Project Document
Kuwait

Project Title: Preservation and promotion of Kuwait's cultural heritage

Project Number: 00102378

Implementing Partner: The National Council for Culture, the Arts and Literature (NCCAL)

Start Date: 18/04/2017 **End Date:** 31/12/2018 **PAC Meeting date:** 25/1/2017

Brief Description

The Kuwait National Development Plan (KNDP) 2015-2020 is set out to fulfil an ambitious vision for the future of the State of Kuwait. The ambitions for the future laid out in the Development Plan and various analyses of the culture sector and its role in strengthening the national identity and developing the cultural economy have identified necessary actions in the areas of institutional reform, governmental services, and increasing the level and reach of cultural activity and production in Kuwait.

The project's overall aim is "to establish a clear framework for the development of culture by creating the bases for strong cultural institutions that operate with respect to international standards with qualified and skilled personnel to extend services to society and deliver a rich cultural agenda and programs, as well as effective platforms that encourage creativity and productivity in the cultural field."

The project has 5 specific outputs:

Output 1: NCCAL strengthened through cultural policy development and institutional restructuring
Output 2: Institutional strengthening for NCCAL with focus on Museums Division
Output 3: Capacity development plan for NCCAL implemented and handicrafts and creative industries framework established and capacities enhanced
Output 4: NCCAL undertakings widely disseminated
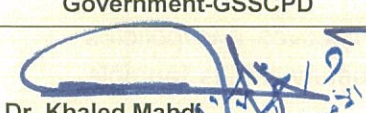**Output 5:** SSC/TRc enacted through benchmarking and knowledge sharing

These outputs are framed to support the objectives for cultural development elaborated in the KNDP 2015-2020.
The project is designed to support Kuwaiti government aspirations and strategies in the following areas:
a) Institutional strengthening; b) Museum development; c) Handicrafts and creative industries development.

Contributing Outcome (CPD):	Total resources required:	1,422,300 USD	
CPD Outcome #4: Strategic multilateral partnerships at the global and regional levels established, including South-South and triangular cooperation, to advance the post-2015 development agenda.	Total detailed resources allocated (Inclusive of 8% UNESCO GMS & 3% UNDP GMS)	Government:	1,000,000 USD
Indicative Output(s):		In-Kind:	422,300 USD
Output 4.1: National role and contribution on key areas of global and regional development agendas established.	Total Budget	1,422,300 USD	

Agreed by (signatures):

Executive Partner	Responsible Agency	Technical Agency	Implementing Partner
Government-GSSCPD	UNDP	UNESCO	NCCAL
Dr. Khaled Mahdi	Ms. Zineb Touimi-Benjelloun	Dr. Anna Paolini	Mr. Ali Al Yoha
Secretary-General General Secretariat of the Supreme Council for Planning and Development State of Kuwait	UN Resident Coordinator UNDP Resident Representative	Representative in the countries of the Gulf and Yemen. Director UNESCO Doha regional office	Secretary-General of the National Council for Culture, Arts and Literature. State of Kuwait
Date: 18/04/2017	Date: 18/04/2017	Date18/04/2017	Date: 18/04/2017

DEVELOPMENT CHALLENGE

The proposed project seeks to address the important challenge facing the national development of Kuwait, in particular and as identified by the KNDP 2015-20, such as increasing the *level of cultural activity and production* in the country. The UNESCO component will address this challenge by focussing on three main issues:

a) Strengthening cultural institutions through supporting policy and planning for the delivery of cultural services;

b) Promoting and enhancing museum development;

c) Promoting and enhancing the development of handicrafts and creative industries.

The Kuwait National Development Plan (KNDP) 2015-2020 specifies aspects of cultural activity and production involving: literature and publishing, the National Library, the theatre scene in Kuwait, the visual arts scene, the museums sector, science and cultural exhibitions, in addition to other aspects of heritage, as being currently insufficient to meet their long-term vision. The KNDP 2015-2020 lists the current indicators of cultural activity, which are deemed low in proportion to the size of the population in Kuwait:[1]

Within this context, four major objectives and policies for achieving national development in the area of culture were defined by the KNDP[2]:

(a) Spreading culture, the arts and literature and building the Kuwaiti personality;

(b) Modernizing the cultural infrastructure and enhancing technological development in the culture and media sectors;

(c) Conserving the cultural identity of Kuwaiti Society;

(d) Reinforcing cultural and media ties and relationships with the outside world.

The National Council for Culture, the Arts and Literature (NCCAL) further emphasized these areas[3] and highlighted additional ones:

(e) The need to encourage reading and intellectual productivity, also in **children and the youth**;

(f) The need to protect archaeology and the **traditional Kuwaiti heritage**;

(g) The need to encourage investments in the area of **cultural tourism**.

According to Kuwait's Yearly Development Plan, 7 essential pillars have been identified as being crucial for achieving the vision for National Development. One of these pillars concerns the area of culture and aims at intensifying cultural activity and presence through the design of a Program for Supporting Culture, Arts and Media. The Program aims at increasing awareness for culture, literature and the arts in Kuwaiti society, at promoting cultural tourism and at promoting Kuwait as a world centre for humanitarian activity, potentially raising Kuwait's ranking on the International Relations Guide from 59% in 2014 to 50% by 2020[4].

In fact, the government is already rolling out projects in fulfilment of the objectives and policies mentioned above and allocating the necessary funding for them. The table below shows tangible projects formulated, funded and ongoing:

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[1] See KNDP 2015-2020, Part Three, under 'Culture, the Arts and Media', p.138-139.

[2] See KNDP 2015-2020, Part Three, under 'Culture, the Arts and Media', p.141-142.

[3] See Chapter 1, section 4 of the NCCAL Strategy 2015-2020.

[4] See KNDP 2017-2018, p. 80, 85-86.

Project name*	Date of completion	Status
Cultural and Artistic Exchange in Kuwait and Abroad	31/3/2020	Ongoing
Appreciation and Encouragement Prize for the Arts, Literature and Social and Human Sciences	31/3/2020	Ongoing
Archaeological Excavations	31/3/2020	Ongoing
Support and Encouragement of Theatre Companies	31/3/2020	Ongoing
Support of Cultural and Artistic Works for Improving Child Culture	31/3/2020	Ongoing
Support of the Kuwaiti Film Industry	31/3/2020	Ongoing
Unified National Index	31/3/2020	New
Dar al Athar al Islamiyya Yearly Cultural Calendar	31/3/2020	Ongoing
Electronic National Archive	31/3/2019	New

* Development projects specified by the third national development plan 2017-2018 and attributed to NCCAL

In committing to developing and enriching the cultural sector in Kuwait, the General Secretariat of the Supreme Council for Planning and Development (GSSCPD) is conscious that it needs to undertake significant reforms in the various sectors of the government, as well as to enhance the efficiency, transparency and effectiveness of the administration, while developing human capacities and undertaking government-wide **institutional strengthening**. Hence, it is willing to invest and support cultural infrastructure development, both physical and institutional, including the development of the necessary human capital, in order to fulfil the vision for the future. Collaboration with UNESCO/UNDP is seen as an effective strategy for achieving these aims. The GSSCPD sees NCCAL as the institution responsible for managing the cultural sector and its partner in implementing its development agenda for culture.

