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

UNESCO Narrative Report

Reporting period: January – March 2018 (Quarter 1)

1. Summary of Achievements in Quarter 1

The following table is a summary description of the main activities undertaken by the project team within the current reporting period.

Outputs	Activities	Status/ Progress
Output 1 **NCCAL strengthened through cultural policy development and institutional restructuring**	1.1 Develop Cultural Policy 1.2 Review legal framework for culture	• Programme for round table discussions has been drafted
	1.3 Revise NCCAL Strategy	• Consultation sessions held with NCCAL on access to legal frameworks, staffing charts & organizational structure (February) • Review of the NCCAL current strategy underway
Output 2 **Institutional strengthening for NCCAL with focus on Museums Division**	2.1 Evaluate KNM and MoMA services and departments	• Assessment of archaeological storages and laboratories at KNM, Jahra archaeological depot, Failaka excavation house and storage, Mobarakiya, Shuweikh, and MOMA between 21st January and 15th February (8 assessment missions) • Storage Condition Assessment Report submitted on 11th March. • Multiple consultation sessions with KNM and NCCAL staff, 3rd party IT company Naseej and Axiell regarding the KNM inventory system (February & March)
Output 3 **Capacity development plan for NCCAL implemented and handicrafts and creative industries framework established and capacities enhanced**	3.1 Organize specialized training of NCCAL staff	• Consultation sessions with NCCAL on status of staff training and capacities (March) – resulting information will assist in developing the more detailed capacity development plan • Participation in an NCCAL workshop on Preservation of Kuwaiti Monuments on 8th February – recorded minutes of which will assist in the formulation of a cultural policy document • Capacity Development Programme in Heritage Management and Conservation for NCCAL staff developed and submitted (13th March) • Detailed Conservation Training Programme submitted (13th March)

		• Detailed Materials, Tools and Equipment list required to carry out conservation training developed • Introductory workshop for NCCAL detailed programme developed and submitted (13th March)
Output 4 **NCCAL undertakings widely disseminated**	4.1 Develop communications strategies	• Communication Consultant TORs drafted
Output 5 **SSC/TRc enacted through benchmarking, knowledge sharing and international positioning**	5.1 Build on the successful experience of DAI, explore international cooperation through a range of activities including scholarships and artists in residence programmes	

2. Anticipated Achievements for Quarter 2 (April – June 2018)

The following table outlines activities which are anticipated to be achieved in Quarter 2 of the project

Outputs	Activities	Anticipated achievements Q2
Output 1 **NCCAL strengthened through cultural policy development and institutional restructuring**	1.1 Develop Cultural Policy	• Mapping of cultural services, institutions and actors in Kuwait is underway • International experts in international heritage law and national law are contracted • Multiple round table discussion sessions bringing national, regional and international expertise are held towards the revision to the legal framework for culture; building a understanding of Kuwaiti heritage; and the role of museums in communicating culture and identity
	1.2 Review legal framework for culture	
	1.3 Revise NCCAL Strategy	• International expert in governance and human resources is contracted
Output 2 **Institutional strengthening for NCCAL with focus on Museums Division**	2.2 Develop Studies and programmes for NCCAL museums	• International expert in planning for museum services is contracted • Support to the Kuwaiti authorities in drafting the annual report on the Recommendation Concerning the Promotion of Museums and Collections
Output 3 **Capacity development plan for NCCAL implemented and handicrafts and creative industries framework established and capacities enhanced**	3.1 Organize specialized training of NCCAL staff	• Conservation training programme launched and is underway • 'World Heritage Convention and Management of WH sites' training course conducted • 'Role of Museums - Policies and Practice' training course conducted • Activities for International Museum Day undertaken • International expert in preventative conservation is contracted • Recommendations for reviving the KNM Inventory is submitted

Output 4 **NCCAL undertakings widely disseminated**	4.1 Develop communications strategies	• International communications expert is contracted • Communications plan for the project is developed • Concept of open competition for rebranding of NCCAL is developed
Output 5 **SSC/TRc enacted through benchmarking, knowledge sharing and international positioning**	5.1 Build on the successful experience of DAI, explore international cooperation through a range of activities including scholarships and artists in residence programmes	• Avenues for international and regional cooperation are explored and a draft timetable presented

3. Images

Figure 1 Assessment of KNM Laboratories Jan – Feb 2018

Figure 2 Assessment of KNM Storage Jan – Feb 2018

Figure 3 UNESCO participation in NCCAL workshop on Preservation of Kuwaiti Monuments

4. Annexes to the Narrative Report

The following documents attached to this report have been produced by the UNESCO team members in Q1:

Annex 1:   Proposed NCCAL Capacity Development Programme

Annex 2:   Proposed Introductory Conservation Training Plan and Materials, Tools & Equipment List

Annex 3:   Round Table Discussions draft outline

Annex 4:   KNM Storage Condition Survey report

Annex 5:   Draft TORs – Communications Expert

ANNEX 1

Proposed Capacity Development Programme for NCCAL (2018)

prepared by UNESCO

The below training programme has been proposed by UNESCO as a component of the project entitled "Preservation and Promotion of Kuwait's Cultural Heritage". The training programme aims to enhance national capacities in heritage management covering movable, immovable, tangible and intangible cultural heritage and focusses on the responsible departments within the National Council for Culture, Arts and Literature as well as other governmental authorities whose areas of operation impact on heritage management and cultural policy in Kuwait.

