to the Ministry of Justice; only then it is submitted to the government.

Some structures that are under the jurisdiction of the Ministry of Culture have similar functions with other ministries. Thus, six artistic education establishments functioning under the Culture Ministry jurisdiction have common functions with the Education and Science Ministry. The museums that are under the jurisdiction of the Culture Ministry, which are partly scientific establishments, cooperate with the Ministry of Education and Science.

In the sphere of intercultural cooperation and pan-Armenian cultural development, the closest cooperation is established with the recently created Ministry of Diaspora (2008). Projects designed within the framework of the global initiative "One nation, one culture" are being implemented through joint efforts of both ministries. Besides, the Ministry of Diaspora pays particular attention to promotion of Armenian cultural values abroad, in the countries where representatives of the Armenian Diaspora live. These initiatives include publications, research projects, creation of electronic resources of Armenian culture (libraries, periodicals, etc), increasing cultural contacts among Armenians at home and in other countries, organisation of cultural, educational, and other types of events in Armenia and abroad, etc. One of the main strategical trends of 2010 and 2011 is creation of a space for pan-armenian cultural exchange. Due to close collaboration of Ministries of Culture and Diaspora the cultural actors of the Armenian Diaspora have had an active representation in Armenia through festivals, concerts, exhibitions, tours, etc.

In the artistic education area, the Ministry of Culture cooperates with the Ministry of Justice and with the RA Police. Particularly, the Special Creative Centre of Juvenile Offenders, a state non-profit organisation under the jurisdiction of the Ministry, organises arts and craft education in reformatories (the Justice Ministry jurisdiction). Similar education is organised outside the reformatories, in cooperation with the RA Police. There is also the Children's Special Creative Centre, a state non profit organisation operating under the jurisdiction of the Ministry of Culture, which organises arts education for the socially insecure and disabled children in special boarding schools and facilities (the jurisdiction of the Ministries of Labour and Social Affairs and Education and Science).

The Ministry of Culture also cooperates: in the information technology field - with the Ministry on Transport and Communication; in the area of the protection of children's rights and the improvement of women's rights and their role in society - with the Ministry of Labour and Social Affairs; in the area of craft development issues - with the Ministry of Trade and Economic Development; and in the area of preservation of historical-cultural monuments, the Ministry of Culture also cooperates with the Ministry of Urban Development.

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The Ministry of Culture cooperates with the Ministry of Foreign Relations when carrying out any interstate activity. The invitations for Armenian artists to participate in any international cultural activities are received through the Ministry of Foreign Relations. When organising any international interstate activity in Armenia, foreign guests are also invited through the Ministry of Foreign Relations.

For the purpose of implementation of specific programmes, interagency committees are set up with the involvement of representatives of different ministries or local self-government bodies.

The marzpetarans elaborate social-economic programmes in their jurisdiction, with a separate section for programmes in the cultural field. In these programmes, the issues of the community in the cultural field are taken into account as well. The programmes serve as a basis for submission of applications for triennial state medium-term programmes.

According to the legislation, in particular the *Law on Local Self-Government Bodies*, the local self-government bodies themselves form the community budgets and ensure their implementation, including expenditure for the preservation of cultural organisations and for the organisation of cultural life. However, some communities have difficulty in carrying out these functions due to a shortage of funds and therefore the state budget offers programmes to enable communities to provide the necessary cultural services and to enable their citizens to participate in cultural life.

Chapter 2. Successful practices on how the management of cultural objects/sites was vested in the local communities

One of the steps taken since independence has been decentralisation of the cultural sphere, which was realised in 1995, just after the adoption of the Constitution. With the establishment of the new structure of regional governance and local self-governance, cultural organisations were passed to the jurisdiction of the community and regional governing bodies.

Strategically, this administrative decentralisation gave an opportunity to separate the role and place of the different authority levels in the cultural sphere. However, the policy carried out by the authorised body on culture (the Ministry of Culture), and financing, were not directed to the recovery of cultural life in the Marzes (regions) and communities. As a result of the policy decentralisation, financing of cultural institutions under the jurisdiction of the Marzes and communities decreased. Organisations located in the remote, border, high mountainous communities are also in need of methodical and professional information and advice.

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The processes of governance of decentralisation in the cultural sphere caused several problems. In the relations between the Ministry of Culture and the marz administration (the Yerevan city administration) the main issues are:

- There is no distinct division between powers and functions of the state authorised body, Marz administrations and communities. The corresponding departments of the given structures do not operate in coordination. The corresponding data communication between the capital and Marzes is not fully operational;
- Departments on culture in community administrations and community cultural organisations do not submit enough programme proposals on cooperation in the cultural development sphere to the Marz administrations and state authorised body. As a result, issues on the development of cultural life are not reflected adequately in the development programmes of the Marzes;
- The departments on cultural issues in the Marz administrations were united with the directorates on education and the number of specialists on cultural issues were reduced; and
- There is a lack of specialists in the Marz administrations necessary for the organisation of studies and monitoring in the cultural sphere. Information on cultural activities received from the Marzes is also unsatisfactory and contradictory.