NCCAL is aware of the challenges it faces in the future. Its strategy document contains a clear assessment of the strengths, weaknesses, opportunities and threats affecting its performance, and accordingly, the status and management of culture and heritage overall in Kuwait[5].

In its strategic analysis, NCCAL underscores the main areas that require development and strengthening. They are summarized as follows[6]:

(a) **Structures and systems** governing culture and the performance of NCCAL;

(b) The **manpower** in charge of managing the cultural sector;

(c) The **physical infrastructure** for culture;

(d) **Programming** for culture;

(e) **Audience relations** and **engagement** with children and youth;

(f) The development of **the brand of NCCAL** in addition to **marketing** and **promoting** its programs and activities.

The assessment undertaken by the UNESCO/UNDP experts[7] during their mission to Kuwait confirmed the challenges facing the development of the cultural sector and identified, in addition to

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[5] NCCAL Strategy, pp. 32-45.

[6] NCCAL Strategy, pp. 43-45.

[7] Dr. Giada Ricci, Architect DFAUF - Museology - Museography Expert, Mr. Indrasen Vencatachellum, Expert - Handicrafts and Creative Industries, Dr. Sami el Masri, Expert – Cultural Heritage Development, Anna Paolini-Director UNESCO Doha Office, Mr. Brendan Cassar- Culture Programme Specialist, UNESCO. The experts undertook a scoping mission to Kuwait from 5 to 9 June 2016, with the aim to provide input and contribute to the preparation of a new Project Document Report in the field of culture that should be implemented in the next two years and make sure that it is in line with the National Strategy for

the strategic assessment undertaken by NCCAL, as well as the assessment undertaken by NCCAL in collaboration with the British Council[8], the immediate, underlying and root causes of the challenge:

With respect to institutional capabilities, structures and systems:

- NCCAL has organizational and manpower structures that are insufficiently developed to support the 7 museums in its custody and the foreseen museum projects in Kuwait City, in the governorates, as well as the cultural centres that NCCAL might be required to develop or manage on the islands (e.g. Failakah Island).

- NCCAL has a staff retention problem: salary scales are not adjusted and are lower than other competitive ministries/authorities in the government that attract fresh recruits (the Ministry of Education for example).

- NCCAL has difficulties recruiting specialized staff: its manpower structure is linked to the Civil Service Commission of the government, which is in charge of undertaking government recruitment services on behalf of the government, including NCCAL. The Civil Service's system of hiring is not flexible, and it is difficult for it to tailor recruitment to meet the special needs of NCCAL.

- NCCAL can hardly find Kuwaiti candidates with university degrees in archaeology, museum studies or cultural studies in general. This makes the specialized resource pool in Kuwait meagre and dependent on recruits from sister disciplines such as history, geography or interior design. This does not help populate the structure of NCCAL with specialized members of staff and affects therefore its performance levels and standards of delivery.

- NCCAL's strategy lacks elaborate cultural policies that clarify concepts, organize relationships and give a stronger identity to the organization as an umbrella body under which several cultural entities (museums, centres, programs, etc.) can come to exist.

- Cultural programming, branding, marketing and promotion in addition to audience engagement, advocacy and outreach (also targeting children and the youth) are all areas that need strengthening.

- The NCCAL Strategy advocates an integrated approach to culture and heritage, yet, this integrated approach is not captured in the activities and programs of the Council and it is unclear whether a mechanism exists already to make sure that such an approach is enacted in the proceedings of the Council.

With respect to the physical infrastructure for culture, namely museums:

- The National Museum Project is in its 23rd year of construction with major interruptions and still far from completion;

- The condition of some of the collections, particularly the ethnographic collections is problematic, with many items requiring conservation. The laboratory facilities are inadequate.

- The quality of museum exhibitions (excluding the Dar al Athar Exhibitions) needs enhancement.

- The concept of the National Museum Project is rather ambiguous and appears to be managed from the perspective of physical infrastructure only. It is essential for such a museum to have a

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Culture for the period of 2015-2020".

[8] NCCAL & British Council, 2013. Kuwait Museums; and Cultural Sector Needs, Analysis Report.

clear mission and objectives that relate to the cultural policy of the nation and that its mission is properly communicated and guides the design of the museum exhibits and programs.

- The National Museum suffers from a weak brand. It is nevertheless an important landmark in the city and its brand should overpower other cultural brands, because it is the living space that embodies the history, legacy and aspirations of the nation.

- So far, a unifying story for the National Museum remains unwritten; it is essential for it to be elaborated (through public participation) and emphasized in order for it to bring unity and coherence to the various collections that will constitute the exhibits of the museum in the future and inform its programs.

- There is a lack of a common vision and management structure for the Kuwait National Museum in order to facilitate communication and exchanges between the multiple stakeholders and curatorial entities, DAI, NCCAL senior management, Archaeology and Heritage Museums, the Planetarium, the neighbouring Al-Sadu and Al-Bader houses, etc. etc. The common vision for the Kuwait National Museum, as formulated by the stakeholders should then guide decisions regarding on-going architectural renovation and new constructions.

- There is need for a modern Kuwait National Museum covering the historical, urban and social evolution of Kuwait from Antiquity to the Present day, showing the roots of today's Kuwait. This was also widely expressed by stakeholders and consultants.

- The NCCAL and the Kuwait National Museum renovation project are facing a main challenge concerning the qualification and number of museum staff available locally. Today the KNM has 20 members of staff hired by NCCAL, complemented by another 20 staff members hired by DAI, working in all museum departments, managing and curating exhibitions, storage, laboratories, etc., for the KNM museum complex, clearly well below needs.

The challenges of DAI are as follows:

- The staff is overstretched and operates at maximum capacity. Staff multi-task in order to cope with the requirements of the DAI cultural program and the management of the collection. This hampers the ability of staff to focus and specialize in the subject matter of the collection.

- The structure of DAI is not a conventional museum structure; the operational model relies heavily on external expertise.

- Capabilities for conservation are limited, given the sheer size of the collection, its diversity in terms of cultural materials and significance.

- The collection (part of it) is temporarily housed in the Yarmouk Cultural Centre; it awaits the completion of block 9 in the compound of the National Museum, which provides more adequate storage and conservation facilities.

With respect to challenges affecting the field of handicrafts and creative industries:

- A sector is without a dynamic vision for handicrafts and there is a generally conservative and restricted vision of the importance of traditional crafts in the cultural heritage of Kuwait as reflected in the NCCAL Strategic Plan 2015-2020 and illustrated in the National Museum's Heritage Exhibition.

- The General Framework of the Strategic Plan includes a reference to the 2003 UNESCO 'Convention for the Safeguarding of the Intangible Cultural Heritage', to which Kuwait is a State Party. However, there is no mention of the fact that traditional craftsmanship is one of the five identified domains (together with oral traditions and expressions, performing arts, social practices, knowledge and practices concerning nature and the universe).