The training schedule is proposed between April and December 2018 with individual workshops and sessions typically taking place over 3-5 days per session. The facilitation will be undertaken by national, international and UNESCO experts in particular heritage fields in a consultative and interactive manner, aiming, in addition to the core capacity development objectives, to contribute to the enhancement of national policies and strategies to sustainably manage, promote and develop Kuwaiti cultural heritage.

The programme will be adapted and adjusted according to emerging needs and recommendations forthcoming during the course of 2018 and in regard to the overall implementation of the project.

TRAINING ON CULTURAL HERITAGE MANAGEMENT

Course Title	Proposed Dates and Duration	No. of Trainers	No. of Participants	Target Audience	Anticipated in-kind support from NCCAL
1 **World Heritage Convention and Management of WH sites** *Modules:* 1. *Introduction to the WH Convention* 2. *Purpose of the Convention, OUV, nomination process and inscription* 3. *Management and conservation of WH properties* 4. *World Heritage in the region* 5. *Study tour to one of the sites inscribed to the Tentative List* 6. *Kuwait Towers nomination process* 7. *Working session: Communications – our vision of our heritage.*	22 – 26 April (TBC) 3 days	2 (UNESCO)	10-15	Participants from different cultural institutions in Kuwait and staff from NCCAL	• Lecture hall with a/v equipment • Break-out meeting room • Catering for 3 days • Accommodation and internal transportation for 2 international trainers • Simultaneous AR-EN translation during lectures • Bus transport for study tour and packed lunch for all participants
2 **Role of Museums - Policies and Practice** *Modules:* 1. *Recommendations Concerning the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society. Examples of museum best practice around the world.* 2. *How to integrate the recommendations into national laws.*	6-10 May (TBC) 3-5 days	2 (UNESCO)	Up to 20	Museum professionals from Kuwait and regional museum experts	• Lecture hall with a/v equipment • Break-out meeting room • Catering for 3-5 days • Accommodation and internal transportation for 2 international trainers • Simultaneous AR_EN translation during lectures

	3. *The Role of Museums and the Professional Code of Ethics* 4. *National laws regarding museums in Kuwait* 5. *What is the Role of National Museums (with regional attendance)* 6. *Lecture & discussion group: storage/preventative conservation.*					• Accommodation and internal transportation for up to 5 regional experts
2	**Ethics of Collecting and Fight Against Illicit Traffic of Cultural Heritage** *Modules*: 1. *Legal international framework (principally the 1970 UNESCO and 1995 UNIDROIT Conventions with also a focus on the 1954 The Hague Convention and its Two Protocols)* 2. *Illicit trafficking: current situation in the Region and challenges* 3. *Traceability of collections in museums and in private collections* 4. *Focus: The 1970 and 1995 conventions in the context of Kuwait*	1 – 5 July 2018 3 days	2	15 - 20	Professionals from museums (in charge of acquisitions/ curators) and from private collections, heritage professionals, lawyers, art market representatives and responsible authorities	• Lecture hall with a/v equipment • Break-out meeting room • Catering for 3 days • Accommodation and internal transportation for 2 international trainers • Simultaneous AR-EN translation during lectures
3	**Protection of Underwater Cultural Heritage** *Modules*: 1. *The UNESCO 2001 Convention on the Protection of the Underwater Cultural Heritage;* 2. *International experiences in the surveillance and protection of the underwater cultural heritage*	Sept 2018 (TBC) 2 -3 days	2 (UNESCO)	10	NCCAL staff and law enforcement agencies in Kuwait	• Lecture hall with a/v equipment • Break-out meeting room • Catering for 2-3 days • Accommodation and internal transportation for 2 international trainers

	3. *Identification of possible threats; preparedness and risk reduction; in situ evaluation, security and stabilization actions concerning underwater cultural heritage;* 4. *Emergency documentation of underwater cultural heritage; first-aid for objects recovered from underwater environments; international Data-bases for cultural objects;*					• Simultaneous AR-EN translation during lectures
5	**Safeguarding of Intangible Heritage** *Modules:* 1. *UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage* 2. *Documenting intangible cultural heritage as a means of preserving and protecting ICH* 3. *The role of digital technologies in preserving ICH*	Sept 2018 3 days	2 (UNESCO)	10-15	Intangible heritage experts	• Lecture hall with a/v equipment • Break-out meeting room • Catering for 3 days • Accommodation and internal transportation for 2 international trainers • Simultaneous AR-EN translation during lectures
6	**Training in Developing a Visitor Services Policy and Strategies** *Modules:* 1. *Knowing and understanding the visitors* 2. *Visitor services and facilities* 3. *Making museums family-friendly*	Nov\Dec 2018 5 days	1	10	KNM staff	• Lecture hall with a/v equipment • Catering for 5 days • Accommodation and internal transportation for 1 international trainer • Simultaneous AR-EN translation during lectures
7	**Training in Communication and Outreach for Museum and Heritage Professionals** *Modules:*	Nov\Dec 2018 3 days	2	10	Communication staff from different museums and	• Lecture hall with a/v equipment

