

## ACTION PLAN

### REPUBLIC OF ARMENIA 2023-2027 STRATEGY ON PRESERVATION, DEVELOPMENT AND POPULARISATION OF CULTURE

Outcomes and Actions	Objectives and Actions	Indicator	Benchmark	Target	Deadline	
<b>PRINCIPAL OBJECTIVE 1. PRESERVATION AND TRANSMISSION OF CULTURAL HERITAGE ACROSS GENERATIONS</b>						
<b>Sub-objective 1.1</b>	<b>Cultural Heritage Inventory and Institutionalisation</b>					
<b>Action 1</b>	Ensuring the ongoing inventory of historical and cultural immovable, movable, and intangible heritage, including the intangible cultural heritage of forcibly displaced persons from Nagorno Karabakh.	Percentage of inventoried monuments, including those in hard-to-reach areas, as well as that of elements of intangible cultural heritage.	80%	95%	2027	RA MoESCS
<b>Action 2</b>	Fortification, repair, and restoration of endangered historical and cultural monuments.	Number of fortified, repaired, and restored endangered historical and cultural monuments.	50	80	2027	RA MoESCS
<b>Action 3</b>	Establishment of a data base for active folk craftsmen.	Proportion of folk craftsmen by community and type of activity, expressed as a percentage.	10%	80%	2026	RA MoESCS

Action 4	Mapping of folk crafts and arts.	Creation of a digital portal for craftsmanship.	0	1	2027	RA MoESCS
Action 5	Mapping of folk crafts and arts.	Creation of a digital portal for craftsmanship.	0	1	2027	RA MoESCS
Action 5	Inventory and institutionalisation of cultural heritage from the independence period.	1. Percentage of museumised and archived collections.	5%	45%	2027	RA MoESCS
		2. Number of academic publications.	1	5	2027	
Action 6	Establishment of new institutions in the field of cultural heritage.	1. Creation of a new unit (foundation) for the development and management of museums.  2. Number of newly established museums (SNCOs).	22	24	2027	RA MoESCS
Action 7	Popularisation of cultural heritage.	1. Number of international exhibitions.	8	10	2027	RA MoESCS
		2. Number of media projects.	2	4		
		3. Popularisation of monuments located in hard-to-reach areas.	2	50		
Sub-objective 1.2	Digital Accessibility of Cultural Heritage					
Action 1	Replenishment of the repository of museum objects of the Republic of Armenia.	Percentage of digitised museum objects.	10%	40%	2027	RA MoESCS

<b>Action 2</b>	Replenishment of the repository of intangible cultural heritage.	Percentage of newly digitised fields and lists.	30%	80%	2027	RA MoESCS
<b>Action 3</b>	Creation of an electronic repository of monuments	Percentage of digitised monuments.	0%	20%	2027	RA MoESCS

<b>Action 4</b>	Ensuring the continuity of the digitisation of written heritage.	Number of digitised units (pages) of written heritage published before 1960.	110000 00	18000000	2027	RA MoESCS
<b>Sub-objective 1.3</b>	<b>Content Modernisation, Enhancement of Professional Skills, and Continuous Development in the Field of Cultural Heritage</b>					
Action 1	Training of museum specialists in line with international standards.	Number of trained specialists. Percentage of international experts.	40%	80%	2027	
Action 2	Training of library specialists in line with international standards.	Number of trained specialists. Percentage of international experts.	10%	50%	2027	
Action 3	Preparation and training of restoration specialists for immovable historical and cultural monuments.	Number of trained specialists. Number of international experts.	20	40	2027	
Action 4	Promoting the development of the institute of art historians and critics.	Proportion of art-historical and critical publications by direction (percentage).	30%	70%	2027	RA MoESCS
Action 5	Introduction of an educational manual on cultural heritage preservation in schools.	Informative/educational manual.	0	1	2026	
Action 6	Updating/modernising professional literature in the field of cultural heritage.	Number of new publications.	2	5	2027	