- The strategic objectives and operational goals of the Plan do not take into account the implications of the Intangible Cultural Heritage as being transmitted from generation to generation, being constantly recreated by communities and groups, in response to their environment, their interaction with nature and their history, and, providing communities and groups with a sense of identity and continuity.

- The absence of continuity and lack of (re)presentation of crafts as a living art are most patent in the displays at the National Museum Heritage Exhibition. Indeed, instead of revealing to the visitors, especially children and youth, how the lives of Kuwaitis have changed since the discovery of oil, all the craft characters and objects exhibited belong to the past history.

- There is need for introducing crafts in schools. Except for a programme of workshops in the premises of Al-Sadu House for children to create projects with textiles, there is a lack of a significant arts and crafts education provision in Kuwait. Yet, as many professionals and intellectuals point out, this type of programme is indispensable if Kuwait wants its young people to become productive and creative citizens proud of their culture and identity.

- The introduction of crafts in schools should also contribute to the preservation and transmission of skills and know-how which otherwise run the risk of disappearing, such as the Bisht (man cloak) weaving. Native artisans working in jewellery are in decline and are being replaced by foreign artisans mainly from India and Pakistan. Through a crafts vocational training scheme, young school drop-outs can be provided with an accessible employment alternative.

- There is need for recognizing crafts as a creative industry. Supporting creativity in the various cultural fields is one of the five tenets of the NCCAL Strategic Plan. It is, however, observed that the field of crafts is either ignored or disregarded in the Sectors Strategic objectives that rather focus on Kuwaiti Cinema, Music, Theatre and Literature.

- Although universally recognized as one of the domains of the Intangible Cultural Heritage, Crafts are also considered as a creative industry following the most commonly accepted definition by the United Nations Conference on Trade and Development (UNCTAD)[9]. It is necessary to raise awareness among Kuwaiti decision-makers of the potential role of crafts in social and economic development, particularly in the current context of search for alternatives to an oil-dependent economy. Craft persons do not simply preserve and promote the cultural heritage, but also enrich and adapt this heritage to the contemporary needs of the society.

I. STRATEGY

The "*low level of cultural activity and production* in Kuwait" has been identified by the Government and recognized as a major challenge facing the future development of the country and its society. While national development in the GCC and in other Arab countries has focused in the past decades on infrastructure, industry, urban development, municipal services, and to a certain extent, education and healthcare, only in the recent decade do we see a serious attempt to support development in the cultural sector. Culture contributes to making a society healthy, and it has direct implications on fostering a stronger feeling of nationhood and the preservation of national identity in the face of globalization.

Today, and due to the substantial fall in the price of oil, a major contributor to the GDP of Gulf countries, national investments and efforts to develop the cultural sector are on the rise due to the role culture plays in fuelling cultural tourism and creative industries, through the creation of cultural products that generate return on the economic level, as well as on the level of the labour market, as a contributor to the job pool providing employment to young GCC nationals and in our case,

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[9] Background paper by UNCTAD Secretariat for the meeting of the High-level panel on the creative economy and industries for development, Accra, Ghana- 20-25 April 2008

young Kuwaitis. Culture creates a grounded society, it is an important brand and a vehicle for diplomacy to which Kuwait can invest further through this project.

In fulfilling the goal for cultural development, the government would also be contributing to the fulfilment of the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. In particular, the current project will be contributing to the fulfilment of the following SDGs:

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning.
Through the promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all.
Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and, By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

Goal 12: Ensure sustainable consumption and production patterns.
Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.

Goal 17: Revitalize the global partnership for sustainable development.
Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism.

Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.

Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation.

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Yet in order to have a strong and productive cultural sector, an entire mechanism needs to be put in place, one that is at par with the ambitions of the country and with the aspirations of its society. The ambitions of the government are clear; they are expressed in the GSSCPD's vision for culture and heritage as revolving around:

- The preservation of **'Kuwaiti identity'** and its transmission to young generations;
- The enhancement of **cultural services** through reform and strengthening of the cultural institutions in charge, namely the NCCAL;
- The **promotion of cultural tourism** and the development of cultural assets to support this industry, which is considered one of the main sectors for diversifying the Kuwaiti economy in the future. The economic model would rely largely on **public-private partnerships** and on encouraging investments by the private sector.

In this respect, the goal of this project is to support the Kuwaiti authorities in achieving and providing:

A clear framework for the development of culture established by creating the bases for strong cultural institutions that operate to today's international standards.

Services to society and a rich cultural agenda and programs extended through skilled and qualified personnel, as well as effective platforms that encourage creativity and productivity in the cultural field.

In attempting to address the developmental challenge and in support of the above aims, the proposed project adopts approaches and strategies that are aligned with the KNDP 2015-2020 and the UNDP/CPD intended outcomes (2015-2018), as well as respond to the national development goals outlined in the 'Vision for 2035' of the Amir of Kuwait, and the Kuwait Development Plan 2015-2020. The project is also aligned within the UNESCO Programme and Budget in its vision to support Member States in "Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development", in particular, by generating innovative approaches and policy advice for the strengthening of museums' roles as vectors for intercultural dialogue and sustainable development, and through "the educational and social roles of museums for social cohesion and conflict prevention. UNESCO will draw on existing international standard setting instruments and recommendations in this regard, such as the recent 2015 Recommendation on the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society, in order to promote broader approaches to culture as a bridge to development.

In this regard, successful development results envisaged by the various background documents must be centred around strong, resilient, effective, transparent, accountable and adaptive governing institutions that: (a) are populated with high-calibre national staff, and (b) benefit from a policy environment and a regulatory framework that allow such institutions to be effective in promoting economic diversification, transparent governance, and equitable, comprehensive development for vulnerable groups.

The outcomes referred to above contribute to institutional reform and strengthening, to human resource development and capacity building, to the development of capabilities in cultural management (including museums), to improving structures and systems, and to the development of the creative industries. The project is also particularly focused on enhancing South-South and Triangular Cooperation by forging alliances with other GCC and East Asian countries, in order to learn from their experiences in cultural development, as well as share knowledge and expertise and take part in capacity building programs and activities in the cultural field.

The cultural framework for culture in Kuwait has gaps, and these need time to be filled in order for institutional culture to mature. Accordingly, the outputs and associated activities outlined below try to fill in gaps in the policy environment for culture, in institutional structures and performance, in staff capacities, as well as in transparency and rationale in the provision of services to the community. These are essential steps that need to be undertaken in order to create a solid basis for development, and to pave the way for further improvements in the future.

All activities prescribed under each following outcome include elements of formal capacity building and tutoring embedded within them, since they are to be implemented with participation from NCCAL staff. Personnel and budget estimates take into account expertise hired by UNESCO and assigned tasks that are considered catalysts and formative in nature. All activities have elements of internal staff participation and support activities, such as events, symposia, meetings, surveys, and benchmarking trips. The role of the experts brought into the project is focused on strategic planning and guidance. These aspects will be developed with participation from the local Kuwaiti Team who will take charge of the strategic process and be responsible for all tactical and operational activities and delivery.

