

Project and Program Approaches Implementation Analysis in Cultural Management of the Pskov Region

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Abstract—Culture is the Foundation of any civilization, including at its national and local levels. Contemporary activities in the field of culture acquire new features in comparison with the "classical" understanding. The article analyzes the cultural programs and projects implemented in Pskov and the Pskov region, one of the oldest centers of history, culture and statehood. The authors, on the basis of the study, developed proposals to improve the activities in the cultural sphere of the region.

Keywords—project management, cultural sphere, cultural heritage, cultural volunteering, social and cultural communications, creative projects, socio-cultural projects.

I. INTRODUCTION

Cultural heritage preservation, as the most essential foundation for a civil society development, is one of the main directions of the state policy of modern Russia [1,2,3]. Though approaches existed in the cultural activities organization fail to meet the increased demands of a society and fit budget financial possibilities as well. There is a need to find both innovative forms of organizing cultural activities - to improve cultural programs efficiency and minimize investor's financial costs and budget.

To fulfill Decree of the President of the Russian Federation of May 7, 2018 No. 204 "On the national goals and strategic objectives of the development of the Russian Federation until 2024", the Government of the Russian Federation was challenged to develop a national project in the cultural sector [4,5]. The goal of the designed national project "Culture" is to increase the number of citizens involved in culture by 2024 by creating a modern cultural infrastructure, introducing new forms and technologies into the cultural organizations activities, and supporting broadly cultural initiatives aimed at Russian civic identity growth. Thus, the project implementation across the country imposes obligations on regional authorities to develop and introduce a set of measures aimed at achieving the main goal of the project [6].

Importantly, positive trends in the industry development have been revealed through foreign experience of project management in the cultural sector, as evidenced by the increased public interest in cultural life, as well as increased

investment in culture and income from the activities of almost all areas of the cultural sector [7,8,9,10].

In most countries of the world the cultural sector of the economy accounts for a small part of the state budget expenditures [11,12]. Therefore the cultural sector representatives should find new ways to create and implement their ideas. And projects are turned out to be one of the most effective tools as well.

The EU project Creative Lenses (2015-2019) is a very successful example [3]. It is a social and educational project focusing on training activists (volunteers) in the cultural sector. The project idea is that new researches, trainings and conferences facilitate the professional level growth in the sector and make European culture more viable. The project oversees 13 cultural centers, universities and cultural organizations. Finland is a key partner in cooperation with Sweden, Belgium, Greece, Italy, Slovakia, the Netherlands and the UK.

Let us consider the cultural policy implementation in more detail, coupled with the project approach implementation into cultural management using the Pskov region. The Pskov region is considered to be a pearl of great worth enriching this country. Ancient temples and fortresses, noble estates and parks, picturesque villages and cozy towns with unique cultural traditions, forests and plains inhabited by unique animals and birds, archaeological treasures and works of modern masters are the country's cultural heritage, given to us by history and traditions of Pskov [13].

II. METHODS

In accordance with the goals and objectives, as well as the logic of the study, the following methodology was developed, which is a set of theoretical and empirical methods, the combination of which makes it possible to study the peculiarities of the functioning of the sphere of culture of Pskov with the greatest reliability:

1. Empirical methods – collection of information (work with various information sources), verification of its reliability, relevance;
2. Theoretical methods – analysis, synthesis, deduction, induction, analogy, comparison, abstraction, classification.

3. Quantitative methods – statistical methods.

III. RESULTS

Culture and tourism are attractive areas for investment with investment potential for the economic growth of Pskov and the Pskov region. Today cultural policy has already determined largely the region development, being one of the core directions of social policy [14].

According to [15] data, at the end of 2017, there were 17 museums, 3 theaters, and 310 cultural and leisure institutions in the Pskov Region (Table 1).

