



Project for the Preservation and Promotion of Kuwait's Cultural Heritage

UNESCO Quarterly Narrative Progress Report

Reporting period: July - September 2018 (Quarter 3)

Submitted to UNDP in line with the project reporting agreement

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1. Summary Overview

Important steps have been made through this project towards achieving the needed reform and strengthening of National Council for Culture, Arts and Literature, identified by the GSSCPD in its 2035 vision for New Kuwait as the institution responsible for managing culture. The achievements are being accomplished through two parallel lines of action: firstly, supporting the institutional capacity of the NCCAL through policy, governance and legal frameworks; and secondly, supporting the development of the human capital necessary to fulfil the objectives of the former.

This report provides a summary of the activities undertaken during the period from July to September 2018 (Quarter 3) and presents an outline of activities that will be undertaken in the following Quarter. Issues of internal management within the NCCAL which are identified in the report have presented some challenges to the implementation of project activities, nevertheless UNESCO has made significant advancement in the implementation of activities and the signature of the project workplan by all partners in August 2018 has laid a clear track for implementation towards the achievement of the overall project goals.

The overall outcome of this project is in laying the foundation for Kuwait to manageably achieve institutional reform in the culture sector with enhanced management systems and a strong regulatory framework. The process for achieving this has begun, most significantly by means of a thorough evaluation of the legal framework for cultural and the presentation of a roadmap for upgrading national laws concerning the protection cultural heritage in Annex 1, as well as through an assessment of current private sector engagement in the cultural arena and proposals for areas of future collaboration through the Mapping document in Annex 2. Steps towards assessing the current capacities of the NCCAL and in implementing specialized training of staff are documented through Annexes 3 and 4. And finally, Terms of Reference and images of activities undertaken are included in Annexes 5 and 6 respectively.

The outputs described in this report each constitute a step towards the foundation of a dynamic and flourishing cultural sector that will require continuing engagement and support in order to fully achieve the 2035 Vision for New Kuwait.

2. Progress and Achievements in Quarter 3

Output 1: NCCAL strengthened through cultural policy development and institutional restructuring

ACTIVITY 1.1 DEVELOP THE FRAMEWORK FOR THE CULTURAL POLICY

Elaborate the Framework for the Cultural Policy

An expert in the development of cultural policies has been identified to begin the elaboration of the framework for Kuwait's cultural policy in October. The framework of the policy will act as a reference dossier to inform the preparation of the Cultural Policy by national and international experts and will outline the roadmap towards its implementation.

The framework will make an analysis of the current position of culture in Kuwait in the context of global trends and contemporary perspectives and will particularly examine the role of public institutions supporting culture which will support the review of the strategy of the NCCAL. The roadmap for implementation will outline the mechanism for drafting the cultural policy, including the engagement of national and international expertise, as well as the process for stakeholder consultation and participation.

The framework of the cultural policy and roadmap for implementation will be delivered at the beginning of February 2019.

Framework for Enhancing Cooperation with the Private Sector

Mapping of the Cultural Assets, Services and Institutions in Kuwait, which is the result of a public survey, an informal focus group session and additional research, was drafted and submitted in June. The draft report was circulated to the participants of the focus group for validation and resulting inputs from the participants were taken into account and incorporated into a final mapping document which is attached to this report in Annex 2.

As described within the Mapping, by identifying the needs and challenges faced by Kuwait's cultural constituents, this document serves as a tool which can support future potential partnerships and develop further areas of cooperation between the NCCAL and the private sector.

A further achievement in the implementation of this activity has been the enhancement of capacities of three staff members of the NCCAL who were selected to shadow and support the process thereby engaging in and learning the value of public consultation, understanding the process involved in data gathering and analysis, and finally of validating information through a public feedback process.

ACTIVITY 1.2 REVIEW LEGAL FRAMEWORK FOR CULTURE

Review Laws Towards Moveable and Immovable Cultural Heritage

The UNESCO expert in heritage legislation, Dr. Ridha Fraoua, made an evaluation of the current legal framework for cultural heritage in Kuwait and presented a roadmap for the potential revision and update of national laws concerning the protection and promotion of cultural heritage.

