

## **PHILOSOPHY OF PROJECT MANAGEMENT IN THE SOCIO-CULTURAL SPHERE**

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### **Abstract**

In the context of dynamic changes in the sociocultural space associated with the formation of the new information and communication environment and digital economy, project management becomes an effective tool for overcoming of many current problems. First of all, those that do not allow the effective use of the entire volume of the resource base, but also allow to increase human capital, reduce the risks of dehumanization of society under the pressure of processes of technology, "game addiction", "macdonaldization", virtualization.

The purpose of the article is to disclose the basic principles of project management of the socio-cultural sphere as a mechanism of strategic management that provided opportunities for managing and implementing projects on the basis of dialogue thinking and communicative paradigm. From the position of pragmatism of the modern era, project management is aimed at improving the quality of performance that increases the relevance of addressing the topic. The attitude of public structures to project management is manifested in the development of a number of priority National Projects (education, culture, demography, etc.) and encouraging the creation of new type project offices at all levels of government in the Russian Federation.

According to the author, the concept of project management is based on the philosophy of scientific and technological, and intellectual breakthrough of the country in the world arena, intensive development of the education sphere, stimulation of modernization and spatial development of the socio-cultural environment preserving its traditions and cultural values.

Basing on the works of foreign and domestic philosophers, the author of the article defines a number of problems requiring scientific understanding. In the context of the National Project "Culture" preserving value and semantic foundations laid down by the "Fundamentals of the State Cultural Policy in the Russian Federation" and the State Cultural Policy Strategy until 2030, such issues are: strengthening collective identity and social solidarity, creating conditions for creative self-development of the individual possessing modern general cultural competencies and qualities of the leader.

The modern system of project management meets the principles of strategic planning, aimed at reducing risks and challenges, justifying humanistic core ideals, aligning innovations with the trends of harmonization of the external and internal environment, formation of "growth points" and networked decentralized development.

Particular attention is paid to the philosophical comprehension of the value and semantic foundations laid down in the National Project "Culture", where the improvement and modernization of the processes of socio-cultural activities are to ensure systemic, multifaceted, large-scale, replicable, social effectiveness of local projects. Communicative principles of interdepartmental and inter-sectoral interaction, cooperation with institutions of civil society significantly changes the quality of cultural environment and the artistic life of society in the Russian regions, coordinating it with the level of national and world culture.

**Keywords:** project management, sociocultural sphere, dialogue thinking, communicative paradigm, meanings, values.

## 1. INTRODUCTION

In the context of dynamic changes in the sociocultural space associated with the formation of the new information and communication environment and digital economy, project management becomes an effective tool for overcoming of many current problems. First of all, those that do not allow the effective use of the entire volume of the resource base, but also allow to increase human capital, reduce the risks of dehumanization of society under the pressure of processes of technology, "game addiction", "macdonaldization", virtualization, etc. (Bourdieu, Wacquant, 1992, Ritzer, 1993, 2004, Beck, 2010, Kravchenko, 2014).

The purpose of the article is to disclose the basic principles of project management of the socio-cultural sphere as a mechanism of strategic management that provided opportunities for managing and implementing projects on the basis of dialog thinking and communicative paradigm. From the position of pragmatism of the modern era, project management is aimed at improving the quality of performance that increases the relevance of addressing the topic. The attitude of public structures to project management is manifested in the development of a number of priority National Projects (education, culture, demography, etc.).

This predetermines the application of the interdisciplinary approach, as the methodological basis on which the material of this article is built.