TABLE I. MAIN INDICATORS OF CULTURE (AT THE END OF THE YEAR)

Indicator	2011	2013	2015	2017
Number of public libraries	366	344	318	304
Number of cultural and recreational type organizations	438	409	391	310
Number of professional theaters	3	3	3	3
Number of museums	17	17	17	17

^a compiled by the authors

Thus, the main positive dynamics according to statistics is the increased number of visits to museums: since 2011, the figure has grown almost twice over 6 years (from 669 thousand people in 2011 to 1160 thousand people in 2017).

The introduction and active use of the culture management program method made it possible to move from the conservation to development strategy of the industry. Over the past decade, more than 7 regional long-term target programs have been implemented in the Pskov Region [16].

For example, following the results of measures implementation of the regional long-term target program “Culture of the Pskov Region in 2011-2015,” a set of measures was taken to improve the level of cultural services for the population, create conditions for the development of their creative potential in the sphere of culture and art, and improve facilities of institutions of culture and arts in the region, create background for the cultural and educational tourism development, raise professional level and skills of creative community providing access to information about the cultural regional life through the Internet and printed materials. The number of visitors to museums, theatrical entertainment and cultural and educational activities has increased [16,17].

Good practices of the cultural management program, as well as remaining challenges of the information accessibility in the industry, professional personnel training, material support prove the necessity to continue the program and cultural management project.

Since 2014, the State program of the Pskov region "Culture, preservation of cultural heritage and development of tourism in the region for 2014-2020" (as amended on April 28, 2018) [17] has been in progress in the region. See the program structure in the figure below.

State program of the Pskov region "Culture, preservation of cultural heritage and development of tourism in the region for 2014-2020"	Culture
	Heritage
	Tourism
	Strengthening the unity of the Russian nation and the ethnic and cultural development of the peoples in the region
	Comprehensive measures for maintenance and improvement of military cemeteries
Providing conditions for the State program implementation of the Pskov region "Culture, preservation of cultural heritage and development of tourism in the region for 2014-2020"	

Fig. 1. The State program structure of the Pskov region "Culture, preservation of cultural heritage and development"

From the annual report on the implementation of the State program "Culture, preservation of cultural heritage and development of tourism in the region for 2014-2020" [16] in 2018, it follows that:

- measures implemented and carried out in full are aimed at preserving and popularizing museum and library funds, strengthening the facilities of museums, libraries, cultural and leisure institutions of the region;
- implemented and carried out in full projects, festivals, competitions, cultural events in the professional art and folk art fields;
- payments of bonuses and scholarships are provided for gifted children and young people, cultural and art workers, the best creative teams and employees of cultural institutions;
- grants are provided to municipalities of the region to support the cultural sector, improve facilities of cultural and recreational institutions, and support municipal theaters and puppet theaters as part of projects implemented by the Ministry of Culture of the Russian Federation and the United Russia party.

Since 2016, at the municipal level, the municipal program “Culture, preservation of cultural heritage and tourism development in the territory of the municipality “City of Pskov” has been implemented (as amended on June 13, 2017) with its main goal to develop culture and tourism, preserve and popularize the cultural heritage of the municipality [1].

Currently, the city of Pskov has more than 300 cultural heritage sites - immovable historical and cultural monuments, 55 of them are listed in the register of municipal property. One of the essential factors impeded rapid development of culture and tourism in the city of Pskov is the shortage of highly qualified personnel to implement the program and project management, which is primarily caused

by the low wages especially in the state-financed institutions. This disadvantage can be minimized by adopting "Road Map" to bring wages in the cultural sector in accordance with the May Decrees of the President of the Russian Federation, and make cultural workers' average wages similar to average wages in the Pskov Region [17].