The evaluation presented makes an analysis of the current law of antiquities of Kuwait, and draws comparison to cultural heritage laws in the region and additionally presents a number of potential approaches to instituting a new legal framework for the protection of Kuwait's cultural heritage. It was submitted to national partners and presented at a roundtable session held on 25th July at the Kuwait National Library with the purpose of building consensus around the potential advantages of a new legal approach to the governing of culture and antiquities in Kuwait. The summary report of the roundtable discussion is included in Annex 1.2. Based on feedback from partners at the roundtable discussion the evaluation report was adjusted and was submitted to project stakeholders at the end of September (Annex 1.1) supported by a proposed structure for a new law for the management of cultural heritage in Kuwait (Annex 1.3).

This activity is timely for the State of Kuwait as several other Gulf countries have begun a similar process of revision and amending national laws to take account of advancements in understanding of the multi-faceted and multi-dimensional contribution of culture to national economies, as well as the increasing demands on legal frameworks to ensure its protection, management and promotion. The work has progressed to the stage where Kuwait has a foundation to consider a more detailed process of consultation with stakeholders, review of international standards and of drafting laws to ensure that they adequately contribute to the preservation and promotion of Kuwait's cultural heritage.

ACTIVITY 1.3 REVISE THE NCCAL STRATEGY

Review and Develop an updated NCCAL Strategy

The review and assessment of the 2015-2020 Strategy of the NCCAL will outline the path for enacting the cultural policy of Kuwait taking into account the emerging roles at international level of public institutions in supporting culture.

The assessment will undertake to produce detailed guidelines and a methodology for the development of the strategy and a roadmap for it to be effected after the policy document is agreed and adopted. The initiatives outlined in the Strategy will be linked to the policy and the priorities set by it. The guidelines for the revised strategy will be delivered in February 2019.

Review the Structure and Mechanism for Operating the Museum Division

Based on the current governance structure of the Kuwait National Museum and its associated museums within the overall structure of the NCCAL, and observing the operational difficulties faced by staff of the Museum Division to successfully operate the National Museum, an assessment of the current system will be undertaken with a view to readying the museum for its opening (tentatively programmed for 2020) and recommendations for alternative governance structures will be made.

The assessment will additionally propose an upgraded organizational structure for the Kuwait National Museum and a review and proposal for upgrading the governing policies and procedures in line with international standards of museums management.

The assessment will be delivered in January 2019.

Output 2- Institutional Strengthening for NCCAL with Focus on Museums Division

ACTIVITY 2.1 EVALUATE KNM AND MOMA SERVICES AND DEPARTMENTS

Improve Storage and Inventory Systems

Storage: Recommendations from the storage condition surveys, which were developed in Quarters 1 and 2, have resulted in UNESCO engaging ICCROM (the International Centre for the Study of the Preservation and Restoration of Cultural Property) to undertake a full practical training course in preventative conservation through a storage management methodology named 'RE-ORG'. This storage reorganization methodology is designed to help museum professionals make their museum storage areas safe and accessible for both objects and staff, which also improving the documentation system and identifying objects in urgent need of conservation.

The training will take place over two weeks - a comprehensive description is included under Activity 3.1 - and will result in immediate and visible improvements to the storage areas of the museum and therefore greater long-term protection of the Kuwait National Museum collection.

Inventory: Axiell's Adlib software has been installed on the server of the NCCAL and 3 stations are now established at the Kuwait National Museum. A training course for staff involved in management of the museum storage and inventory was conducted in early July, as well as recommendations for the team of people who would be involved in the management of the inventory system. This was reported in Quarter 2.

As a direct response to requests made by trainees during the Adlib training session, UNESCO further contracted Axiell to provide customization to 40 fields as multilingual Arabic-English in order that searches, data entry and export can be made in either language. Axiell, based in the UK, is in direct communication with the NCCAL IT team to gain access to the NCCAL server to make the customization remotely. This is anticipated to be completed in October.

Undertake the Condition Survey of the KNM Collection and Develop Conservation Strategies

The condition survey of the ethnographic collection at the KNM is currently underway. The survey will provide more information on the contents of the storage, the condition of the objects, and will provide an understanding of how the objects are stored and labelled. The survey will identify which objects are in need of conservation and those that require immediate or long-term action. See images in Annex 6 of the condition survey underway.