II.   RESULTS AND PARTNERSHIPS

- *Expected Results*

The project is aligned with and contributes to both UNESCOs Medium-term Strategy for culture (37 C/4 2014-2021) and Programme and Budget (38 C/5), and to the UNDP Strategic plan outcome and output framework. The project is linked to UNESCO Major Programme IV for Culture and the UNDP Strategic Plan through the following:

UNESCO 38 C/5:

Main Line of Action 1 - Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development

Main Line of Action 2 - Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries

UNDP Strategic Plan Outcome and Output:

South-South and Triangular cooperation partnerships established and/or strengthened for development solutions

Country Programme Document (CPD), Country Programme Action Plan (CPAP): Outcome, Output and associated indicator(s):

Outcome #4. Strategic Multilateral partnership at the global and regional levels established, including through South-South and Triangular cooperation, to advise the post 2015 development agenda

Output 4.2

Promote the cultural heritage of Kuwait

Indicators 4.2.1 Number of initiatives and action organized to promote cultural heritage in Kuwait

Project Outputs:

The project has 5 outputs:

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

A cultural policy framework that positions NCCAL as a regulator and enhancer of cultural activity under the light of the expanding cultural landscape in Kuwait and the transition from a welfare state to a market-driven economy, also taking into account current and future regional and global issues. The policy framework will guide NCCAL's Strategy revision. Output 1.1 will also produce a comprehensive master plan for the implementation of NCCAL's strategy with specific human resources needs and budget prescriptions in order to enable NCCAL to better plan its yearly requirements, structures, human resources and reporting requirements, and negotiate its growth path with the government.

Through a clear policy framework and a comprehensive strategy and operational master plan, NCCAL's organizational structure will be better positioned to serve NCCAL's development objectives. The current output is limited to delivering a pilot re-design of the museums department taking into account the overall structure of the organization, in order for it to operate according to the standards of today.

The expanding cultural sector in Kuwait will create a significant investment burden on the state; in order to avoid that, the output will focus on incorporating the private sector into the delivery of NCCAL's programs and activities. Moreover, a framework for enhancing the culture of sponsorship, private endowments, trusts and private funds for culture will be developed in order to overtake dependence on public funds for the sponsorship of culture.

Specific activities associated with Output 1:

- One or two round table discussions with national specialists in different areas including culture, sociology, political science, environment, security, demography, identity, etc., in order to flag out the positioning of culture in today's world and the role it plays in society;
- NCCAL international symposium on cultural policy so as to be aware of the latest trends in international debates and thinking about cultural policy;
- A stakeholder assessment about people's attitudes towards culture so as to understand the latest national perceptions and trends as well as to accurately define what cultural services NCCAL can offer to its audiences;

- Elaboration of a public cultural policy based on themes, topics, tendencies and trends identified via the above-mentioned activities and disseminate/publicize the policy document;
- Review process of NCCAL Strategy in the framework of the proposed Project Document and update the NCCAL's Strategy document;

Output 2: Institutional strengthening for NCCAL with focus on Museums Division

A 21st century concept for the Kuwait National Museum with a clear mission, objectives and a proactive role in society and in the City. The mission will inform the organizational and operational structure of the museum, in addition to its communications and community engagement strategies. This process involves on the job training for the staff that will eventually take charge of operating the National Museum Complex, its collections and programs, as well as help them grasp concepts of 21st century museums and their role in society as agents of positive change.

An important element generated by this output is a condition assessment of the ethnographic collections at NCCAL as a prelude to their conservation (at a later stage). This will also involve developing strategies for preventive conservation, conservation intervention and long-term storage.

Specific activities associated with Output 2:
- Review existing institutional assessments of museum division as part of the overall NCCAL Strategy
- Evaluation of the current KNM project suggesting possible improvements.
- Developing a feasibility study for installing, within the KNM compound, museum services to the visitors, such as museum and gift shops, cafeteria, etc.
- Following up the Exhibition of DAI's collection in Buildings 3 and 4, up to the installation of the display in the galleries.
- Studying the feasibility and a new programme for the display of the Al-Sabah pre-Islamic collection in Building 17.
- Forming a support team at the core of KNM to undertake the condition survey of the ethnographic collection and developing conservation strategies;
- Museological programme and opening of the "History of Kuwait" exhibition

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

Capacity development for NCCAL\DAI staff in conservation, exhibition planning and delivery, crafts and culture industries development and branding.

A holistic framework to crafts' development with activities that have multiple effects and carry with them at the same time social, cultural and economic impact. The output positions handicrafts as a contributor to the national economy by aligning it with areas that have been targeted for further development, particularly the cultural tourism industry, hence, contributing to efforts to reduce dependency on oil.

The Al Sadu Craft Weaving Co-operative Society, an improved model enterprise replicated in other craft areas such as jewellery and metal work, woodwork, basketry and leatherwork, covering the whole value-chain of a creative industry with operations enriched by design interventions for the development of new lines of products.

Specific activities associated with Output 3:
- Map out capacity development needs for NCCAL staff

- One or two round table discussions with different segments of society (subject matter experts, traders, architects and planners, artists and writers, community representatives, tourism agents, etc.) to explore and debate different models of National Museums across the globe, while defining what specificity Kuwait has and can project into a National Museum project and what aspirations and ambitions are out there for a project of that sort.

- Prepare an implementation plan covering all aspects of capacity development (study tours, on job training sessions, specialized courses, coaching, …etc.)

- Organize specialized training of NCCAL\DAI conservators.

- Organize specialized training of NCCAL\DAI staff in exhibition planning and delivery

- Developing a framework for crafts development in the NCCAL Strategic Plan 2015-2020, specifically under Axis 6 of the Sectors Strategic Objectives ("Supporting, encouraging and developing Fine Arts");

- Undertaking a feasibility study for the establishment of a National Center for Traditional Handicrafts based on:

  o a survey of existing crafts in Kuwait and of practicing artisans in each profession;

  o the findings of the value chain analysis (creation-production-distribution-consumption) of each identified craft;

  o a SWOT analysis of the craft sector to identify converging needs and gaps to be filled, for example the institutional support for promotion and protection, technical and management training, funding for production and distribution opportunities at national, regional and international levels.

- Conducting 2 product development workshops, under the guidance of an International Designer, preferably from the Arab Region (such as Jordan, Egypt, Tunisia or Morocco);

- Undertaking a marketing study, on (a) the demand of potential consumer groups (diplomatic corps, tourists and visitors, government agencies, export markets) and (b) new outlets, besides the well-designed Sadu craft shop, for the distribution of products, such as Shopping Malls which play a significant role in contemporary Kuwaiti society, Airport, Hotels, etc);

- Fostering the participation in 2 International Craft Trade Fairs, one in Asia (for example the Jakarta International Handicraft Trade Fair or the Bangkok International Gift and Houseware Fair) and one in Europe/USA. The International Folk Art Market in Santa Fe, USA is the ideal one for the type of products from Al Sadu linking traditional designs and contemporary items. The Fair organizers welcome every year participants from countries whose crafts are little known, which is the case with Kuwait

Output 4: NCCAL undertakings widely disseminated

The promotion of the activities of the project will make it possible to reach a local and international audience who will be interested in understanding and learning from the experience of Kuwait in the area of cultural development. Specific products such as policy framework documents, symposium proceedings, the concept and model of the KNM, advocacy and communications strategy, conservation and the implementation of a national crafts development plan are all products that have an awareness side to them as they try to inform and engage with a large audience base.