On the one hand, these are works on the methodology of project-program management systems, different in scale, goals and objectives (Mitkin, 2008, Shreis, 2016, Basic provisions of the strategy of sustainable development of Russia, 2002, Corporate forum on sustainable development "RIO + 20", 2012, Intercultural and interreligious dialogue for sustainable development: Proceedings of the International Scientific Conference, 2008, Globalization and interdependence: culture and development. Report of the Second United Nations Committee, 2013, The Hangzhou Declaration "Ensure the central place of culture in the policy of sustainable development, 2013, "Action Plan for the International Decade for the Rapprochement of Cultures (2013-2022), 2014). On the other hand – the philosophical concepts on the basis of which the strategic planning of socio-cultural development is carried out. First of all, by developing strategies, programs, projects (plans) for the socio-cultural development of the Russian Federation. In this article the value-semantic nucleus of two theoretical concepts is revealed as the basis for project management. These are the concepts of sustainable development (Basic provisions of the strategy of sustainable development of Russia, 2002, Rio de Jane Declaration on Environment and Development, 1992, Corporate forum on sustainable development "RIO + 20", 2012, Intercultural and interreligious dialogue for sustainable development: Proceedings of the International Scientific Conference, 2008, Globalization and interdependence: culture and development, 2013, The Hangzhou Declaration "Ensure the central place of culture in the policy of sustainable development", 2013, Action Plan for the International Decade for the Rapprochement of Cultures (2013-2022), 2014) and human capital (Bourdieu, 2002, Becker, Woessmann, 2009), providing methodological certainty to the study of project activities in modern Russia.

In particular, in the study of human capital the key methodology is the work of P. Bourdieu, who proposed "non-economic" grounds for social stratification, which laid the foundations for rethinking of the actions of social actors. Such collective actors are the intellectual elite, according to M.Fuko (Fuko, 2006), as well as the institutes of education and science; the rethinking of their role in the processes of socio-cultural modernization is mentioned in the "Triple Spiral" of G. Itskovets (Itskovets, 2010). Let us pay attention to the fact that even from the position of a number of economists, the interrelation between the economic and humanistic interests of people, between the person's desire to maximize consumption and the need to invest in himself as a way to achieve this goal is obvious. Investing in your own human capital - in education and further retraining, in medicine and information about the opportunities of your career – is the most effective practice of strengthening human capital, the American economist R. Grafstein said (Grafstein, 1984).

And, finally, this is an address to specific official texts of the National Projects that are in the stage of forming vectors, discussing specific goals and mechanisms for their achievement in expert communities and public councils. Emerging at this stage of the passage of the drafts of the discussion is the way to their improvement, which will, in reality, strengthen human capital.

Basing on the analysis of the scientific literature, let us propose a preliminary hypothesis about the need for philosophical conceptualization of the problem field within the framework of strategic planning and project documents, their basic principles, and also about the ever-growing need throughout the Russian Federation to create project offices of the new type, carrying out specific project activities at all levels and in all levels of government in the Russian Federation.

## **2. PROJECT ACTIVITIES AND PROJECT MANAGEMENT**

Socio-cultural projection with its semantic philosophical core is considered today not only as an innovative technology for translating the ideas of management and marketing, i.e. as an effective instrumental technology, but also as an effective modernization tool appropriate for a complex society, an important part of the territory management system (Socio-cultural design: regional approaches and practices: a collection of articles and materials on the results of the All-Russian educational project "School Director", 2016, Sagitov, 2016, Brizhatova, 2007, Vostryakov, 2017). It should be noted that the introduction of socio-cultural projection at the federal and regional levels is associated with the need to harmonize the interests of different population groups with different innovative capacities, some of whom become supporters, others are opposed to the sharp introduction of new practices and the renewal of the cultural environment without regard for local traditions (Astafyeva, 2015, Gorenkin, 2017, Meshkov, 2013).