A preliminary condition survey report will be submitted in November in preparation for the ICCROM Storage Management RE-ORG training activity which is detailed in Activity 3.1. The results of the ICCROM RE-ORG training activity will feed into the final condition survey which will be submitted at the end of the year.

Both the initial findings of the Condition Survey and the assessment of the storage depots carried out earlier in the year, contribute to the recommendation for a major reorganization of the storage areas of the Kuwait National Museum as a factor for the preventative conservation of the collection. This storage reorganization will complement the digitalization of the Kuwait National Museum's inventory through Adlib.

ACTIVITY 2.2 DEVELOP STUDIES AND PROGRAMMES FOR NCCAL MUSEUMS

Conduct Analysis for Potential Services, Programmes and Exhibitions

Visitor Services: An expert has been engaged to develop a feasibility study for expanding the KNM museum services. The expert's TORs are included in Annex 5.1. The first mission of the consultant was undertaken from 23rd – 27th September. The feasibility study will be submitted in December during which time the expert will return to Kuwait to present the findings of the report to national stakeholders and to conduct a training for KNM staff (in particular staff in the guides department) on Strategies for Visitor Services in Museums. The training will provide staff with guidelines for interacting with the public and the necessity for having an understanding of the collection, and will provide examples of best practice in visitor services from regional and international museums.

Museology: A call has been made for expert museologists who will undertake a feasibility study for the display of the al-Sabah collection in Building 17, a feasibility for a permanent exhibition of the 'History of Kuwait' exhibition in Building 2, and who will provide a training for museum staff on Strategies for Developing Exhibitions. The recommendations of the expert will also include methods to ensure integration and unification between the KNM exhibitions and DAI exhibition. The expert TORs are included in Annex 5.2.

Output 3- Capacity development plan for NCCAL implemented and handicrafts and creative industries framework established and capacities enhanced

ACTIVITY 3.1 ORGANIZE SPECIALIZED TRAINING OF NCCAL STAFF

Conduct Capacity Assessment of NCCAL Staff

An e-survey was designed to assess the current capacities of the NCCAL's departments and to inform on future capacity and training needs. The survey was submitted to the NCCAL in May for internal distribution.

As no responses have been received at the date of this report's submission, UNESCO will distribute the survey directly to any NCCAL staff participating in project training activities in order to build an understanding of the current capacities. A copy of the survey is attached in Annex 3.

Develop Implementation Plan

Identification of the gaps in training will be made through the combined channels of data gathered through training feedback surveys, face-to-face discussions with NCCAL staff, and through data captured through the capacity assessment survey. This information will allow UNESCO to build a long term capacity development plan for NCCAL departments with a specific focus on the Museums Division.

Implement Specialized Training of NCCAL Staff

At the request of the Secretary General of the NCCAL, made in the first week of February, UNESCO submitted a programme of proposed training workshops to be held throughout 2018. The workshops have been presented to the NCCAL appointed Taskforce to assist in their design and implementation.

The following is a summary of the training programmes proposed and their current implementation status:

TRAINING	DESCRIPTION
Role of Museums	Workshop held in May 2015 and a summary report submitted in Quarter 2
Preservation and Management of Heritage Sites	At the request of the NCCAL, who have requested to organize this training independently, this training has been cancelled
Ethics of Collecting and Fight Against Illicit Traffic of Cultural Heritage	This workshop was originally proposed to take place in July. However due to difficulties foreseen by the NCCAL taskforce in engaging participants, it was agreed to cancel this workshop
Safeguarding of Intangible Cultural Heritage	This training workshop will take place from 28 th – 30 th October. Two UNESCO specialist facilitators have been engaged to carry out the training. The proposed training schedule is available in Annex 4.1. UNESCO is coordinating with the NCCAL and Beit Sadu for the nomination of trainees.
Conservation Training	The conservation training programme has been under implementation since 4 th April. Phase I which focuses on Interventive Conservation came to a close and the summary report was submitted and is attached to this report in Annex 4.3. Phase II of the training which focuses on Preventive Conservation began in September and will continue until November.