Specific activities associated with Output 4.1

- Conduct a public survey (including social media) to gather people's attitudes and aspirations for a National Museum of Kuwait.
- Support the development an Advocacy and Communications Strategy for the KNM and NCCAL;

- Conduct NCCAL core museum team training in advocacy, outreach and culture-based communications
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Output 5: SSC/TRc enacted through benchmarking and knowledge sharing

Benchmarking and knowledge sharing involving learning from the success stories as well as from the mistakes of Kuwaiti institutions as well as other GCC countries in the area of museum development. Making sure that NCCAL's leap into the future is better informed and that it benefits from the experiences of others. Other GCC countries like Oman, the UAE and Qatar have demonstrated strengths in some areas of cultural growth, which can benefit the drive for expanding the scope of Kuwaiti institutions that are by far more established culturally, and benefit from decades of cultural activity, but have been affected by the Iraqi Invasion and are now in need of a fresh rebound.

Specific activities associated with Output 5:

- Building on the successful experience of DAI, prepare and implement programmes in the area of collections management, exhibition preparation, travelling exhibitions, cultural programming and international cooperation,
- Proposing trips with the purpose of learning from the experiences and expertise developed in the GCC and Asia through a South-South and Triangular coordination process, in order to avoid mistakes and make informed decisions about the best-suited concepts, models and programs for Kuwaiti institutions.

Partnerships

UNDP and UNESCO will implement the project in partnership with GSSCPD, NCCAL, al Sadu Cooperative, the Civil Service Commission, DAI, and with the support of academic institutions and private art and culture initiatives and platforms. UNDP and UNESCO will be responsible for the proper implementation of the project and the achievement of its goals and objectives. They will make sure that the required international expertise is identified and mobilized and will establish the strategic, intellectual and technical framework to guide and support the implementation of the various activities and the delivery of the expected results. In doing so, the project is expected to have the right ethical, methodological and rational basis throughout its implementation.

GSSCPD is responsible for making the necessary government adaptations to ensure that institutional change is supported and occurs on time and in fulfilment of the objectives of the project and that other government bodies (including the Civil Service) cooperate in order to allow the interventions of the project to become successful.

NCCAL is responsible for making all the necessary internal changes to its structures and systems in order to entrench the process of change, as well as to mobilize the needed resources from within and from outside of the Council in order to drive the activities of the project. In particular, NCCAL will be responsible to mobilize resources to cover all costs associated to the implementation of workshops, conferences, visit abroad and participation to fairs and other activities with associated logistic expenditures.

The partnership and cooperation of the other bodies will be defined and regulated in the framework of specified agreements or MOUs as per the requirements of the individual activities.

Stakeholder Engagement

There are three main categories of key stakeholders for this project:

a) The governmental institutional sector: comprising GSSCPD, NCCAL, the Civil Service Commission, the Ministry of Finance, the Chamber of Commerce and Industry, etc.

b) Academia: universities, colleges, research institutes, etc.

c) Private initiatives and NGO's: DAI, associations, cooperatives, community representatives, etc.

d) The private sector: companies, corporations, individuals, etc.

The stakeholders will be engaged in the framework of the activities of the project, but also by way of the various assessments and participatory mechanisms proposed.

South-South and Triangular Cooperation (SSC/TrC)

Kuwait seems to be following the steps of other GCC countries in the area of large-scale cultural developments. It is important for NCCAL to be aware of the success stories as well as the mistakes these countries have made along the way and learn from them so that the Kuwaiti development process is smooth and benefits from the experiences of others. Kuwait can learn from the experiences and expertise developed in the GCC, Arab Region or Asia so as to adopt the best-suited concepts, models and programs for Kuwaiti institutions.

Capacity building of a new generation of museum professionals through attendance of relevant university courses in UAE or Qatar is also an important outcome of this future cooperation.

On another level, for example Asian cultural institutions have developed important and progressive approaches to the management of culture, whether in the area of traditional culture/arts and crafts, or museology. Cooperation with such institutions will be proposed. These can also be beneficial in shortening the developmental gap NCCAL needs to bridge in the short and medium terms.

Knowledge and Awareness-Raising

The bodies involved in the delivery of some of the activities of the project will be encouraged to publish and disseminate lessons learnt from the experiences they've acquired. The promotion of the activities of the project will make it possible to reach a local and international audience who will be interested in understanding and learning from the experience of Kuwait in the area of cultural development. Specific products such as policy framework documents, symposium proceedings, the concept and model of the KNM, advocacy and communications strategy, conservation and the implementation of a national crafts development plan are all products that have an awareness side to them as they try to inform and engage with a large audience base.

Sustainability and Scaling Up

The project is centred on the formation of a core team of NCCAL staff that will be involved in the strategic conceptualization of the various strategies as well as be responsible for their implementation. If NCCAL empowers its staff to take charge of the management of the museum sector and abide by the policies, structures and systems that will be established by the project, the sustainability of the achievements and outcomes will be ensured. Moreover, the project is designed with the aim to produce seasoned cultural professionals that will be aware of the latest advancements in their field, that are anchored to cultural networks in the GCC and worldwide, and that have the technical capabilities to make their own decisions and manage their responsibilities efficiently.

III.   PROJECT AND RISK MANAGEMENT RISKS MANAGEMENT

The project is designed to provide a comprehensive solution to the identified challenge (see details in section I above) while contributing to the fulfilment of the main goal. The project's goal is to:

Establish a clear framework for the development of culture by creating the bases for strong cultural institutions that operate to today's standards with the qualified and skilled personnel to extend services to society and deliver a rich cultural agenda and programs, as well as effective platforms that encourage creativity and productivity in the cultural field.

There are however potential key risks involved that could impede the fulfilment of the objectives of the project and the achievement of results. The most important ones are listed below:

1- Insufficient resources allocated to the project. The proposed project is complex and requires the recruitment of the right level of expertise to work under the framework of a supportive and qualified governance structure. Moreover, to make the project completely sustainable NCCAL would have to commit to cover all expenses linked to consultants' logistics in the country, to commit to workshops, conferences, trips abroad logistic expenses and other support expenses needed to deliver the activities at the exception of consultants fees and international travel.

Mitigated through: Securing the right financial commitment from the government/NCCAL from the outset of the project and making sure the right resources are on board for the delivery of the project's results. These will be specified in the tripartite Agreement.

2- Local authorities are not on track with project development and do not fully engage in the change management process. This will keep the project and its results in the realm of theory and will not help cultural institutions develop their policies, structures, systems, human resources and services up to the required standards.

Mitigated through: explaining to local authorities the level of investment expected and identifying milestones for effective institutional commitment, support and intervention.

3- NCCAL core team does not mobilize the human and financial resources fully in order to benefit from the capacity building exercise and training components. This would be a missed opportunity since the project will empower NCCAL staff with the knowledge and abilities to take charge of managing and growing their own cultural experience.