**PRINCIPAL OBJECTIVE 2. MODERNISATION OF CULTURAL AND CREATIVE SECTORS, INNOVATION**

<b>Target indicators</b>	<b>Innovation</b>	Adoption and implementation of leading international trends and transformations (percentage).	40%	90%	2027	RA MoESCS
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		Promotion of new artistic forms, expansion of touring activities, and implementation of international joint projects (percentage).	25%	60%	2027	RA MoESCS
		Economisation of the arts and expansion of the external market (percentage).	20%	65%	2027	RA MoESCS
		Ensuring comprehensive inclusion in the cultural sector (by gender, age, regions, disability, social group) (percentage).	60%	80%	2025	RA MoESCS
<b>Sub-objective 2.1</b>	<b>Upgrading Management Models in Cultural and Creative Sectors</b>					
Action 1	Study and analysis of issues in the field of cultural heritage and contemporary art.	Formation of a package of advisory recommendations (percentage).	2	4	2026	RA MoESCS
Action 2	Improvement of the legislative framework, including harmonisation with international legislation.	Number of legislative changes, new government decision drafts, and international agreements.	5	7	2027	RA MoESCS Partner Organisations (upon agreement)

Action 3	Development of qualitative and quantitative criteria for measuring efficiency.	Number of individual performance evaluation criteria for SNCOs.	4	10	2027	RA MoESCS, RA MF
Action 4	Review of state lists of immovable historical and cultural monuments and GPS coordination of the latter.	Percentage of updated state lists of immovable historical and cultural monuments.	0	20%	2027	RA MoESCS

Action 5	Promotion of financial autonomy for state non-commercial organisations (SNCOs).	Increase in extrabudgetary funds through revenue diversification (percentage).	20%	40%	2027	Local self-government bodies (upon agreement), Governorates, RA MES, RA MoESCS
Action 6	Implementation of new management formats for museums and libraries.	a. Growth percentage in self-financing indicators and visitor numbers for museums. b. Growth percentage in the equitable distribution of libraries and their engagement in educational and cultural life (by gender, age, regions, disability, social group).	15%	65%	2025	RA MoESCS Local self-government bodies, Governorates,
Action 7	Introduction of e-service programs in libraries and museums.	Number of implemented programs.	1	2	2025	RA MoESCS
Action 8	Introduction of a new funding model for performing arts (theatre and concert) organisations, development of internal revenue sources, and ticketing formulas.	Number of beneficiaries. Percentage of tickets sold.	0%	80%	2025	RA MoESCS



Action 9	Development of museum shop infrastructure.	Number of newly established museum souvenir shops and number of replenished sale items.	6	20	2025	RA MoESCS
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Action 10	Valuing achievements in the cultural and creative sectors, enhancing the recognition of artistic and cultural outcomes.	Establishment of awards in the cultural sector, organisation of award ceremonies, and allocation of one-time bonuses (number).	1	3	2027	RA MoESCS, RA Ministry of Economy, RA MF, RA Ministry of High-Tech Industry, RA Ministry of Territorial Administration, Local self-government bodies
Action 11	Development of state incentive mechanisms in the cultural and creative sectors.	Establishment and allocation of annual bonuses for participants who win Grand Prix and first-place awards in prestigious international competitions (number).	0	4	2027	RA MoESCS, RA Ministry of Economy, RA MF, RA Ministry of High-Tech Industry, RA Ministry of Territorial Administration, Local self-government bodies
<b>Sub-objective 2.2</b>	<b>Promoting the Activities of Freelance Creators in Cultural and Creative Sectors</b>					
Action 1	Defining the legal and socio-economic status of self-employed/independent creators and craftsmen.	Percentage of normative legal acts, targeted grants, and forms of non-financial support	30%	75%	2027	RA MoESCS Local self-government bodies (upon agreement), Governorates

Action 2	Promotion of the potential of writers, literary critics, and translators of literary works.	Percentage of writers, literary critics, and translators.	20%	70%	2027	RA MoESCS, Local self-government bodies (upon agreement), Writers' Union of Armenia (upon agreement)
Action 3	Promotion of creative sectors, ensuring a favourable environment and competitive field for creative self-expression, and integrating young creators into international cultural processes.	Establishment of youth centres, art studios, and implementation of the art residency program (percentage).	20%	80%	2027	RA MoESCS, RA Ministry of Economy, RA MF, RA Ministry of High-Tech Industry, RA Ministry of Territorial Administration, Local self-government bodies
Action 4	Development and promotion of cultural objects auction market.	Number of auctions.	0	8	2027	RA MoESCS, Specialised organisations and unions
<b>Sub-objective 2.3</b>	<b>Promotion of Cultural Investment and Philanthropy, and Establishment of a Cultural Donation Rating</b>					
Action 1	Regulation of the legislative framework for donation.	Number of legislative reforms.	0	1	2025	RA MoESCS