Funds provided from the state budget to the organisation of cultural activities in Marzes in 2004-2007 increased by 13.3%. However, these funds were not distributed sufficiently and proportionally to the population in the Marzes. In 2006, according to the cultural activities programme, 295.7 million AMD (about 620 000 EUR) was granted, out of which only 11.6% was sent to the Marzes.

Privatisation of cultural organisations has not become a source for attracting investment. Thus, among 70 cinemas functioning before gaining independence (out of which 50 operated in the Marzes), only 3 of them are functioning currently - 2 in Yerevan and 1 in Gyumri. As a result, serious obstacles in the process of distribution and development of cinematography have emerged. Similar problems arose after the privatisation of the bookselling network that existed previously. Before privatisation, the network included 38 bookshops in Yerevan and 10 units of 33 bookshops in the Marzes. At present, 7 private bookshops operate in Yerevan, and 3 in the Marzes (one in Hrazdan, Gyumri and Vanadzor). The study reveals that cultural organisations are in poor condition in the Marzes: 44.7% of buildings are in a satisfactory condition, 43.8% are in an unsatisfactory condition, while 11.5% are unusable. As regards repair, 60.3% of the buildings need capital repair, 27.8% need running repairs and 11.9% do not require repairs. On examination, it has been revealed that 5.3% of the cultural organisations don't function now and 8.7% of them are located in other buildings, in particular in the village administration buildings because of a lack of suitable alternatives. On the other hand, since 2003, programmes on the capital repair of the cultural houses were implemented with state funds.



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In the past, the priority of the Armenian cultural policy was mainly directed at the preservation of cultural structures and major trends, but now cultural development and promoting Armenian culture are emphasised more.

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The priority directions of the cultural policy today are:

1. The formation of the legislative framework in the field:
 - compatibility of cultural and relevant legislation with European standards and requirements; and
 - regulation of the legislative framework directed at the development of specific fields of culture.
2. The preservation of cultural heritage:
 - elaboration and implementation of a comprehensive programme on preservation of cultural values (mobile and immobile, tangible and intangible);
 - creation of mechanisms for identification, registration, monitoring and preservation of cultural values in the Republic of Armenia and abroad; and
 - promoting the cultural heritage internationally and increasing its availability to the public.
3. The development of a new model on decentralisation of cultural management and financing:
 - increasing public participation in the management of cultural structures and establishments;
 - specification, separation of powers and eradication of double management by authorities in the cultural field;
 - introduction of a multi-source financing system, development and introduction of a programme financing system, and introduction of a co-financing system through a participative mechanism; and
 - establishment of supporting cultural organisations.
4. The development of modern art and cultural infrastructures and the promotion of cultural processes:
 - promotion of the formation of an Institute of Cultural Managers;
 - promotion of new processes; and
 - assistance to highly valuable cultural activities.
5. The use of information technologies in the cultural area:
 - introduction of new informative-communicative technologies and electronic management systems into the cultural area; and
 - promotion of the digitisation of data on cultural values - formation of a digital treasury.
6. The provision of training and education for specialists in the cultural field:
 - a review and improvement of training of specialists in the cultural area; and

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- provision of continuing education for cultural specialists, with the involvement of the interested parties in the development of educational programmes, according to market demands.

7. The development of cultural links inside Armenia and with foreign countries:

- promotion of inter-marz cultural cooperation;
- support to the broadening of cultural dialogue with foreign countries;
- engagement of the Diaspora in the cultural field of Armenia; and
- a promotion programme on Armenian culture abroad.

In 2007, the Ministry of Culture drew up the 2008-2012 Culture Development Strategy Project. It defines the mission of the Ministry as the main director of cultural policy in Armenia and the main actor in the progress of the Armenian nation through preservation and support for culture. Among the priorities of the document are:

- effective coordination of cultural policy;
- cultural heritage;
- international cooperation;
- digitisation of non-material culture; and
- popular culture.

Currently, the encouragement of projects by talented artists, youth cultural groups, broadening the outlook of young people by educational establishments and by the programmes of education on national culture, history, and civic education are among the priorities in the cultural field.

In the elaboration of the cultural priorities, discussions took place with cultural workers, representatives of creative unions and independent experts.

In implementing these priorities, some difficulties arise due to the absence of a comprehensive knowledge on the activities of the cultural establishments in the Marzes, as the data of the National Statistics Service does not correspond to the data received from Marzpetarans (regional administrations). In order to overcome this gap, monitoring is periodically conducted in the Marzes. In addition, the legislative field needs to be improved and personnel need to be trained and their training updated.



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