Practical conservation and training	<p>Additional to the conservation training programme, the UNESCO Lead Conservator has been providing practical training and support to the KNM and the DAI in the conservation of objects, engaging trainees as further efforts towards capacity development. See images in Annex 6.</p>
Developing Visitor Services	<p>This training activity, designed for KNM staff and visitor guides in particular, will take place in December 2018. The training programme will be developed and submitted in November</p>
Communications and Outreach for Museums	<p>This training activity will take place in December 2018. The training programme will be developed and submitted in November</p>
Developing an Exhibition	<p>This training activity is proposed subsequent to the programme of proposed training workshops submitted in February 2018. It will take place in December 2018 and will be designed for staff of the KNM and other museums who are involved in the development of exhibitions. The training programme will be developed and submitted in November.</p>
ICCROM RE-ORG Storage Management	<p>This training programme in preventive conservation through storage management will take place over 2 weeks (25th November – 6th December). Through this workshop, participants will use the RE-ORG method to identify and implement ways for improving the storage of the KNM collection. 15 participants will be invited to take part and, as agreed, ICCROM and UNESCO will invite an additional 5 regional participants to take part in the training activity to encourage regional collaboration and knowledge-sharing. The programme of the training attached in Annex 4.2.</p>

ACTIVITY 3.2 DEVELOP A FRAMEWORK FOR CRAFTS DEVELOPMENT IN THE NCCAL STRATEGIC PLAN

Undertake a feasibility for the Establishment of an Arts and Crafts District which includes a framework for crafts development

A call has been made for experts in crafts development who will undertake the feasibility study and develop a course for product development. The expert will be engaged in October to map and assess the existing local traditional craft activities, centers and outlets in Kuwait; make recommendations for the teaching of crafts and further regional collaborations, and to make an evaluation of a proposed centre for crafts. The TORs are included in Annex 5.3

Develop a Product Development Course

This activity will be completed as part of the outputs of the expert engaged to undertake the feasibility study for the establishment of an Arts and Crafts District.

Output 4- NCCAL Undertakings Widely Disseminated

ACTIVITY 4.1 DEVELOP REBRANDING STRATEGIES

Develop a framework for rebranding and communications strategies

An assessment of the current branding and communications strategies and an identification of areas of the strategies that require upgrading will be developed and will form a framework that can be embedded within the overall strategy of the NCCAL to ensure the organisations is streamlining its communications efforts. The TORS were submitted in Quarter 2 and an expert will be engaged at the end of October.

Output 5 – SSC/TRc Enacted Through Benchmarking, Knowledge Sharing and International Positioning

ACTIVITY 5.1 EXPLORE INTERNATIONAL COOPERATION THROUGH A RANGE OF ACTIVITIES

Prepare and Present Programmes for Potential Cooperation

Programmes will be presented at the end of the project in the final report.

Develop a Programme for the Participation of NCCAL in Regional Cultural Events

As above, programmes will be presented at the end of the project in the final report.

3. Challenges

The NCCAL faces a number of self-acknowledged organizational challenges which have been compounded by recent staff changes and changing roles. This has meant that the NCCAL's project priorities have been subjected to changes in direction or, in some cases, removal of previously agreed priorities resulting in delays or cancellation on several activities.

Nevertheless, UNESCO has adapted its implementation methodology to accommodate these changes and, in partnership with the NCCAL and with the project workplan agreed upon, has made significant progress towards the achievement of the overall project goals.

4. Project Extension

A meeting was held on the 2nd September between HE Dr. Khaled Mahdi, the Secretary-General Supreme Council of Planning and Development, Dr. Tarek el Sheikh, UN Kuwait Resident Coordinator, and Dr. Anna Paolini, UNESCO Director for the GCC and Yemen, to discuss the challenges faced and ways for moving ahead.

During the meeting it was agreed that the implementation of project activities will be extended until February 2019, to take account of the minor delays experienced, and that the project will close financially in April 2019 with expenditure of at least 70% of the allocated budget (800,000 USD).

With the agreement for extension, UNESCO has prepared a revised timeframe of activities, included in Section 4 below, for submission at the next Project Board meeting which is tentatively scheduled for mid-October.