According to the results of the analysis, the authors found that almost all activities of the state [17] and municipal programs [18] are correlated with objectives of the national project "Culture":

- Under the federal project "Cultural Environment":

measures are taken to create, reconstruct and repair objects of cultural organizations (e.g. cinema halls opened in 2016 on the basis of cultural and recreational institutions in the regional municipalities, it increases the number of options provided by cultural institutions and increases their attendance; conditions are created for modernizing the library services system: purchase of library equipment for central regional libraries (CRB), the Internet connection of up to 20 municipal (rural) libraries, libraries update in 26 municipal institutions, a subscription to periodicals and state library acquisition, holding of 8 events on promoting books and reading, awarding of 4 winners competed in the "Library of the Year" contest);

measures to improve facilities of cultural organizations with equipment, musical instruments, acquisition of specialized vehicles (allocated financial resources to support creative activities and technical equipment of the separate structural unit "Pskov Regional Puppet Theater" of the state autonomous cultural institution of the Pskov region "Theater and Concert Directorate "and to support the creative activities of municipal theaters in towns up to 300 thousand inhabitants (Velikiye Luki), as well as grants for municipalities of the region to support the cultural sector).

- Under the federal project "Creative People":

measures to create federal centers of continuing education for cultural workers, professional retraining and advanced training of cultural workers (participation in educational projects and programs, as well as in international cooperation programs);

measures for organizing exhibitions of leading federal and regional museums (e.g., 10 exhibition projects were implemented in 2018, and three informational brochures were published);

grant support activities: projects in the field of musical and theatrical art, amateur creative groups, gifted children and youth, start-ups of non-profit organizations, renovation of regional and municipal museums (e.g., in 2018: payment of the annual prize "Young Talents of Pskovschina"; payment of Governor scholarships for gifted children and young people in the field of culture and art; awards of the Administration of the region for the best works in the field of culture and art, architecture and journalism);

cultural and educational programs and projects for schoolchildren and young people, including volunteer movement (e.g., in 2018, the work of specialized sessions was organized in the region's recreation camp for pupils of children's art schools and participants of children's creative teams of cultural institutions of the region ").

- Under the federal project "Digital Culture":

measures to create virtual concert halls in the cities of the Russian Federation; to support exhibition projects with digital guides in augmented reality format; to provide online broadcasts of events of cultural institutions on the "Culture.RF" portal; digitization of book monuments in National Electronic Library (NEB). The measures implementation of this project is planned for 2020 - 2021 by the Pskov region authorities [19,20].

Today in the information and communication space, the culture of Pskov and the Pskov Region is represented by several cultural and educational resources (Table 2).

TABLE II. INFORMATIONAL CULTURAL AND EDUCATIONAL ENVIRONMENT OF THE PSKOV REGION

№	The Internet Resource	Website Address
1	"The legacy of the Pskov Land"	http://culture.pskov.ru/
2	"Calendar of significant dates for 2019"	http://calendar.pskovlib.ru/
3	Local history portal "Pskoviana"	http://pskoviana.ru/
4	Multimedia library (media server) of the Pskov Regional Center of Folk Art	http://ocntpskov.ru/index.php/arhiv-2/
5	Electronic photo album "People of Pskov. History and Traditions" – project of the Pskov Regional Center of Folk Art	http://album.ocntpskov.ru/
6	Pskov Academic Drama Theater named after A.S. Pushkin has launched a virtual museum	http://drampush.ru/about/museum

Importantly, in order to implement activities under the federal projects "Creative People" and "Cultural Environment", in 2018 in the Pskov Region, project offices were established aimed at full support to cultural organizations (institutions) during the implementation of the "Culture" project (Table 3).

TABLE III. PROJECT OFFICES

№	Project Office Name	Purpose of Creation	Creation Order
1	Project office on the basis of GBPOU "Pskov Regional College of Arts named after N.A. Rimsky-Korsakov "	coordinating work to provide children's music, painting, art schools with the necessary tools, equipment, materials	Order No. 20 of January 14, 2019 "On the creation of a project office on the basis of the GBPOU Pskov Regional College of Arts named after N.A. Rimsky-Korsakov "
2	Project office on the basis of GBUK "Pskov Regional Universal Scientific Library"	coordination of work on the creation of model municipal libraries	Order No. 21 of January 14, 2019 "On the creation of a project office on the basis of GBUK "Pskov Regional Universal Scientific Library"
3	Project office based on the Pskov Regional Philharmonic	development and coordination of the regional network of virtual concert halls	Order No. 22 of January 21, 2019 "On the creation of a project office on the basis of the Pskov Regional Philharmonic

Thus, it can be concluded that the cultural policy implementation in the Pskov region is carried out in

accordance with the state interests and cultural and spiritual needs of society:

- state program in the field of culture is developed and being implemented;
- implemented activities under the program meet the goals and objectives of the national project "Culture";
- an informational and communication environment is being created and improved in the cultural sector;
- project offices are being created with their activities aimed at assisting cultural organizations in accomplishing their tasks.