	1. *Strategic marketing planning* 2. *Public relations* 3. *Building a Museum "Brand"*				cultural organizations in Kuwait	• Catering for 3 days • Accommodation and internal transportation for 2 international trainers • Simultaneous AR-EN translation during lectures
8	**Identification and Documentation of Heritage Buildings in Kuwait** *Modules:* 1. *Modern architecture and twentieth-century heritage in Kuwait* 2. *National Register – what exists, what needs to be included.* 3. *How to identify and document heritage buildings – field survey in Kuwait City. Developing forms for assessment*	December 2018 5 days	2	10-15	Professionals in architectural heritage; urban planning; university students.	• Lecture hall with a/v equipment • Break-out meeting room • Catering for 5 days • Accommodation and internal transportation for 2 international trainers • Simultaneous AR-EN translation during lectures • Bus transport for field visit and packed lunch for all participants

INTRODUCTORY TRAINING IN CONSERVATION

Course Title		Proposed Dates and Duration	No. of Trainers	No. of Participants	Target Audience	Anticipated in-kind support from NCCAL
1	What is Conservation? Introduction to Theory, Ethics and Methods	See detailed training programme	1 (Maria Mertzani)	Up to 2	Staff across all NCCAL museums working in care and conservation of objects.	• Lecture hall with a/v equipment • Refreshments • Materials, tools and equipment listed in the detailed training programme
2	Examination & Documentation of Objects					
3	Cleaning: Principles & Methods					
4	Stabilization: Active & Passive					
5	Reconstruction: Methods & Alternatives					
6	What is Preventive Conservation?					
7	Handling & Packing					
8	Environment & Monitoring					
9	Exhibition & Storage					
10	**RE-ORG: Tools for Museum Storage Reorganization and Documentation**	4 – 15 Nov 2018 2 weeks	2 (ICCROM)	Up to 20	Conservators and curators responsible for Museum storage	• Lecture hall with a/v equipment • Catering for 5 days • Accommodation and internal transportation for 2 international trainers • Simultaneous AR-EN translation during lectures

Conservation of Materials					
1	**Conservation of Ceramics**	Dates to be confirmed 2 weeks per material	Dec 2018 (TBC)	(TBC)	Number of staff will be selected following the Introduction to Conservation Course	TBC
2	**Conservation of Metals**					
3	**Conservation of Wood**					
4	**Conservation of Textiles**					
5	**Conservation of Paper**					
6	**Conservation of (other) organic materials**					
7	**Conservation of Paintings**					
8	**Conservation of Modern Materials**					
9	**Conservation of Stone**					
10	**Conservation of Stucco**					

CULTURAL POLICY PROGRAMME			
(These training activities will be expanded after a comprehensive assessment of the NCCAL)			
Programme name	**Duration**	**Timeframe**	**Staff involvement**
1 **NCCAL Introductory Workshop:** Introducing staff to the project aims and goals; introduction to the importance of culture	1 – 2 days	TBC	All NCCAL Staff
2 **Mapping of cultural services, institutions and actors in Kuwait**	3 months	March - May 2018	2 staff members
3 **Cultural Policy & Legal Frameworks Development –** NCCAL staff will participate in round tables discussions & focus group sessions	Recurring consultation sessions	April 2018 onwards	Legal team, heads of relevant departments, key staff members from relevant departments
4 **Communications Strategy Development –** participation and input into the comms & outreach strategy for NCCAL	Recurring consultation sessions	April – December 2018	IT and Comms staff, staff involved in organizing outreach activities

ANNEX 2

Capacity Development plan for NCCAL:

Proposed Introductory Conservation Training Plan and

Conservation Training: Materials, Tools & Equipment List

March 2018

prepared by UNESCO

The below training programme has been proposed by UNESCO as a component of the project entitled "Preservation and Promotion of Kuwait's Cultural Heritage" directly responding to Activity 3.1 of the project's Workplan to 'Organize specialized training of NCCAL staff'. The training program is composed of two Parts. Part 1 is designed to go through the main aspects of general conservation principles and methods. Part 2 gives an outline of the basic components of Preventive Conservation. This is a foundation program in order to build a common scientific ground and establish a working vocabulary. Participants are required to attend the full program and submit a portfolio to obtain a certificate of attendance.

The list of the materials, tools and equipment submitted is needed in order to facilitate the implementation of the above mentioned course. These materials may be readily available in-country, however some specialised items may only be available to purchase regionally or internationally. Any questions in the purchasing of these items may be addressed the Project's Lead Conservator.