Action 2	Development of fundraising capacities for cultural institutions.	Percentage of training programs/courses and fundraising guides.	20%	80%	2027	RA MoESCS
Action 3	State incentives for sponsorship.	Increase in donor rating through informational campaigns (percentage).	15%	60%	2027	RA MoESCS
<b>Sub-objective 2.4</b>	<b>Modernisation/Enhancement of Material and Technical Base, Property, and Infrastructure</b>					
Action 1	Improvement of infrastructure for museums, libraries, concert halls, and theatres, including technical upgrades and ensuring accessibility and comfort for persons with disabilities.	Capital allocations for building renovations, infrastructure modernisation, accessibility improvements, acquisition of lighting and sound equipment, and installation of security systems (percentage).	20%	70%	2027	RA MoESCS
Action 2	Insuring high-quality artistic outcomes.	Percentage of musical instruments and stage costumes acquired and replenished.	20%	80%	2027	RA MoESCS, RA Ministry of Economy, RA Ministry of High-Tech Industry, Local self-government bodies (upon agreement)

Action 3	More optimal utilisation of property owned by creative unions.	Percentage of cooperation agreements and contracts between state non-commercial organisations and creative unions.	30%	80%	2027	RA MoESCS, Creative Unions of Armenia (upon agreement)
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Action 4	Modernisation of restoration and scientific-research laboratories in the field of cultural heritage.	Percentage of scientific-research laboratories and installed equipment.	10%	60%	2027	
<b>PRINCIPAL OBJECTIVE 3. FACILITATING THE CREATIVE INTEGRATION OF SOCIETY INTO CULTURAL LIFE AND EXPANDING THE ROLE OF CULTURE AND THE ARTS IN THE SUSTAINABLE DEVELOPMENT PROCESSES OF THE NATION</b>						
<b>Sub-objective 3.1</b>	<b>National Self-Reassessment and Self-Awareness</b>					
Action 1	Conducting behavioural research on cultural preferences among the public.	Statistical databases and analytical reports.	0	3	2027	RA MoESCS, International Organisations
Action 2	Shaping primary demand for culture.	Percentage of increase in funds allocated to culture within the basket of goods.	Will be evaluated 2023 p.	Benchmark+50%	2026	RA MoESCS
Action 2	Integrating national traditions, festivals, folk, and patriotic music into the daily lives of the population.	Number of events, including festivals.	5	10	2027	RA MoESCS
Action 3	Establishing centralised and coordinated advertising platforms, utilising modern social	Percentage of cultural content on advertising platforms	15%	80%	2027	RA MoESCS, Local self-government bodies (upon agreement),

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<b>Sub-objective 3.2</b>	<b>Decentralisation of Culture</b>					
Action 1	Ensuring community engagement through state grants.	Number of aesthetic education centres.	3	12	2027	RA MoESCS, Local self-government bodies (upon agreement)
		Percentage of cultural projects implemented in communities.	40%	90%	2027	RA MoESCS, Local self-government bodies (upon agreement)
Action 2	Promotion of intercommunity cooperation.	Percentage of joint performing arts (theatre and concert) projects.	15%	60%	2025 p.	RA MoESCS, Local self-government bodies
Action 3	Creation of a unified educational and cultural environment within communities.	Percentage of partially or fully implemented projects in communities with state support.	40%	80%	2027	RA MoESCS, Local self-government bodies (upon agreement)
Action 4	Revitalisation of libraries and expansion of their educational and cultural roles within communities.	Number of new services provided by libraries (percentage).	15%	60%	2027	
Action 5	Implementation of a mentorship program for sector specialists.	Number of beneficiaries (percentage).	20%	60%	2027	RA MoESCS, Local self-government bodies (upon agreement)
Action 6	Identification of regional (marzes) festival platforms and establishment of regional (marzes) festivals.	Number of implemented festival programs.	2	4	2027	RA MoESCS, Local self-government bodies (upon agreement)



Sub-objective 3.3	Harmonisation of Cultural and Educational Policies					
Action 1	Creation of intellectual, educational, cultural, and recreational environments.	Number of pilot projects for cultural centres and art residencies.	3	10	2027	RA MoESCS, RA Ministry of Economy, RA Ministry of High-Tech Industry, Local self-government bodies (upon agreement)
Action 2	Development and implementation of state cultural policy for children and the youth.	Percentage of targeted grants.	15%	50%	2027	RA MoESCS, Local self-government bodies
		Development and publication of educational literature (educational-methodological) for music and art schools (number).	22	25	2025	RA MoESCS
		Development and enhancement of professional skills for talented young musician-performers (number of beneficiaries).	15	25	2027	RA MoESCS
		Acquisition of musical instruments for music and art schools (number and types of instruments).	24	30	2025	RA MoESCS
Action 3	Promotion of inclusivity.	Expansion of educational-cultural projects (number of projects).	6	12	2027	RA MoESCS