However, both of them, recognizing the general conceptual vector of the prospects of socio-cultural development (the "Fundamentals of the State Cultural Policy of the Russian Federation", 2014, "The Strategy of the State Cultural Policy of the Russian Federation for the period until 2030", 2016), offer their own approaches to project management based on certain value-sense guidelines, laid down in these documents. Undoubtedly, they adapt to local conditions and are built taking into account regional peculiarities (Nagornaya, 2013, Ozerov, 2014, Shaje, 2015). Therefore, on the one hand, it is obvious to follow the principle of the integrity of the sociocultural space and to retain the institutional framework, on the other hand, to focus on creating the possibility of independent regulation of the socio-cultural process within the boundaries of a separate territorial unit (be it a federal administrative district, a subject of the Russian Federation, a municipal entity, etc). Thus, the conditions for interaction between government and self-government bodies, cultural and educational institutions also contribute to the development and maintenance of the integrity of the sociocultural space and integration of the population.

Accordingly, the philosophical profile of cultural policy, adequate to the modern stage of the country's socio-cultural development, oriented towards sustainable development and modernization changes, is manifested in the following:

- Stimulating active cultural activity - creating conditions for participation in creative activities and self-realization of various strata of the population;
- Expanding understanding of cultural heritage as the basis for sustainable development of the country, ensuring adaptation to innovations and restraining the emergence of destabilization processes;
- Creating not only public benefit and a cultural services market, but also a variety of innovative projects and initiatives (public and private) through a system of competitions and grants (Presidential, departmental, corporate, stock, etc.);
- Support of competitive environment, diversity and alternative activities. (Astafyeva, 2016, Vedenin, 2018).

Thus, in modern approaches to the development of socio-cultural projects the management system proceeds from the provisions of various positive theoretical conceptualizations, primarily the prism of the communicative strategy and interactive paradigm oriented toward sustainable development. The philosophical and cultural interpretation of the dialog is laid in the concept of partnership, which is regarded as a universal vector of interaction between cultures and peoples in the modern, rapidly changing world.

Accordingly, the model of cluster communities becomes one of the most promising models of managing sociocultural processes at the level of different territories. First, because it unites people with their businesses, but not businesses as structural units; secondly, this model works precisely under the conditions of "mosaic structure" and deficiency, brought to the ultimate limits, or, on the contrary, in the conditions of monotony, which removes the creative principle; Thirdly, the main goal is the introduction of new forms of constructing the reality of the region, segmented into clusters, into management strategies oriented to development.

At present such creative communities have developed in the Ulyanovsk region. The result was the creation and functioning of the Cluster of Creative industries and Business incubator; giving the city of Ulyanovsk high status «Literary city of UNESCO». In the Perm territory the first place was taken by the activities aimed at

creating modern cultural environment through bright communicative events, while in the Belgorod region one of the most interesting forms of work with the local population is a Library cluster. It represents a special type of institutionalization of the communicative space with the inclusion of civil society institutions and etc.

Let us note that management in the broadest sense of the word forms a strategic area (and on this assertion our arguments on the timeliness of the development of strategic tasks of socio-cultural development were based), but in certain situations management tends to segmentation (the reason is that there are many sub-factors in the field of cultural activities); which is counterbalanced by another no less significant characteristic, like the unity of the socio-cultural sphere. This circumstance has prompted managers to stimulate integrative processes in the recent decades, that led not only to the activation of the process of clustering Russian territories, but also to the emergence of large-scale sociocultural projects. Their successful implementation is possible in conditions of concentration of local resources in the sphere of culture and education (infrastructure, financial, personnel and organizational and administrative). In such innovative cultural environment, "growth points" are formed, attractive both to the public and investors.

The Vladimir region, the Krasnoyarsk territory are active participants in the formation of cultural and tourist clusters, where the main axiological message is focused on the ideas of expanding the opportunities to introduce the inhabitants of Russia to cultural and natural values, both in terms of the educational and recreational models.

Summing up, we emphasize that the successful implementation of sociocultural projects in those territories where the diversification of levels and subjects of interaction is initially taken into account, the possibility of preserving ethnic and cultural identity and confessional differences is achieved by management support of content and formal aspects of the dialog as a strategy of cultural policy. Such policy, which is based on the common civil (constitutional) basis, is aimed at reducing conflict risks of the sociocultural space, reformatting communication flows, where socio-cultural clusters become the center of attraction of the population of territories included in various forms of creative activity, as well as the dominant managerial resource for renewing the cultural environment.

