

Section 4. Theory and history of arts

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ANALYSIS OF THE MANAGEMENT OF THE REPUBLICAN CENTER FOR BAKHSHI ART

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Abstract

Purpose of the study: This article analyzes the management processes of the Republican Center for Bakhshi Art. The history of the Center's establishment, its main functions, and management system are thoroughly examined, with a focus on its role and significance in the development of the art of bakhshi.

Methods: source analysis, systematic analysis of management processes.

Results: The stages of formation and the current management system of the Republican Center for Bakhshi Art were studied, as well as its creative activities and the work of bakhshi circles operating in cultural centers across the country.

Scientific novelty: The systematic study of the management of the Bakhshi Art Center makes it possible to explore in greater depth the future prospects of this institution.

Practical significance: The results of this study serve to further improve state policies aimed at developing the art of bakhshi, supporting young performers, and preserving the national folklore heritage.

Keywords: *bakhshi art, management system, national heritage, creativity of bakhshis, creative activities of the center*

Introduction

On November 1, 2018, the President of the Republic of Uzbekistan adopted the Resolution "On Holding the International Bakhshi Art Festival," and on May 14, 2019, the Resolution "On Measures to Further Develop the Art of Bakhshi." In addition, on April 26, 2018, the Cabinet of Ministers of the Republic of Uzbekistan adopted the Resolution "On Measures for the Further De-

velopment and Improvement of the Art of Bakhshi and Epic Storytelling," and on September 23, 2019, the Resolution "On the Organization of the Activities of the Republican Bakhshi Art Center and the Bakhshi Art Development Fund under Its Administration" was approved (Xolmo'minov M., 2024). In order to widely promote bakhshi art, which is considered a pearl of oral folk creativity, classes and circles specializing in this art form

were established in 233 cultural institutions across the Republic of Karakalpakstan and the regions, engaging 2,042 young people. A registry was compiled that includes information about the art of bakhshi, its history, and prominent performers, along with their works, and the “baxshi.uz” website under the Ministry of Culture was launched. These efforts are aimed primarily at strengthening the sense of love for national identity among young people. Currently, specialized boarding schools dedicated to bakhshi art are operating in the cities of Nukus and Termez.

Materials and methods

Based on Resolution No. PQ-4320 of May 14, 2019, of the President of the Republic of Uzbekistan, “On Measures to Further Develop the Art of Bakhshi,” the Republican Bakhshi Art Center was established under the system of the Ministry of Culture. At present, in accordance with Presidential Resolution No. PQ-405 of December 25, 2023, “On Additional Measures to Preserve, Study, and Promote Intangible Cultural Heritage,” the Center has been transferred to the system of the Research Institute of Cultural Studies and Intangible Cultural Heritage under the Ministry of Culture. According to this decision, starting from 2024, the Republican Bakhshi Art Center is financed from the state budget and has been allocated premises in Tashkent city under the right of gratuitous use belonging to the Ministry of Culture (Xolmo‘minov M., 2024). Main Tasks of the Republican Bakhshi Art Center:

- To deeply study and strengthen the scientific-theoretical and practical foundations of bakhshi art;
- To revive and develop the unique performance styles of established creative schools in this field, as well as the “master–apprentice” traditions;
- To support the creative and scholarly activities of bakhshi-poets, folklore researchers, teachers, and specialists;
- To collect and create a repository of the finest examples of bakhshi art, reproduce their audio and video versions, and make effective use of information and communication technologies, television, and the Internet to wide-

ly promote this art both domestically and internationally;

- To strengthen international cooperation in the field of bakhshi art, establish mutual exchange of experience, and organize various international conferences, competitions, concerts, and master classes (Haydarov A., 2020).

Management of the Republican Bakhshi Art Center: the Ministry of Culture of the Republic of Uzbekistan serves as the higher governing body of the Center, creating the necessary conditions for its effective functioning and safeguarding its legal rights. The Center is headed by a Director-General, who is appointed to and dismissed from office by the Minister of Culture in accordance with the established procedure. The Director-General is the sole executive authority of the Center. The Director-General provides overall leadership of the Center’s activities and bears personal responsibility for the fulfillment of its tasks and functions. The Director-General acts on behalf of the Center based on the principle of single-person management, within the framework of the powers granted by the legislation of the Republic of Uzbekistan, relevant normative legal acts, and the Charter of the Center. The Director-General shall:

- Direct and supervise the overall activities of the Center;
- Act on behalf of the Center without a power of attorney;
- Manage and dispose of the Center’s property and funds in accordance with established regulations;
- Conclude service contracts and agreements with commercial entities, other legal persons, and individuals for the provision of relevant services;
- Represent and protect the Center’s interests in relations with all institutions, organizations, and individuals, and issue powers of attorney to perform such actions;
- Approve staff job descriptions and internal labor regulations, appoint and dismiss employees in accordance with the procedure;
- Issue orders, directives, instructions, and other documents related to the Center’s operations that do not contra-

dict the legislation of the Republic of Uzbekistan;

- Reward employees who demonstrate exceptional performance and impose disciplinary measures where necessary;
- Consider and resolve other matters within the powers defined by this Charter and the Ministry of Culture.