INTRODUCTORY TRAINING IN CONSERVATION						
Course Title		Structure	Dates	Dates of Trainees presentations	No. of Partici pants	Target Audience
Part 1	**What is Conservation? Introduction to Theory, Ethics and Methods**	**PART 1** General methods in Conservation **PART 2** Preventive Conservation	4 April	16 April	Up to 25	NCCAL staff working with the care and storage of objects. Staff from across all the NCCAL museums should participate. The selected participants should take part in all training workshops in order to receive certification.
Part 1	**Examination & Documentation of Objects**		18 April	30 April		
Part 1	**Cleaning: Principles & Methods**	Each course will consist of:	3 May	14 May		
Part 1	**Stabilization: Active & Passive**	a. Theoretical training	27 June	9 July		
Part 1	**Reconstruction: Methods & Alternatives**		11 July	23 July		
Part 1	**Summary and Evaluation of Part 1**	b. Practical exercises to take place in the trainees' own time (estimated minimum 20 hours)	31 July			
Part 2	**What is Preventive Conservation?**		5 September	17 September		
Part 2	**Handling & Packing**		19 September	1 October		
Part 2	**Exhibition & Storage**	c. Trainees' presentations to the trainer at the end of each course (1 day)	3 October	15 October		
Part 2	**Environment & Monitoring**		17 October	26 November		
Part 2	**Summary and Evaluation of Part 2**	d. A final summary and evaluation session after each part	28 November			

Training in Conservation: List of Materials, Tools and Equipment	
Quantity	**Materials: General**
5 packs	Paper tissue
6 packs	Latex gloves (S, M, L 2 packs each)
25 rolls	Masking tape
5 rolls	Cotton wool
10 packs	Bamboo skewers
30	Plastic bowls, various sizes
30	White tiles
30	Small ceramic vases
30	Undecorated plain tiles
	Materials: packing
3 packs	Acid free tissue paper
5 sheets	Plastazote various thickness
50	Stewart boxes, various sizes
200	Self-sealing polyethylene bags, various sizes
1 roll	Bubble wrap
10 m	Melinex
5 m	Nylon Gossamer
	Materials: stationary
25 sets	Colored pencils
25 sets	Colored permanent markers fine
25	Ring binders
	Solvents
	Deionized water
10 lt	Acetone
5 lt	Ethanol
1 lt	White spirit
1 lt	Paint remover
	Adhesives and Resins
30 tubes	Paraloid B72 Adhesive
30 tubes	HMG Adhesive
1 pack	Araldite 2020 epoxy resin
30	Two part epoxy adhesive
30 tubes	Super glue
30	PVA adhesive
2 kg	Paraloid B72 resin
1 kg	Paraloid 48N resin
500 gr	CMC
5 lt	Primal AC 33
1 lt	Incralac
	Fillers
10 kg	Plaster of Paris

25 tubes	Fine Polyfilla
5 boxes	Sheet of wax
100 gr	Glass micro balloons
500 gr	Aerosil
assorted	Acrylic colors and media
assorted	Sanding paper variety of grades fine - coarse
	Tools
30	Scalpel
2 boxes	Scalpel blades No 15
25	Rubber bowls small
assorted	Plaster tools
10 sets	Paint brushes No 0 – 16 round
10 sets	Paint brushes No 0 – 16 square
10	Glass bristle brushes
10	Stencil brushes
25	Tooth brushes
	Equipment
5	Thermohygrograph
5	Thermohygrometer
2	Whirling hygrometer
5	Digital data-loggers
1	Conductivity meter
2	Digital cameras
	Microscopes

ANNEX 3

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

Proposed Roundtable Discussions
Draft Outline

prepared by UNESCO

The below programme of round table discussions is proposed by UNESCO as a component of the project entitled "Preservation and Promotion of Kuwait's Cultural Heritage".

The round tables aim to enhance national capacities by engaging NCCAL decision-makers and relevant national and international expertise in focused discussions on given topics.   The feedback and recommendations resulting from these round table discussions will be collated and will serve as the foundations for the development of the national policy for culture.

The round table discussions are scheduled to take place between April and September 2018 and each session will take the form of a 3-4 hour meeting. The schedule coincides with the broader training programme that has been developed and submitted in order to take advantage of the presence of any international expertise recruited for the training. Facilitation of the round table sessions will be undertaken by UNESCO with the support of the focal points at the NCCAL.

The programme will be adapted and adjusted according to emerging needs and recommendations forthcoming during the course of 2018 and in regard to the overall implementation of the project.

Time frame: April – September 2018

Duration: 3 – 4 hours per round table session

Number of Participants: 10 – 12 per round table session

Theme	Discussion focus	Proposed Dates (to coincide with training programme)	Proposed Participants (10 – 12 participants per discussion)	Anticipated in-kind support required
Legal Framework for Culture	Review of current national laws regarding culture; proposal for updating and revising law	15 April	National, NCCAL, policy groups	Meeting room to accommodate 10 – 12 people for each round table Tea, coffee, refreshments at each round table Paper & pens, datashow
	Methods and mechanisms for implementing a new law	22 April	As above	
	National laws regarding museums in Kuwait *[part of the Role of Museums Training]*	6 – 10 May (TBC)	Museum professionals (private and public), legal experts, Cultural experts	
	Legal framework for protecting against illegal trafficking *[Part of Fight Against Illicit Traffic Training]*	1 – 5 July (TBC)	heritage professionals, lawyers, responsible authorities	
Culture within the Curriculum	The place of music, art, heritage, intangible heritage in the national curriculum	September (TBC)	Ministry of Education, private educators, NCCAL education & interpretation, Museum educators	
Identity and attitudes to culture/ Communications	Vision of Kuwaiti heritage *[Part of World Heritage Convention Training]*	22 – 26 April (TBC)	Museum experts, heritage community, communications consultant	
Museums/ Public-Private Collaborations on Culture	Museums presenting in Intangible Heritage	6 – 10 May (TBC)	Public and private museum experts	
	KNM and the Cultural Centres – what is the role of each, how do they work together?			

