

Transformation Processes in the Management of Cultural Institutions (Foreign and National Experiences)

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Abstract: this article analyzes the processes of transformation in the management of cultural institutions. In particular, on the basis of foreign and national experiences, changes in the management structure of cultural organizations, innovations, methods used to increase efficiency and their social role in the field of culture are considered. The article analyzes the role of state policy and modern technologies aimed at improving the management system of cultural organizations. By comparing the lessons learned from foreign experiences and the transformations implemented in the national context, the article provides information on effective models, challenges and perspectives of managing cultural institutions.

Keywords: cultural institutions, management transformation, foreign experiences, national experiences, efficiency improvement, management structure.

Cultural institutions are one of the main structures that make up the cultural life of society, including theaters, museums, libraries, galleries, art palaces and other cultural structures. These institutions serve the cultural, educational, historical, scientific and spiritual development of society. Nevertheless, the global and national changes, economic, political, social and technological revolutions taking place in the field of culture today encourage the introduction of transformation processes into the management systems of cultural institutions. The management of cultural institutions often develops with traditional, state-controlled and rarely innovative approaches. However, in recent years, transformational changes in the field of culture require updating the management methodology. These changes include areas such as making the activities of cultural institutions effective, engaging the public, and developing digital culture using modern technologies. Foreign experiences in the field are significant in terms of how they carried out management transformation in cultural institutions.

In this regard, many countries have their own methods, for example, they have developed their own models in the field of cultural heritage protection. As a country with approximately 40% of the world's heritage and many monuments, Italy sees the protection of cultural heritage as a priority in its cultural policy. This country ranks first in the list of UNESCO World Heritage sites in terms of the number of monuments located on its territory. There are 46 World Cultural Heritage sites on its territory. There are more than 500,000 architectural monuments protected by the state in Italy. In addition, there are 25,000 historical centers, 95,000 churches, 40,000 castles, 1,900 archaeological parks, and 4,500 museums. State expenses for their maintenance are 2.2 billion euros, which is equal to 0.5% of the gross domestic product. Protection of historical and cultural monuments in Italy is definitely one of the priorities of cultural policy. In Italy, in 1902, the parliament approved a bill limiting the list of monuments designated as authentic works to be listed in a special catalog. Although this law was effectively repealed a few years later, it became a model for the legislative practice of many European countries. In the second half of the 20th century, a system of state bodies and institutions dealing with issues related to cultural heritage was formed in the country. In 1974, the Ministry of Cultural Heritage and Environmental Protection was established in Italy (December 14, 1974) and in 1975 it was

transformed into the Ministry of Cultural Heritage Protection (January 29, 1975). To this day, the processes of transformation in the management of cultural institutions in Italy are still ongoing [1:8].

In Sweden's experience, the state uses a decentralization approach in managing cultural institutions. Here, cultural organizations are managed independently, and the principles of the market economy have been created for their activities. By digitizing cultural institutions and introducing new technologies, many interactive platforms and online services were created, which helped to actively engage the public. Although the French experience has preserved the traditional state control and centralized management system in the management of cultural institutions, in recent years transformations aimed at the digitization of culture and the development of global cultural exchange have been carried out. In 2016, the "Creative Europe" program was launched, which created new opportunities for managing cultural institutions and strengthening their international relations [2:5]. There are no state-owned cultural centers, art palaces, public libraries, museums, culture and recreation parks in the USA, as in our country. This should not lead to the idea that there are no cultural institutions and centers in the USA. There you will see service stations ready to provide cultural and household services in every residential area, recreation area, even in front of every house or station. These institutions do not require funds from the state budget, they are organized, built and managed by the population themselves. Only about 5 percent of cultural institutions, including the presidential library, large state museums, and the Congress exhibition hall, receive funds from the budget. The remaining 95 percent of cultural centers provide services to the population and are self-sufficient. 75-80 percent of cultural institutions in countries such as France, Germany, and Austria operate on the basis of self-financing and commerce. There are even nine-story Houses of Culture and Palaces in China, in which 150-200 associations, firms, small businesses, and utilities are managed by just three or four managers and an accountant [3:56].

As we can see, the role of the non-state system, that is, the participation of the private sector and civil society in the management of cultural institutions of these countries, is becoming extremely important. The management of cultural institutions is not limited to the system implemented by the state, but the active participation of non-governmental organizations and the private sector also accelerates the transformation process.

Transformation processes in the management of cultural institutions of Uzbekistan have changed significantly in recent years. A lot of work is being done in terms of approaches to state cultural institutions, strengthening their financial and social integration, and studying international experiences. Transformation processes in the management of cultural institutions in Uzbekistan are related to the social, economic and cultural development of the country, and several new approaches, reforms and changes are currently being implemented. These processes are manifested in the following main areas. Transformation processes in the management of cultural institutions in Uzbekistan are aimed at making the country globally competitive, preserving cultural heritage and passing it on to future generations, developing cultural activities for young people, and covering all layers of society. These processes are expected to be more successful through effective management, innovation and international cooperation [4:160].

It is no secret that attention to art and culture is seen as the main criterion of social reforms in Uzbekistan today. The decrees and decisions issued by the government of the Republic of Uzbekistan in recent years directly serve to further develop the sphere of art and culture. In particular, in order to further develop and improve the sector, the decision of the President of the Republic of Uzbekistan on August 26, 2018 "On innovative development of the culture and art sphere of the Republic of Uzbekistan" No. PD-3920, dated August 28, 2018 - decision PD-4038 "On approving the concept of further development of national culture in the Republic of Uzbekistan" in November, On May 26, 2020, Decree No. PF-6000 "On measures to further increase the role and influence of culture and art in the life of society" was adopted. Along with this, on December 9, 2021, the decision PD-36 "On further improvement of the support system for the development of culture and art" and on February 2, 2022 "Culture and art Decisions" PD-112 on additional measures for the further development of the field of art and the officials of the sector are entrusted with huge tasks in their implementation. In

addition, on September 11, 2023, the decree No. PD-158 on the strategy “Uzbekistan – 2030” clearly defined the reforms that should be implemented in the field of culture and art in our Republic by 2030. The importance of expanding information technologies and digital platforms for the management of cultural institutions is emphasized [5:141].

Transformation processes in cultural institutions of Uzbekistan are not limited to changing the management system. They are also aimed at adapting the activities of cultural institutions to the needs of the public, implementing innovative projects, and developing the cooperative activities of the private and public sectors. In the management of cultural institutions, transformation processes should be carried out taking into account not only foreign experiences, but also national needs and modern global trends. It is necessary to learn from foreign experiences, as well as take into account the country’s cultural heritage, historical, social and economic characteristics. Transformations, digitization and the introduction of innovative management methods in the cultural institutions of Uzbekistan are important steps, and these processes help to develop culture and increase its importance in the life of society.

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