### **3. HUMAN CAPITAL IN THE CULTURAL DIMENSION**

The humanistic idea of human capital development is traced in the conceptual theses of the Strategy of the state cultural policy. Human capital is the most valuable resource in the structure of national wealth, requiring system investments in its development. The point isn't just in raising the intellectual culture in society, on the whole, in an effective system of education and upbringing, in stable achievements in science, in expanding the spheres of high technologies. Therefore, raising the question of the quality of human capital, one cannot ignore the level of legal support for the market economy and free competition, the pace and forms of innovation activity, as well as many other factors, not all of which are quantifiable. The state of human capital is projected onto the results of professional activity and is accumulated in social experience, in knowledge, health, in the flexibility and mobility of people living in specific territories.

Such complex picture of ideas about human capital is associated with its involvement in the processes of socio-cultural modernization. Analysis of the mechanisms of dynamics and understanding of the modern realities of the increasingly complex world, which is drawn into the vector of the "humanistic turn" to more and more new societies, shows that without the development of nonlinear humanistic thinking by society, words about strengthening human capital do not sound convincing (Humanistic turn: imperative of human civilization, 2018). The fact is that under the conditions of "extreme dynamism", as an indicator of the increase in the change rate in all processes in society, emergence of qualitative innovations in social practices, patterns of people's behavior, their thinking and knowledge, the significance of reflectivity increases (Kravchenko, 2015).

Accordingly, human capital is also associated with the culture of trust and responsibility, labor ethics, as well as its indicators: the quality and productivity of labor, the health indicators of the nation and the attitude of the population towards a healthy lifestyle, the desire to work effectively, social and material and technical conditions of life of highly qualified personnel who have received special training. In the conditions of embodiment of the strategy of the state cultural policy oriented on the development of the human person, the value of culture as the creative nucleus of human capital increases. This largely determines the vector, opportunities and pace of national development, which gives particular importance to investing in the intellectual culture of society.

Comprehending the cultural aspects of the study of human capital, F.T. Mamedov, relying on early studies of human capital (T. Schultz, G. Beckeu, S. Kuznets, E. Denison, R. Solow, J. Kendrick, S. Fabrikant, I. Fisher, R. Lukas, etc.) highlights goals, technologies and sources of development. In the context of the strategies of Russia's cultural policy, where among the main goals are defined – the formation of a harmoniously

developed personality, the preservation of the conditions for the realization by each person of its creative potential (The strategy of state cultural policy for the period until 2030), which fully meets the goals of strengthening human capital to the fullest extent.

Preparation of national leaders, sustainable development of society and state security, welfare and quality of life, the hierarchy of values in society forms the target matrix. Let us stress that in technologies the main place is occupied by education and mass media, cultural heritage and art. Such notions consolidate the place of culture as the core that determines the quality of human capital (Mamedov, 2012). In general, adapting these ideas to development goals, other authors use Trosby's concept of "creative asset", which is determined by the level of culture of society and personality (Throsby, 2004, 2013).

In the context of our discussion of the problems of socio-cultural modernization, we note the importance of observing the conceptual provisions of the "Fundamentals of State Cultural Policy", fully responding to the "challenges" of the changed conditions and the "requests" of society for rethinking the state attitude to culture, for freeing from "economic determinism" and refusal from "narrow-departmental" interpretation of culture.

Admitting that culture is the foundation of social self-organization, ensuring not only the order and success of human interaction, but also the source of conflicting semantic spaces, initiating discrepancies in values and meanings, the question of forming a "culture person" comes to the fore, who, through perceived and mastered practices corresponding to specific historical time and socio-cultural situation will achieve personal self-development and involvement in creative activity. Absolutism of creativity in all its manifestations, supporting culture and regulating its institutions becomes the main direction of the public administration system, which treats the culture as a value and as a resource of social development (Astafyeva, 2014).