Annex 4

Kuwait National Museum Storage Facilities

Condition Survey Report

February 2018

prepared by UNESCO

This survey report on the condition of the storage facilities of the Kuwait National Museum has been developed as a component of the project entitled "Preservation and Promotion of Kuwait's Cultural Heritage," directly responding to Activity 2.1 of the project's Workplan to 'Improve Storage and Inventory Systems'.

The survey was conducted during January and February 2018 and was made in consultation with staff from the Kuwait National Museum. Implementation of the recommendations identified in this assessment will be made throughout 2018 with the cooperation of the KNM and NCCAL staff.

General Presentation

Kuwait National Museum, designed by Michel Ecochard opened to the public in 1986. It is situated in Kuwait City, on the Arabian Gulf Street next to the Seif Palace and Kuwait's National Assembly and it is the State Museum. Kuwait National Museum suffered great destruction during the Iraqi invasion. There are three storage areas within the Museum area, two others in Kuwait City (Mobarakya and Shuwaikh) and Archaeological Excavation Houses with basic storage and laboratory areas in Jahra and in Failaka. The Museum Collection consists of archaeological, ethnographic and contemporary objects.

All the storage areas of KNM were assessed through systematic inspection by Maria Metzani during January and February 2018. This has been conducted as a measure for executing Activity 2.1 'Improve Storage and Inventory Systems'.

A. Management

Information concerning management of the collection was acquired during discussions with Salman Boland, Superintendent of Museums. In order to properly assess the storage it is essential that the actual policy documents are also revised.

Organization personnel and space:

- There is one member of staff responsible for all Storage facilities. Keys are with security office.

- Storage consists of

    o Space for archaeological collection in storage, split into three rooms.

    o A two level building for ethnographic collection.

    o Space for unregistered archaeological material and less important ethnographic collection, split into two rooms.

    o Space for ethnographic collection in Mobarakya.

    o Space for contemporary, bulky collection and museum equipment in Shuwaikh.

    o Archaeological Deposit in Jahra

    o Archaeological Deposit in Failaka

Procedures and Administrative Documents

New archaeological objects and finds enter the museum periodically every year through the work of foreign archaeological schools.

The Museum also occasionally accepts donations of ethnographic or contemporary material.

It is essential that there is a policy document for incoming objects. In the case that this document already exists, it needs to be reviewed and updated.

Procedures for the personnel:

There is an administrative document concerning personnel and procedures, as described by the Museum Superintendent.

It contains information of the following:

    i.   Designation of the in charge of the storage.

    ii.   Job Responsibility of the in charge

Other Procedures:

- Procedure for giving authorization to a researcher/scholar to work on the collection in storage exists.

- Study of collection objects can take place mainly in the archaeological storage area.

B. Collection

The archaeological collection of the museum consists of mostly of ceramics, coins and stone.

The ethnographic collection consists of furniture, wood, basketry, costumes, guns and weapons, paintings, porcelain and glass, stone, books, ceramics, documents, metal objects, natural history specimens.

Contemporary collection consists of technological equipment such as telephones, hospital equipment etc.

The objects are registered in Reference books according to their timeline: Stone Age, Bronze Age, Hellenistic, Islamic, Traditional.

Physical state of the collection in studied storage and the potential aggressors

It was observed that the objects of the collection were generally in good condition. Main aggressors are environmental instability and lack of monitoring, dust and inadequate physical support of the objects (Fig. 1). There are cases of overcrowded shelves. Many objects are placed on the floor although there is space on the shelves (Fig.2).

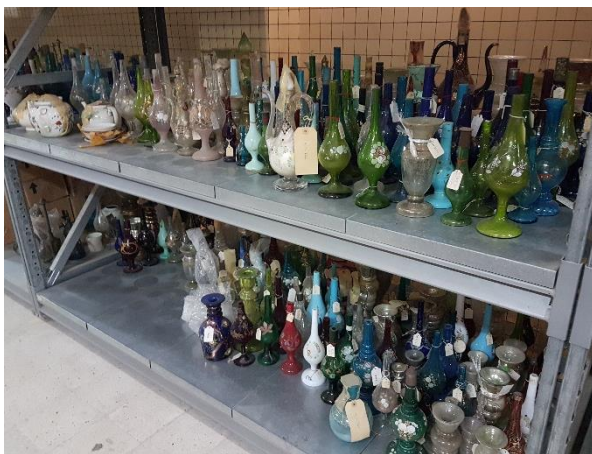There is a need to separate collection from non-collection items.