Mitigated through: make sure NCCAL's core team is recruited and ready from the outset of the project, that financial resources are committed and that the team is relieved from other responsibilities so as to enable them to focus on the capacity building program.

COST EFFICIENCY AND EFFECTIVENESS

The project benefits from lessons learned throughout the implementation of the previous country program by UNDP and builds on its successes. By providing training and capacity building for national human resources and bringing in crucial expertise for strategic purposes and for short-term interventions, the project would be relying on existing resources while helping them develop their standards and output levels. Additionally, the project would bank on the current funded cultural portfolio of NCCAL to benefit from products, events, platforms, resource bases and networks in order to reduce cost and avoid duplication.

Project Management

The project will have a physical office located at the premises of NCCAL in Kuwait, ensuring direct engagement with management and staff throughout the project period. A dedicated team from UNESCO and UNDP will be physically stationed at NCCAL.

IV. RESULTS FRAMEWORK

The project is aligned with and contributes to both UNESCOs Medium-term Strategy for culture (37 C/4 2014-2021) and Programme and Budget (38 C/5), and to the UNDP Strategic plan outcome and output framework. The project is linked to UNESCO Major Programme IV for Culture and the UNDP Strategic Plan through the following:

UNESCO 38 C/5:

Main Line of Action 1 - Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development

Main Line of Action 2 - Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

UNDP Strategic Plan Outcome and Output:

South-South and Triangular cooperation partnerships established and/or strengthened for development solutions

Country Programme Document (CPD), Country Programme Action Plan (CPAP): Outcome, Output and associated indicator(s):

Outcome #4. Strategic Multilateral partnership at the global and regional levels established, including through South-South and Triangular cooperation, to advise the post 2015 development agenda

Output 4.2
Promote the cultural heritage of Kuwait
Indicators 4.2.1 Number of initiatives and action organized to promote cultural heritage in Kuwait

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Indicators 4.2.1 Number of initiatives and action organized to promote cultural heritage in Kuwait
Baseline: Several activities were conducted to promote cultural heritage
Targets:

Applicable Output(s) from the UNDP Strategic Plan:
Output 4.2: Promote the cultural heritage of Kuwait

Project title: Preservation and promotion of Kuwait's cultural heritage,

Atlas Project Number: 00102378

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		Targets			DATA COLLECTION METHODS (DC) & RISKS (R)
			Value	Year	2017	2018	Total	
Output 1. NCCAL strengthened through cultural policy development and institutional restructuring	1.1 NCCAL cultural policy framework developed and enacted	NCCAL, UNDP, UNESCO	0	2016	1	-	1	DC: Cultural policy framework document in draft and in final formats. R: Cultural policy framework not enforced and does not permeate the work of NCCAL
Output 2 Institutional strengthening for NCCAL with focus on Museums Division	*2.1 KNM core documents prepared*	NCCAL, UNDP, UNESCO		2016	2	0	2	DC: Core documents R: Founding documents are not faithful to the aspiration of the stakeholders
	2.2 KNM project reviewed and improvements made	NCCAL		2016	1	0	1	DC: KNM project review and feasibility studies submitted R: Review and recommendations not taken into consideration by Project Management
	2.3 Ethnographic collection surveyed and action plan drafted	NCCAL, UNDP, UNESCO		2016	1	1	2	DC: Condition survey of ethnographic collection Conservation strategies document R: No financial provisions made to implement conservation strategies
Output 3 Capacity development plan for NCCAL implemented	3.1 Number of training for NCCAL\KNM staff in conservation and exhibition planning and delivery conducted	NCCAL, UNESCO	0	2016	2	6	8	DC: Training programme delivered R: Training sessions fail to attract the sufficient number of participants

			Baseline	Year				Means of Verification / Risks
and handicrafts and creative industries framework established and capacities enhanced	3.2. Handicrafts framework established	NCCAL and Stakeholders, UNDP, UNESCO	0	2016	1	-	1	DC: Handicrafts and creative industries framework document R: Framework not embedded into the strategic development agenda of the government
	3.3 Number of training workshops for al Sadu Cooperative	NCCAL and Stakeholders, UNDP, UNESCO	0	2016	1	1	2	DC: Workshops evaluation reports R: Workshops fail to attract the right profile and number of participants
	3.4 Feasibility study for National Centre for Traditional Handicrafts prepared.	NCCAL and Stakeholders, UNDP, UNESCO	0	2016	1	-	1	DC: Feasibility Study document R: No appetite for establishing and funding a new institutional body
Output 4 NCCAL undertakings widely disseminated	4.1 Communication and outreach strategy developed	NCCAL UNDP, UNESCO	0	2016	-	1	1	DC: Communication strategy document R: Framework not embedded into the strategic development agenda of the government
	4.2 Number of training workshops in communication, outreach and culture-based communication delivered	NCCAL , UNDP, UNESCO	0	2016	1	3	4	DC: Workshops evaluation reports R: workshops fail to attract the right profile and number of participants
Output 5: SSC/TRc enacted through benchmarking knowledge sharing and international positioning	5.1 Number of benchmarking trips (facilitated by UNESCO and financially supported by NCCAL)	NCCAL	0	2016	1	3	4	DC: Benchmarking trip reports R: Benchmarking trips have poorly established learning objectives; No financial support by GoK
	5.2 Number of Kuwaiti students enrolled in museum studies programme in the GCC (facilitated by UNESCO and financially supported by NCCAL)	NCCAL	0	2016	0	4	4	DC: Applications made R: No Kuwaiti students come forth to take part in the project; No financial support by the GoK

V.   MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	GSSCPD, NCCAL, UNDP, UNESCO	-
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	GSSCPD, NCCAL, UNDP, UNESCO	-
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	GSSCPD, NCCAL, UNDP, UNESCO	-
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	GSSCPD, NCCAL, UNDP, UNESCO	-
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	GSSCPD, NCCAL, UNDP, UNESCO	-
Project Report	A progress report will be presented to the	Annually,	Progress reports records the	GSSCPD,	-

	Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly and at the end of the project (final report)	project's progress on quarterly, annually and by the end of the project.	NCCAL, UNDP, UNESCO
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Quarterly	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	GSSCPD, NCCAL, UNDP, UNESCO -

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project final Evaluation	-	7	4	31 Dec. 2018	GSSCPD, NCCAL, UNDP, UNESCO	15,000 USD Project fund

VI. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	Total		Funding Source	Budget Description	Amount[10]
Output 1 NCCAL strengthened through cultural policy development and institutional restructuring	1.1 Round table discussions with national specialists in different areas including culture, sociology, political science, environment, security, demography, identity, etc., in order to discuss developed policy & the positioning of culture in today's world and the role it plays in society	10,000	0	10,000	UNESCO, UNDP NCCAL			10,000
	1.2 Convene international symposium on cultural policy so as to be aware of the latest trends in international debates and thinking about cultural policy.	0	20,000	20,000	NCCAL, UNESCO, UNDP			20,000
	1.3 Launch stakeholder assessment about people's attitudes towards culture so as to understand the latest national perceptions and trends as well as to accurately define what cultural services NCCAL can offer to its audiences	45, 000	0	45, 000	NCCAL, UNESCO, UNDP			45,000
	1.4 Elaborate public cultural policy based on themes, topics, tendencies and trends identified via the above-mentioned activities and disseminate/publicize the policy document	15,000	0	15,000	NCCAL, UNESCO, UNDP			15,000
	1.5 Review and update the NCCAL Strategy in the framework of the proposed Policy Document.	20,000	0	20,000	NCCAL, UNESCO, UNDP			20,000
Total for Output 1		90,000	20,000	110,000				**110,000**
Output 2 Institutional strengthening for NCCAL with focus on Museums Division	2.1 Review existing institutional assessments of museum division as part of the overall NCCAL Strategy	22,000	0	22,000	NCCAL, UNESCO, UNDP			22,000

[10] All amounts are in USD.