#### **4. PROBLEMS OF STRATEGIC PROJECTION IN THE CONTEXT OF THE PROVISIONS OF THE CONCEPT OF SUSTAINABLE DEVELOPMENT OF THE TERRITORY**

The concept of project management is based on the philosophy of scientific and technological and intellectual breakthrough of the country in the world arena, intensive development of the education sphere, stimulation of modernization and spatial development of the sociocultural environment preserving its traditions and cultural values.

In UNESCO documents and materials the ideas of sustainable development have received a comprehensive understanding and are considered as an opportunity to harmonize economic, social and environmental positions for development, which allows encouraging the growth of investments and directing them both to the preservation of natural resources and to the strengthening of human capital. From the UN Conference on environment and development (Rio de Janeiro, 1992) to the present, this concept has been a value and worldview basis for the harmonization of social development, determining the prospects of future generations. The priorities and goals set within the framework of this concept, which are greatly influenced by global socio-cultural changes, the activities of the expert and scientific community are aimed at methodological support of innovative programs and projects of territorial sustainable development, where culture is one of the main resources. Turning to culture, the recognition of culture as a value, as the basis of social changes has enriched the concept of sustainable development.

The past twenty years have shown that «the future we want» (Realizing the Future We Want for All, 2015) is based on the priorities of the nature-saving economy and orientation to social well-being, meeting the needs of people in knowledge, information, culture and art. It is also obvious that there was a change in the viewpoint of discussion of the theme «culture and development», appeal to the interdisciplinary methodology in scientific and expert fundamental developments and applied deployment («turn») of the concept to the human as a creative person, reaching the level of practice of social relations, production, consumption and active participation. Following the orientation to sustainable development, socially significant goals, coupled with economic efficiency, biosphere compatibility and social justice, with an overall reduction in anthropogenic pressure on the biosphere, have already been supplemented with the ideas of cultural diversity and creative self-expression, appeal to culture as a source for development.

There is an evolution of the concept of sustainable development: going beyond the environment and economic problems, the active inclusion of social issues (overcoming poverty and the spread of literacy, the fight against HIV infections, social destruction, etc.), the spread of best practices for the preservation of historical and cultural heritage, technologies of cultural and ecological tourism, creative industries, as well as the consolidation in the public consciousness the understanding of the importance of culture itself. All this testifies to the recognition of the highest degree of relevance of the safe civilizational development problem

for all mankind.

Obviously, the complex dynamics of the society is produced by a non-linear humanistic type of thinking, which is the intellectual basis of human capital, which, on the one hand, confirms the interdependence of peoples and cultures with spreading throughout the world space networks, on the other - provokes "gaps," risks, vulnerabilities and dispersion of society and the environment.

In what ways do these trends manifest themselves in the models of territorial socio-cultural development?

First of all, in uneven and polytemporal development of regional environments; inadequate attention of management systems to the coordination of interregional processes, not least of all – socio-cultural interaction; in the weakening of mechanisms for stimulating positive demographic processes leading to "depopulation" of villages and settlements; in the organization of vital activity of all population groups and the slow growth of the life quality; in inter-ethnic tension; in highly unstable integrity of the multicultural environment as a result of the spread of unified social and cultural practices; in the slow pace of building up the intellectual potential of the regions for the introduction of innovative technologies, compared with the realistic forecast targets and indicators. And those tendencies are not only the result of departmental managerial errors, but also evidence of a slow turn of the cultural expert community to interdisciplinary problems related to the study of natural and cultural territorial complexes, the integrity of which is based on the interconnection and interdependence of all components of the socio-cultural landscape of the territories.