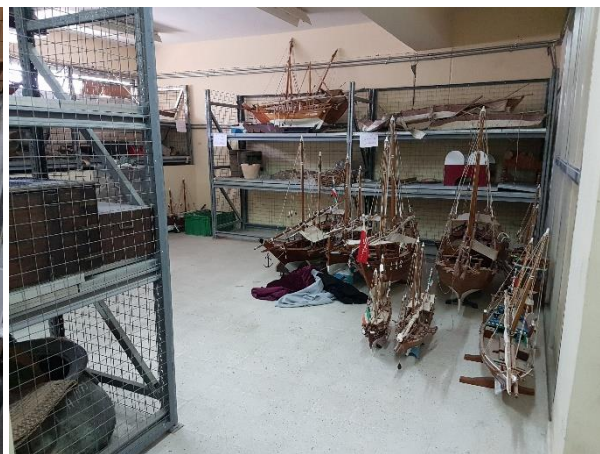*Fig. 1: Overcrowded shelves – inadequate support of objects*   *Fig. 2: Objects placed on the floor and not in shelves*

Study of the Documentation System

The collection must be entered in a digital accession register.

In the accession register object id number, brief description, condition and location number of each object should be mentioned.

Study of the Location System

In the Archaeological and Heritage storage shelves have been given numbers which give a rough location indication to an object or a group of objects when stored in boxes.

It is essential that all shelves of all storages follow a common location system.

This report did not undertake to verify the possibility of finding a given object within a given amount of time, nor whether the physical location of an object corresponds to what is recorded in the Registry.

Fig. 3: Heritage storage Numbered shelves

Fig. 4: Building 6 not numbered shelves

Cleaning

Cleaning of the storage areas other than the Archaeological stores is not efficient. Most of the storages are in need of organised, regular housekeeping.

Current use of storage areas

-    Objects are moved for exhibition purposes.

-   From initial observation, for locating an object more than the international standard of 3 minutes is currently required for most of the collection.

-   Most of the storage areas are not regularly used and are therefore neglected.

-   Having a logbook to record visitor's use and object movement will provide useful data for the museum storage use.

C. Building

All KNM Storage buildings are in good condition. Minor problems and deficiencies could only be noted. Regular maintenance will improve the overall condition of the storage.

1. Archaeological storage area (KNM)

All archaeological material is stored in three rooms located at the entrance of the museum, behind reception desk.

Generally, the building is sound, there are no windows and the lighting is sufficient provided by fluorescent lamps on the ceiling. The storage area is arranged into three rooms:

The first room is regularly approached from the door behind reception desk. There are open fixed storage units along the walls and a single unit running along the middle of the room. There are two recesses along the walls, one in each side of the room, occupied by metallic cupboards. Location is given by shelves only; thus the cupboards are not marked. Objects are stored in open plastic containers of various sizes, in plastic or cardboard boxes of various sizes, or placed on shelving with no protection. Most objects of the collection are ceramic, although some stone objects are also present. There are six large ceramic vessels on stands on the ground along the corridor (not on shelves). Shelves and objects are dusty. There is an air-conditioning unit in the room, placed on stacks of cement bricks, not being used but in working condition. There are a few "non collection" items in the room. Not all shelves are occupied (there is free space within the selves). There are free shelves on locked metallic cupboards also.

There is a door (remains open) leading to the second room. This room is furnished with open storage units along the walls, a large table and a desk in the middle with chairs. There is another wooden table along and in front of part of the storage units. The objects are stored in cardboard, metal or plastic containers of various sizes. This room is used to work with objects thus there are more "non collection" items. There are objects and boxes on the ground although there is free space on the shelving. There is a double door leading to the inner space of the museum, and a double door leading to the third room.

The third room - an auxiliary area is divided into two sections. The first, where electricity switchboard is placed contains also archival units for registration cards and two safe units (numbered). In the second section there are open storage units along the tall side of the room, three safe units (also

numbered) and two smaller ones (not numbered). The objects, most from the heritage collection are wrapped with bublewrap and placed on the shelves. Although there is space on the shelves there are many objects (collection and non collection) directly on the floor. More non collection items and museum equipment are kept in this area.

2. Ethnographic (Heritage) Storage (KNM)

A complete two-level building is used as "Heritage" storage. The building is sound, although there are minor defects as cracks, poor electricity connections and some damage of the paint layer (Fig. 5, 6). There are two loading doors and an entry door for staff; the latter is the only one used (Fig. 7). The concept of the building was that objects can be accepted from the loading doors, registered and prepared on the hall area to be sent to location and vice versa. A heavy duty lift was foreseen but not installed (Fig. 8). However, due to changes of the original plan access to one of the loading doors is now size restricted.

Fig. 5: Wiring defects

Fig. 6: Wall cracks

Fig. 7: Heritage storage, blocked loading door

Fig. 8: Heritage storage, lift not installed

On the ground floor there are two offices and five smaller storage rooms. There is a hall area occupied by collection, non-collection and equipment. All objects are placed on the floor and collection is mixed with equipment and non-collection items. There are also two staircases at opposite sides leading to the upper floor. Only one staircase and door can be used; the other being blocked on both floors by objects and equipment. There is sufficient lighting provided by fluorescent lamps on both floors. Natural light comes from a narrow row of sliding fenced windows, some of which covered with cardboard. There are no shutters. On the upper floor 8 air conditioning units are installed and working. On the ground floor there is an air conditioning central unit, installed but not in use. There are six hygrometers fixed on the walls on the upper floor and one on the ground floor. There are fire alarms, smoke detectors and two sets of fire extinguishers on each floor (one of water and one of carbon dioxide).