IV. CONCLUSION

However, the analysis revealed as well that the cultural policies implementation fails to use innovative approaches to the full.

So, according to the authors, effective tools for goals achieving and tasks solving can be:

1. Involvement of volunteers into the measures implementation in the cultural policy. It is possible to attract students from industry-specific education to be volunteers (e.g. the multimedia director, folk art culture areas of study in SPbGIKIT) as part of their training or internship. Owing to this interaction, the most important issues of the industry are solved:

- human resources is being formed;
- students gain practical experience during their study, and when graduating they understand their professions. So young specialist adaptation in a workplace is reduced leading to spending cuts of institutions and cultural organizations;
- a creative approach introduction to the cultural policy implementation becomes possible through creative potential of student volunteers.

The project character of modern cultural and creative activity is another important aspect in favor of this proposal. Today, almost all activities in the cultural sector are carried out under individual projects with clear deadlines, goals and objectives. Thus, it is less beneficial for cultural organizations and institutions to have a large staff, and it is more effective to hire a project team for a certain project. There are certain requirements for the project, and hiring a team of experts (albeit beginners) competent in this field is possible. For instance, the organizing experience of Peterhof festive show which is the annual opening of fountains. Every year, a professional team is assembled and students from different universities are invited as volunteers. For example, students of SPbGIKIT are involved as directors, multimedia graphics specialists, cameramen and correspondents, etc.

2. Development of the further education system for employees of institutions and cultural organizations. Today, the cultural sector is a full participant in market relations, as well as it is the most important national interest itself. Thus, all organizations and cultural institutions have been competing for a consumer, funding, etc. Though, a person providing cultural services is, as before, a key element of the competition. He is the man who is in charge of success of a

project, event, action, etc. In this regard, knowledge, skills, abilities and competencies of cultural workers should be expanded. The authors propose the following for this solution:

- to expand workers' educational mobility (refresher courses, further education, retraining, short-term programs, etc.);
- to intensify efforts in the educational and cultural exchange. Today, various programs and cultural projects offering cooperation and experience exchange are being fulfilled in many cities and regions of the Russian Federation. This trend development will expand the employees' horizons revealing their hidden potential, and serve as a tool for the region promotion as well.

3. Creating cultural quests for children and adults focusing on their engagement in the cultural regional life through a game. See the project being implemented in St. Petersburg as part of the Open City project. The project developers organize regularly quests (games) on various topics for free: culture, history, traditions. The quest participation is free of charge. The project is supported by the Government of St. Petersburg, though originally it was created by an initiative group from the cultural sector, who quickly found support from the organizations and cultural institutions of the city and the authorities subsequently.

4. Creation of information resources about Pskov and the Pskov region in a modern format. Man of today cannot imagine their lives without "gadgets", so the information space becomes a potential for popularizing the culture of Pskov and the Pskov region. Accounts created in social networks bring their content closer to the residents and tourists of the region. For example, the competition of video works "Pskov Through the Eyes of a Tourist", the winner can receive free visits to museums in the city.

The cultural policy implementation in the designed approaches will create conditions in the region for the development of creative potential of children and young people, will raise the status of culture in public eye, and form the lost cultural values.

The planned tasks implementation, by 2020, enables to reduce the number of cultural heritage sites in poor condition, compile a unified register of cultural heritage sites of the region, include cultural heritage objects in economic relations as well as those on the basis of public-private partnership. These issues solutions will result into improving of service quality provided by institutions and organizations in the cultural sector bringing a beneficial effect on citizens inclusion into cultural values.

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