Application of the new instruments of sociocultural regulation and the emergence of a huge number of projects and programs that are in demand by the Russian regions for reaching a paradigm of sustainable development in the conditions of changes in the internal and external environment, encourages the institutional bodies of management to use mechanisms of influence on self-organizing practice more actively. At the same time, both state and public management systems openly raise the issue of harmonizing the strategic planning of territorial and regional development with the conceptual provisions of the "Fundamentals of State Cultural Policy" ("On the Fundamentals of State Cultural Policy", 2014), since at the current stage of Russia's history the vector of transition to a point-based, leveling model, requiring differentiated or structural regional policy is being formed ("On Strategic Planning of the Russian Federation", 2014). It should be noted that without taking into account the goals of socio-cultural development outlined in the "Strategy of State Cultural Policy for the period until 2030", where the interest of society to preserve cultural traditions and historical heritage is clearly traced, collective identity and creative self-realization of the individual are strengthened, the transition to the concept of sustainable development is difficult ("Strategy of the state cultural policy for the period until 2030", 2016).

Why does the discussion of strategic planning issues take on an extremely debatable character?

As noted, the study of practices for the formation of strategic planning documents is at the center of attention of the expert community of culturologists and economists, state political and public figures, who note the most complicated task of harmonizing administrative models and creative self-organization, the meanings of culture of various social groups with targeted management strategy ("Practices of Forming the Results of Strategic Planning in the Sphere of Culture in Subjects of the Russian Federation", 2017). According to experts, worried about the low pace of socio-dynamics, the situation is alarming, when "the declared program objectives of intensifying their development on innovative principles are not properly and adequately linked with the list of investment projects to be implemented" (Vinslav, 2015), when there is clear underestimation of the importance of culture for successful modernization society and economic growth on the part of elites, and also, regional disproportions and inequality in the provision of the population with cultural goods are not eliminated, violating the constitutional right of citizens for equal access to cultural values (Rubinshtein, Muzychuk, 2015).

Why, if we know the reasons, are there two opposing positions while discussing the prospects for the integration of territories and the formation of agglomerations? What is the essence of differences in attitude towards culture?

First of all, because one position is based on the statement that future agglomerations will receive natural economic advantages in connection with their symbolic and innovative functions, and the inhabitants of such territories become consumers of various public goods, corresponding to the growth of well-being of people in large cities and capitals (Rossman, 2013). Thus, an agglomeration is considered as a point of economic growth.

The proponents of the second position do not deny the inevitability and economic benefits of urbanization for Russia as a whole, but urge careful consideration of the traditions of resettlement and take into account that for small towns it is not an economy, but culture can become a point of growth, especially if the attitude

toward culture as a whole is changed to overcome interdepartmental barriers in solving interdisciplinary problems. Despite getting (or expectation) of the agglomeration effects of large areas, the internal heterogeneity of the environment, accompanying their costs, will primarily affect the socio-cultural space.

Being innovative in nature, the strategies of regional policy, if necessary, regulate functioning of its individual links, guided by the value-semantic reference points fixed in the culture, and the cardinal intervention in its environmental architectonics is capable not only of modernizing it, but completely destroying it. In relation to the Russian regions, values and meanings acquire synergistic significance, being an integrative system of the highest order.

However, the criterion of highest expediency locally manifests a dual-subordinated character. It is due, on the one hand, to the need to achieve a scale effect, accessibility and activation of innovations in order to preserve the integrity of the country and safe development of socio-cultural space in the future; on the other, it grows out of the importance of achieving a balance in the socio-cultural policy between the orientation toward innovative projection and the careful attitude to the cultural heritage. The latter implies the requirement to develop non-trivial approaches to the correlation and interaction of traditions and innovations allowing preservation of the economic, cultural and cultural identity of the regions, directing them at the same time to the channel of modernization (Khachatryan, 2018).