The offices on the ground floor contain standard office equipment but there are also objects. Storage rooms and hall of the ground floor are equipped with open metallic shelving. Objects are either placed on plastic containers, cardboard and metal boxes, or directly on the shelves.

3. Building 6 (KNM)

This storage area is located within the KNM, close to the Heritage storage. It is composed of two rooms and it is accessible through a loading door. Both rooms are furnished with open metal shelving around the walls and two rows of metal shelving back to back in the middle of the room. The first room contains collection and non-collection items and is quite full. There is limited free space on the shelving and there are objects on the floor. The second room is similarly organized although there is more free space, the objects are not orderly placed on the shelving and there are objects on the ground. There is a door and windows in this room, blocked by the shelving. The objects are stored either in wooden, plastic, cardboard or metal boxes, or with no protection. In both rooms there are smoke detectors, fire extinguishers and air conditioning – not working. The store is particularly dusty.

4. Mobarakya Storage

This storage is located close to KNM. It is a large room located at the ground floor of a building close to the entrance. The building is sound; however there are some problems with the false ceiling. There is a camera on the entrance door. There are smoke detectors and a fire cabinet on the hall outside the store. It is furnished with open metal shelving around the walls and two rows in the middle of the room forming corridors. These are not secured. A row of wooden filling cabinets is placed between them. It mostly contains collection, but non-collection items are also present. There is natural light coming from a row of windows along one wall some covered with newspaper. The objects are orderly arranged on the shelves with no support or padding.

5. Shuwaikh storage

It is located in Shuwaikh industrial area. It is a well sized storage area located on slightly elevated ground floor. It is approached through a double metal door on steps. There is central AC not working. There are smoke detectors and water sprinklers. There was a row of fenced windows along one wall and a locked door. It is furnished with a few metal open shelving units, most of them empty. It contains

collection particularly bulky objects, non – collection and museum equipment (old showcases, stands, etc). Almost all objects are placed directly on the ground. The storage is particularly dusty.

6. Jahra Excavation house

This set up is used by foreign expedition groups during excavation to live and work. There are basic laboratory areas to short finds, and undertake first aid conservation work. They are equipped with large wooden tables. The storage area is a large room, equipped with three open storage units but most objects are stacked in plastic or metal boxes placed directly on the ground.

7. Failaka Excavation house

This is again a set up to support foreign teams during excavation on the island. There is a basic laboratory for shorting finds, equipped with cupboards, large tables and water supply. The storage area consists of two rooms where objects are stacked in boxes. All boxes are stacked on the ground (no shelving units).

There are new laboratories and storage areas being built.

Possibility of movement in all the storage facilities

The corridors are relatively free and permit easy movement inside the storages (Fig. 9). One entrance of the 1st floor and the entrances of the loading areas of the ground floor of Heritage Storage are congested with the objects and with objects which are not part of collection making movement impossible (Fig. 10).

Seeing the type of collection, it is possible to add shelving to the storage and re-arrange the objects.

Fig. 9: Archaeological Storage, aisles *Fig. 10: Heritage storage, congested entrance*

D. Equipments and Furniture

Storage Furniture consists mostly of open metal shelving units organised with standard height between shelves. There are a few metal cupboards.

Ladders/Scaffolding:
There are no ladders in storages in order to reach an object kept at the highest level with full security for the object and the personnel.

General Lighting
Lighting is sufficient in all storage areas. There are occasional cases of natural light from windows that should be filtered (Fig. 11, 12).

Fig. 11: Heritage storage, partially covered windows

Fig. 12: Mobarakya storage, partially covered windows

Climate
There is no installed system for monitoring environmental conditions in the storage facilities.

- There are 7 thermohygrometers in working condition in the Heritage storage only (Fig. 13).

- There is central Air-conditioning system in most storages (not all in working conditions)

- There are no portable humidifiers or de-humidifiers.

- There is one installed humidifier in Archaeological Store not working, but in working condition (Fig. 14).

- There are no fans on the ceilings.

- There are no exhaust fans.

- There are no dust-filtering units.

Fig. 13: Heritage storage, hygrometer   *Fig. 14: Archaeological storage, humidifier*

Fire

- All storages are equipped with 2 sets of fire extinguishers in working condition. The staff in charge of storage is in need of regular training on the use of fire extinguishers.

- There are smoke detectors on the ceiling of the store rooms.

Security

- There are no CCTV cameras in the storage. Most storage areas have no windows. However when there are windows they need to be fenced.

Transportation

- There are stable trolleys and heavy duty transportation equipment in the Heritage storage.

Material for cleaning

- There is no cleaning equipment or materials within the storage areas.

E. Conclusions and Recommendations:

Storage can become a vital part of the museum, as a centre of research and inspiration. KNM storage areas although generally in good order can be improved.

The main challenge is the **lack of digital inventory system**. A proper inventory is essential as a quantitative and qualitative catalogue of the collection.

> ➢ UNESCO consultant is currently reviewing the status of the inventory and will submit a formal recommendation

The management of the collection in terms of **policy documents** and written rules and regulations is to be assessed.