5. Proposed Activities Oct 18 - April 19

Anticipated costs against activity

Output Indicators, Baseline, Targets	Activities (as per Atlas AWP)	Subactivities	Action	Delivered	To be delivered between Sept 18 and Feb 19	Oct	Nov	Dec	Jan	Feb	Costs to date	Forseen Costs Oct 18 to April 19	Total anticipated expenditure by April 2019	
Output 1 NCCAL strengthened through cultural policy development and institutional restructuring	1.1 Develop Cultural Policy	1.1.1 Elaborate public cultural policy based on themes, topics, tendencies and trends identified and disseminate/publicize the policy document	Hold round table discussions with national specialists	1 roundtable held	Additional roundtable with national experts							2,500	145,300	
			Hold focus group sessions on stakeholder assessment about people's attitudes towards culture		Survey for public distribution & focus groups/ interviews							9,800		
			Research conducted and draft cultural policy framework		Framework for cultural policy							23,000		
			Elaborate cultural policy and submit final draft.											
	1.1.2 Develop a framework for enhancing the culture of cooperation with the private sector.	Map cultural services, institutions and actors assisted by 2 Staff from NCCAL (as part of capacity development programme)	Cultural services & assets mapped	Activity completed										0
			First draft of mapping document submitted											0
			Final draft of mapping document submitted											0
	1.2 Review legal framework for culture	1.2.1 Review laws towards movable and immovable cultural heritage and create mechanism towards implementation	Round table discussions with national experts to identify gaps in the law	2 roundtable held	Activity completed									0
			Review law and propose re-drafting	Assessment of heritage legislation and proposal for redrafting	Activity completed									0
			Round table discussions with national experts to review the mechanism and the proposed law		Submission of proposed structure of new law & translation.									1,000
			Final draft of law submitted											12,000
	1.3 Revise NCCAL Strategy	1.3.1 Review and develop an updated NCCAL Strategy in the framework of the proposed Policy	Update NCCAL strategy, governance structure, organizational structure, HR policies and draft recommendations for revision.		Assessment of the NCCAL strategy and detailed plan for developing a new strategy.									27,000
1.3.2 Review existing institutional assessments of museum division as part of the overall NCCAL			Review structure and mechanism for operating the museum division within the NCCAL strategy		Assessment of museums division and recommendations								70,000	
Total Output1											70,000	75,300	145,300	
Output 2 Institutional strengthening for NCCAL with focus on Museums Division	2.1 Evaluate KNM and MoMA services and departments	2.1.1 Improve storage and inventory systems	Assess storage depots and inventory systems	Assessments made and recommendations	Activity completed							0	204,500	
			Reinstall and maintain museum inventory software and train museum staff on usage	Adlib Museum Software purchased	Activity completed							0		
	2.1.2 Undertake the condition survey of the KNM collection and	Conduct survey and develop conservation strategies (as part of capacity development programme)	Condition survey ongoing	Condition surveyed & Equipment purchased								18,500		
		Develop a feasibility study for expanding the KNM museum services to include gift shops, cafeteria, guided tours, etc		Feasibility Study - Visitor Services								27,500		
	2.2 Develop Studies and programmes for NCCAL museums	2.2.1 Conduct analysis for potential services, programmes, and exhibitions	Develop a feasibility of a new programme for the display of the Al-Sabah pre-Islamic collection in Building 17		Feasibility Study - Museology and curation									38,500
			Develop a museological programme of the "History of Kuwait" exhibition		Recommendations -Museology									15,000
		Follow up on the Exhibition of DAI's collection in Buildings 3 and 4, up to installation of the display in the galleries		Recommendations								0		
Total Output 2											105,000	99,500	204,500	

6. List of Annexes

Annex 1 - Heritage Legislation Review

- 1.1. Evaluation of the law
- 1.2. Summary report of heritage law roundtable discussion
- 1.3. Draft structure of the proposed new law

Annex 2 - Mapping of the cultural assets

Annex 3 - Capacity Assessment survey

Annex 4 - Training workshops:

- 4.1. Intangible Cultural Heritage workshop programme
- 4.2. ICCROM RE-ORG Training programme
- 4.3. Conservation Training Phase I summary report

Annex 5 - Terms of Reference

- 5.1. Visitor Services TORs
- 5.2. Museology TORs
- 5.3. Crafts Feasibility TORS

Annex 6 - Images