One of the strategic tasks is the achievement of the irreproachable development of the environment of each region, the preservation of historical settlements and traditional forms of satisfying vital needs and spiritual enrichment of its population, i.e. reduction and / or complete elimination of the risks of transformation of the effects of concentration and agglomeration into indicators of disrepair and destruction of culture (topic "Practices of Forming the Results of Strategic Planning in the Sphere of Culture in Subjects of the Russian Federation", 2017). All listed valuable parameters are put in a basis of the National projects "Education" and "Culture". At the approval of these strategic documents also there will be discussions connected with mechanisms of management and implementation of these strategic projects.

## **5. CONCLUSIONS: AN AXIOLOGICAL BASIS FOR THE DEVELOPMENT OF THE NATIONAL PROJECT "CULTURE"**

1. The modern system of project management meets the principles of strategic planning, aimed at reducing risks and challenges, justifying humanistic core ideals, aligning innovations with the trends of harmonization of the external and internal environment, the formation of "growth points" and networked decentralized development.

The philosophical profile of cultural policy, relevant to the current stage of the country's socio-cultural development, focused on sustainable development and modernization changes, manifests itself in the consolidation of the following value orientations:

- Providing conditions for creative self-development of the individual. In stimulating active cultural activities – creating the conditions for participation in creative activities and self-realization of different strata of the population;
- Maintaining the integrity and sustainability of the socio-cultural system through securing a cautious attitude to the cultural heritage in the society, supporting the dialogic nature of its subsystems (ecology, science, education, art, etc.). The cultural heritage is considered as one of the foundations of sustainable development of the country. It strengthens the adaptation mechanisms to a "cascade" of innovations and restrains the emergence of destabilizing processes in the market of cultural services;
- Diversity and harmonization. Are carried out by means of support of the competitive environment, variety and alternative of kinds of activity and art-aesthetic decisions in knowledge of the world.

2. Basing on the works of foreign and domestic philosophers and scientists, author has identified a number of problems requiring scientific understanding. In the context of the National Project "Culture", which preserves the value and semantic foundations laid down by the "Fundamentals of the State Cultural Policy in the Russian Federation" and the State Cultural Policy Strategy until 2030, which are: strengthening collective identity and social solidarity, creating conditions for creative self-development of the individual, possessing modern general cultural competencies and qualities of the leader, etc.

3. Modern approaches to the development of socio-cultural projects through the positions of various positive theoretical conceptualizations, through the prism of communicative strategy and the dialogue paradigm oriented towards sustainable development, are based on the philosophical and cultural interpretation of dialogue and partnership as universal vectors of interaction between cultures and peoples.

4. The National project "Culture" is an expanded program of strategic priorities aimed to solving the most difficult problems, ensuring the cultural sovereignty of the country in the context of globalization. It includes such aspects as:

- Value-worldview (enhancing the role of culture in social development, strengthening the Russian civic identity based on the spiritual, moral and cultural values of the peoples of the Russian Federation, the development of volunteerism, etc.);
- Infrastructural (expansion of a network of complex cultural and museum complexes and creation of cultural and leisure organizations of club type in the territories of rural settlements, etc.);
- Professional, providing quality, conditions for creating and promoting not only the results of creativity, but also their creators – talented youth in the field of musical art, national cinema;
- Material and technical and technological (providing culture and art institutions with the necessary tools, equipment and materials, transition to digital economy and management technologies).

Accordingly, the structure of the National Project "Culture" includes large-scale federal projects ("Cultural Environment", "Creative People", "Digital Culture", etc.), which will be coordinated by the federal project office Roskultproekt of the Ministry of Culture of the Russian Federation within six years. The implementation of projects on the territory of all regions of Russia is aimed at achieving the accessibility and effectiveness of the reforms. Thus, a breakthrough in the social and economic sphere with positive resonant effects will be realized – improving the quality of life of citizens and promoting cultural initiatives. At the same time, this will require interdisciplinary researchers and experts to monitor and independently evaluate the ongoing changes in the socio-cultural environment.

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