In exercising their rights and duties, the Director-General must act in the best interests of the Center, ensuring the timely payment of salaries, taxes, and other budgetary and extra-budgetary contributions, compliance with labor rights and obligations, and financial accountability. The Director-General bears legal responsibility, including for losses caused to the Center through actions or inactions, as well as for the loss or mismanagement of state property entrusted to the Center. The Deputy Director is appointed to and dismissed from office by the Ministry of Culture. The Deputy Director performs specific functions assigned by the Director-General and assumes the duties of the Director-General in cases where the latter is unable to fulfill them. An Artistic Council operates within the Center. Its membership and composition are approved by the Director-General of the Center. At the Republican Center for Bakhshi Art, which operates as a state institution, six departments are currently functioning: administrative Management Department – 6 staff members, “Master–Apprentice School” Department – 3 staff members, department for the Development of Bakhshi Musical Instrument Production – 2 staff members, historical Exposition Department of Bakhshi Art – 2 staff members, department for the Scientific Development of Bakhshi Art – 2 staff members, department for the Development of International Relations – 2 staff members. In

total, there are 23 staff positions, of which 17 are currently filled. Among them, 10 employees hold higher education degrees, while 7 have specialized secondary education and relevant professional experience. The Center’s researchers have prepared a number of educational and methodological resources for use in “Bakhshi Art” classes and clubs operating in Children’s Music and Art Schools and Cultural Centers. These include the “Methodology for Teaching Bakhshi Art” (designed for students in grades 1–5 of Bakhshi schools), “Information about Uzbek Bakhshi Art,” the second volume of the “Bakhshis of Uzbekistan” book-album, and a collection of wall display posters titled “Masters of Bakhshi Art.” In addition, methodological recommendations for equipping Bakhshi classrooms have been provided to cultural institutions. To spark children’s early interest in Bakhshi art, guidelines have been developed for organizing Bakhshi circles in preschool education institutions and general secondary schools. It is also worth noting that the “Golden Fund” archive of the Center preserves recordings of performances by prominent Bakhshis. Individual catalogs of well-known Bakhshis across the country have been created on the Center’s website, where information about each Bakhshi, Aqyn, and Jirov is presented in three languages (Uzbek, Russian, and English). This initiative effectively serves as a “school of mastery” for young Bakhshis. Furthermore, regular epic nights, creative meetings, and training-practical seminars are organized for young people and the public, which play an important role in ensuring the continuity of the “master–apprentice” traditions in the field of Bakhshi art (Yo’ldosheva D., 2023). Information on Bakhshi Art Circles Operating in Existing Cultural Centers of the Republic.

Table 1.

No.	Regions	Number of Existing Cultural Centers	Number of Centers with Bakhshi Circles	Number of Participants	Number of Circle Leaders
1.	Republic of Karakalpakstan	60	–	–	–
2.	Khorezm Region	66	2	10	2
3.	Surkhandarya Region	75	5	35	5
4.	Kashkadarya Region	60	2	12	2

No.	Regions	Number of Existing Cultural Centers	Number of Centers with Bakhshi Circles	Number of Participants	Number of Circle Leaders
5.	Jizzakh Region	37	1	3	1
6.	Bukhara Region	50	1	8	1
7.	Samarkand Region	80	1	4	1
8.	Tashkent Region	72	–	–	–
9.	Navoi Region	33	–	–	–
10.	Andijan Region	71	–	–	–
11.	Fergana Region	83	–	–	–
12.	Namangan Region	81	–	–	–
13.	Syrdarya Region	35	–	–	–
14.	Tashkent City	34	–	–	–
Total:	837	12	60	12	

The Republican Center of Bakhshi Art, as the only specialized state institution carrying out methodological, scientific, and organizational activities in this field, plays a crucial role in the preservation, development, and

international promotion of Bakhshi art. Conducting a systematic analysis of the Center's activities from a management perspective and thoroughly studying its management mechanisms is an essential scientific task today.

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