	Activity				Partners			Total
	2.2 Evaluation of the current KNM services and departments suggesting possible improvements	17,211	15,000	32,000	NCCAL, UNESCO, UNDP			32,211
	2.3 Developing a feasibility study for installing, within the KNM compound, museum services to the visitors, such as museum and gift shops, cafeteria, guided tours, etc.	30,000	18,000	48,000	NCCAL, UNESCO, UNDP			48,000
	2.4 Following up on the Exhibition of DAI's collection in Buildings 3 and 4, up to installation of the display in the galleries.	20, 000	45, 000	65,000	NCCAL, UNESCO, UNDP			65,000
	2.5 Studying the feasibility and a new programme for the display of the Al-Sabah pre-Islamic collection in Building 17.	0	39,278	39,278	NCCAL, UNESCO, UNDP			39,278
	2.5 Forming a support team at the core of NCCAL KNM to undertake the condition survey of the ethnographic collection and developing conservation strategies	20,000	30,000	50,000	NCCAL, UNESCO, UNDP			50,000
	2.6 Museological programme and opening of the "History of Kuwait" exhibition		50,000	50,000	NCCAL, UNESCO, UNDP			50,000
	Total for Output 2	**109,211**	**197,278**	**306,489**				**306,489**
Output 3 **Capacity development** **plan for NCCAL implemented and** handicrafts and creative industries framework established and capacities enhanced	3.1 Map out capacity development needs for NCCAL staff	20,000	0	20,000	NCCAL, UNESCO, UNDP			20,000
	3.2 Hold round table discussions with different segments of society to explore and debate different models of National Museum across the globe, while defining what specificity Kuwait has and can project into a National Museum project and what aspirations and ambitions are out there for a project of that sort.	0	0	0	NCCAL, UNESCO, UNDP			0
	3.3 Prepare an implementation plan covering all aspects of capacity development (Study tours, on job trainings, specialized courses, coaching,,…etc.)	15,000	0	15,000	NCCAL, UNESCO, UNDP			15,000
	3.4 Organize specialized training of NCCAL/DAI conservators.	50,000	50,000	100,000	NCCAL, UNESCO, UNDP			100,000
	3.5 Organize specialized training of NCCAL/DAI staff in exhibition planning and delivery	25,000	25,000	50,000	NCCAL, UNESCO, UNDP			50,000

	3.7 Developing a framework for crafts development in the NCCAL Strategic Plan 2015-2020, specifically under Axis 6 of the Sectors Strategic Objectives ("Supporting, encouraging and developing Fine Arts");	0	10,000	10,000	NCCAL, UNESCO, UNDP			10,000
	3.8 Undertaking a feasibility study for the establishment of a National Center for Traditional Crafts	10,000	0	10,000	NCCAL, UNESCO, UNDP			10,000
	3.9 Conducting 2 product development workshops, under the guidance of an International Designer, preferably from the Arab Region (such as Jordan, Egypt, Tunisia or Morocco)	0	20,000	20,000	NCCAL, UNESCO, UNDP			20,000
	3.10 Outsource two marketing studies, one on demands and one on distribution	0	0	0	NCCAL, UNESCO, UNDP			0
	3.11 Facilitate participation in international trade fairs	0	5,000	5,000	NCCAL, UNESCO, UNDP			5,000
	Total for Output 3	**120,000**	**110,000**	**230,000**				**230,000**
Output 4 **NCCAL undertakings widely disseminated**	4.1 Conduct a public survey (including social media) to gather people's attitudes and aspirations for KNM	20,811	5,000	25,811	NCCAL, UNESCO, UNDP			25,811
	4.2 Develop and implement a communication and outreach strategy for NCCAL & KNM	0	30,000	30,000	NCCAL, UNESCO, UNDP			30,000
	4.3 Conduct NCCAL core museum team training in advocacy, outreach and culture-based communications	25,000	35,000	60,000	NCCAL, UNESCO, UNDP			60,000
	Total for Output 4	**45,811**	**70,000**	**115,811**				**115,811**
Output 5: SSC/TRc enacted through benchmarking, knowledge sharing and international positioning	5.1 Building on the successful experience of DAI, prepare programmes in the areas of collections management, exhibition preparation, travelling exhibitions, cultural programming and international cooperation, ,	25,000	25,000	50,000	NCCAL, UNDP			50,000
	5.2 Proposing trips with the purpose of learning from the experiences and expertise developed in the GCC and Asia through a South-South and Triangular coordination process, in order to avoid mistakes and make informed decisions about the best-suited concepts, models and programs for Kuwaiti institutions	2500	2500	5000	UNESCO			5000
	Total for Output 5	**27,500**	**27,500**	**55,000**				**55,000**

Outputs Total								**832,300**
Project Management	UNDP Liaison officer	55,000	85,000	140,000				140,000
	UNESCO technical advisor	120,000	120,000	240,000				240,000
	UNESCO project assistant	75,000	75,000	150,000				150,000
Miscellaneous	Miscellaneous							15,000
Evaluation	EVALUATION							15,000
GMS	UNDP GMS							30,000
TOTAL								**1,422300**

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will follow the modality of UNDP National Implementation. Partner of the project will be NCCAL. The DAI and the al-Sadu Cooperative will also take part in the implementation of the project. Project Management, a shared project set-up established jointly by UNDP and UNESCO, will be accountable to GSSCPD and UNDP for the production of outputs, the achievement of project objectives and the use of project resources in line with the objectives of this document and the Annual Work Plans. The shared project set-up will include a UNDP Project Coordinator to handle all project management and reporting requirements as well as organize and facilitate the various activities under the project, and a UNESCO Technical Advisor to make sure that the project technical support fulfils the goals and objectives and that it is delivered to the highest technical standards.

NCCAL will provide office space, furniture, stationery and local logistics as needed to facilitate the implementation of the project activities. NCCAL will also cover all costs pertaining to outsourcing third party research, assessments and studies, such as stakeholder assessments, audience research, branding, marketing, etc. NCCAL will also be responsible to mobilize resources to cover all costs associated to the implementation of workshops, conferences, visit abroad and participation to fairs and other activities associated with logistical costs. Moreover, to make the project completely sustainable NCCAL would have to commit to cover all expenses linked to consultants' logistics in the country and other support expenses needed to deliver the activities at the exception of consultants fees and international travel.