> ➢ All policy documents should be submitted to UNESCO consultant for assessment

Location system can be improved, so that there is a specific location for each and every object of the collection. There should be comprehensive location codes for all areas in the museum and all storage and display furniture. Movement and current location of each object should be noted on the digital inventory. It will enable quick access to objects with minimal handling.

> ➢ UNESCO will implement a training in reorganisation of storage areas in November 2018

Environmental monitoring and control is essential for the protection of the collection. Installation of data loggers will provide useful information on the storage environment. The use of humidifiers and dehumidifiers will provide a stable environment and can improve the preservation of sensitive material.

> ➢ Museum should purchase and install an environmental data-logging programme

Security of storages can be improved by establishing rules and restriction access. Visitors can be registered in a log book. The installation of high security locks and CCTV system can improve security measures.

> ➢ Access policies must be reviewed by UNESCO consultant

> ➢ The Museum should install appropriate security measures

All **electrical equipment and wiring** should be insulated and kept in good condition. Control panels should be located outside the controlled storage areas.

> ➢ The Museum should maintain and upgrade all building infrastructure on a regular basis.

Storage units should be **adapted** to the dimensions and type of the objects store. This will both improve the protection of the collection and the efficient use of the space. Smaller and fragile objects should be stored in drawers. Larger objects should be stored in the lower shelves or on storage platforms, pallets or carts on wheels. No object should be directly placed on the floor.

> ➢ UNESCO will implement a training in reorganisation of storage areas in November 2018

A museum storage area is to store the collection. Packing materials, publications, equipment, old museum furniture and any other **non-collection items** should be moved to other locations.

> ➢ UNESCO will implement a training in reorganisation of storage areas in November 2018

Activities as study, photography and registration should be undertaken in separate, specific rooms connected to the storage areas.

> ➢ The Museum should allocate areas for supplementary activities connected to storage management

There is a need of a **quarantine** area for infested or potentially infested objects.

> ➢ The Museum should allocate areas for quarantine

The Storage areas should be easy to clean and should be kept as dust free and clean as possible. It is therefore necessary to keep floors and aisles empty of objects. A good **housekeeping** system should be established so that storages are regularly cleaned by trained staff.

> ➢ UNESCO will implement a training in reorganisation of storage areas in November 2018

Additional equipment such as trolleys, carts, trays, ladders and tables should be readily available within the storage area at specified locations in order to facilitate safe handling and transportation of objects.

> ➢ The Museum should purchase required equipment in addition to using what is already available in the Heritage Storage

Annex 5

Consultant TORs

Communication Expert

March 2018

prepared by UNESCO

The UNESCO Regional Office for the GCC and Yemen: Communication Expert

Under the overall authority of the Director and the direct supervision of the Programme Specialist for Culture, the incumbent serves as Communication Expert for the project for "the Preservation and Promotion of Kuwait's Cultural Heritage" and shall perform the following duties:

- Develop and implement communication strategy for the National Council for Culture, Arts and Literature (NCCAL) under project "Project for the Preservation and Promotion of Kuwait's Cultural Heritage". Create guidance and tools to implement communication strategy and to monitor its effectiveness.
- Organize and implement capacity-building initiatives, and develop training materials to enhance the competencies of NCCAL staff in the field of communication and advocacy.
- Prepare communication and media materials and organize public advocacy activities related to the project. Ensure the quality and appropriateness of communication materials developed for dissemination to government officials, local communities, key partners and the press.
- Prepare web articles, press releases and news for both conventional and on-line publication through NCCAL, KNM and UNESCO's website.
- Identify new opportunities and innovative practices on the use of multiple media and social and digital platforms.
- Prepare monitoring and evaluation reports and newsletters in accordance with established guidelines and procedures.
- Providing visibility to the project through the organization of promotional events and production of publicity material such as video & podcasts.
- Collaborate with internal global/regional communication partners to harmonize, link and/or coordinate messaging and use of multiple media and communication platforms to enhance NCCAL outreach.
- Additional activities that may be required to ensure the success of the work team involved in the project.

REQUIRED QUALIFICATIONS

Education:

•	Advanced university degree (Masters or equivalent) in Communication, Journalism, Public relations or Media relations with emphasis on strategic communication planning.

Professional experience:

- Minimum seven (7) years of progressively responsible relevant professional work experience in the development, planning and management of communication for culture development programmes, of which preferably three (3) years acquired at international level.
- Experience in preparing communication strategies for government and\or cultural institutions.

Skills/Competences:

- Proven skills in communication, networking, strategic thinking, and advocacy.
- Excellent inter-personal skills, including written and oral communication, with proven ability to produce high quality reports, and make presentations to both technical and general audiences.
- Work in a team in a multicultural environment.
- Excellent IT skills, the incumbent must demonstrate a sufficient level of understanding regarding emerging communication and information technologies and their potential uses.
- Ability to rapidly analyze and integrate diverse information from varied sources.
- Strong interpersonal and negotiating skills.
- Strong analytical and problem-solving skills.

Languages:

• Fluency in English (written & verbal) is required. Preference will be given to candidates who are also proficient in Arabic language;