Action 4	Expansion of the educational and scientific components in museums and libraries.	Number of participants in educational programs, number of publications, international conferences (percentage).	30%	80%	2027	RA MoESCS
Action 5	Improvement of the school subscription program, increasing its efficiency and accessibility.	Number of participants in educational programs (percentage).	30%	100%	2027	RA MoESCS
Action 6	Implementation of formal and alternative educational programs for curators, producers, and literary agents in the fields of culture and art.	Annual number of educational programs.	6	25	2027	RA MoESCS
		Annual number of beneficiaries of educational programs.	180	700	2027	RA MoESCS
Action 7	Implementation of programs promoting reading.	Number of implemented programs.	15	25	2027	RA MoESCS

**PRINCIPAL OBJECTIVE 4. POSITIONING ARMENIA AS A CUSTODIAN AND CREATOR OF GLOBAL CIVILISATIONAL VALUES**

<b>Sub-objective 4.1</b>	<b>Coordination and Alignment of Cultural and Foreign Policies</b>
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Action 1	Expanding cooperation in the cultural sector with international organisations and other partners (UN, UNESCO, EU, British Council, etc.)	1. Projects implemented through international cultural grants. 2. Number of applications registered in UNESCO's World Heritage and Intangible Cultural Heritage lists.	12	15	2027	RA MoESCS, RA MFA
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Action 2	Under the coordination of the Ministry of Foreign Affairs, the development of a joint action plan by the representatives of Armenian diplomacy operating in foreign countries or affiliated with international organisations, along with authorised bodies in the cultural sector.	Formation of interdepartmental working groups and annual coordinated and targeted programs (percentage).	20%	100%	2027	RA MoESCS, RA MFA
Action 3	Identification of priority cultural markets.	Inventory of platforms and development of repositories based on the priorities of cultural policy (percentage).	30%	70%	2027	RA MoESCS, RA MFA
Action 4	Promotion of initiatives to enhance the presence of Armenian culture in the international digital space (YouTube, Wikipedia, Wikimedia, etc.)	Number of publications on international information platforms (percentage).	Will be evaluated in 2023	Benchmark +60%	2027	RA MoESCS, RA MFA
Action 5	Representation of Armenian culture in international cultural-professional platforms (conferences, festivals, symposiums, exhibitions, film markets, etc.)	New procedures for allocating state grants for participation in international target events (percentage).	30%	90%	2027	RA MoESCS, RA MFA
		Participation in prestigious events (percentage).	40%	80%	2027	RA MoESCS, RA MFA

Action 6	Popularisation of Armenian literature abroad.	Participation in international book fairs and the number of represented authors and industry professionals (percentage).	50%	80%	2027	RA MoESCS, RA MFA
		Number of Armenian literature publications in foreign languages.	6	35	2027	RA MoESCS, RA MFA
<b>Sub-objective 4.2</b>	<b>Enhancing Recognition of Armenia</b>					
Action 1	Positioning Armenian culture within the global cultural context.	Increasing the percentage of interest in Armenian culture on prestigious international platforms.	40%	70%	2027	RA MoESCS, RA Ministry of Economy, RA Ministry of High-Tech Industry, Local self-government bodies (upon agreement)
		Number of memberships in international professional organisations/associations.	8	10	2027	RA MoESCS, RA MFA
Action 2	Internationalisation of Armenian film heritage.	Presentations of film heritage at prestigious international platforms, number of festivals.	6	10	2027	RA MoESCS

Action 3	Access to international primary cultural output.	Organising tours for leading bands and artists, the number of exhibitions of folk arts and crafts in percentage.	45%	75%	2027	RA MoESCS, RA MFA, RA Ministry of Economy
Action 4	Supplementing the book collections of prestigious universities, libraries, and cultural institutions abroad with foreign-language literature representing the history, culture, and art of Armenia	Number of target institutions.	300	500	2027	RA MoESCS, RA MFA

DEPUTY CHIEF OF PRIME MINISTER STAFF

A. KHACHATRYAN