The project management structure will consist of the Project Board, Project Assurance, a Project Coordinator and a Technical Advisor as in the diagram below. UNDP's Project Coordinator will be handling the day-to-day activities as well as the institutional strengthening parts in consultation with UNESCO. UNESCO's technical advisor will be handling the technical issues and technical expertise. Both, Project Coordinator and Technical Advisor will be located at NCAAL offices. UNESCO will participate in the Project Board.

The Project Coordinator will be hired through a competitive process led by UNDP and GSSCPD where he/she will work primarily from the premises of NCCAL with 5% of his/her time to be physically present at UNDP if required. The Project Coordinator will collaborate closely with the Technical Advisor in technical matters and ensure that day-to-day activities are carried out on behalf of the Project Board within the arrangements (time and budget) laid down by the Project Board. The Project Coordinator's prime responsibility is to ensure capacity development of the Responsible Partners by providing the needed support to enable them to carry out the project activities and ensure that the project produces the results specified in the project document, and within the specified constraints of time and cost. Any changes in the milestones and outputs of the project will be discussed with and agreed upon by the Project Board. The Project Coordinator will be responsible for liaising with UNDP, UNESCO, NCAAL and GSSCPD specifically on providing inputs and experts to the project. He/she will be responsible for preparing a detailed project work plan and budget, reporting the day-to-day activities and progress of the project, and submitting quarterly progress to UNDP and the Project Board. He/she will also be responsible for managing the project's budget and monitoring expenditures according to standard UNDP financial management rules and regulations, for maintaining and updating all financial and other documentation related to the project and for monitoring the project's overall progress at UNDP's electronic system ATLAS. The Project Board will consist of:

- Executive: individual representing the project ownership to chair the group. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier – The General Secretary of Supreme Council for Planning and Development (GSSCPD) – Secretary General (or as delegated)
- Senior Supplier: individual or group representing the interests of the parties concerned which provide technical expertise to the project. The Senior Supplier's primary function within the Board

is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire resources required. UNDP - Representative (or as delegated)
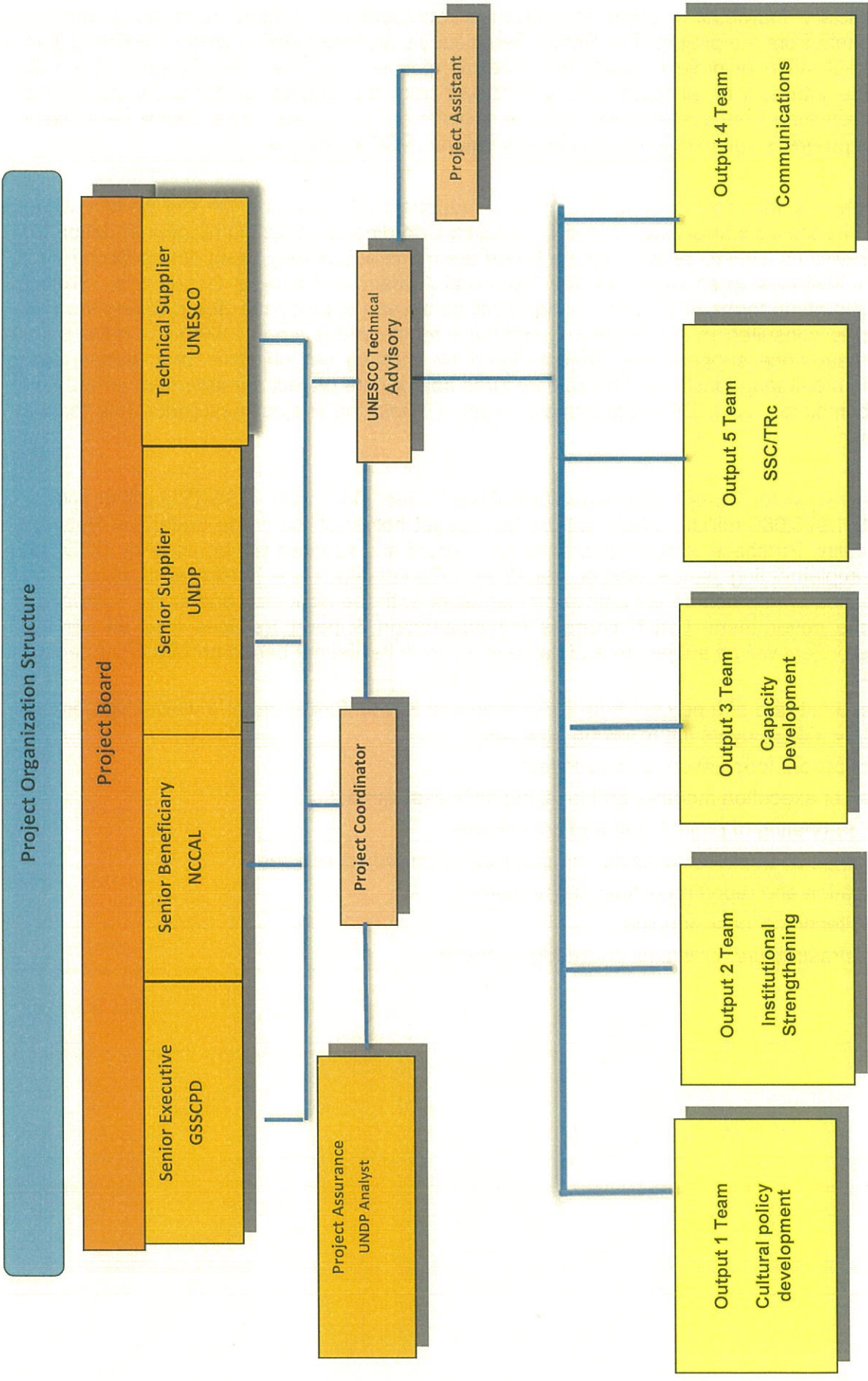
- Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. NCCAL and DAI.

The Board is responsible for making consensus basis management decisions for the project when guidance is required by the Technical Advisor and the Project Coordinator, including recommendation for approval of project revisions. Project reviews by the Board are made at quarterly basis during the running of a project, or at milestones when raised by the Technical Advisor and Project Coordinator. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Board during the first meeting. The Board is consulted by the Project Coordinator for decisions when tolerances have been exceeded. Project Assurance supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Analyst will hold the Project Assurance role for the UNDP Board member.

The project duration will be for 2 years after signature of the Project Document. GSSCPD will provide a contribution of US $ 1,975,089 million. UNDP will be the budget holder of the funds under the National Implementation modality. Purchase of non-expendable equipment and services will be done by UNDP at the request of the implementing partner and/or the Project Coordinator once he/she is in place. The request should be based on a procurement plan submitted along with the work plan and on an agreement to be signed with the government. UNDP charges Implementation Support Services fees as per the Universal Price. The project will be subject to audit at least once in its lifetime based on UNDP's financial rules and regulations.

GMS is recovered at a flat rate of 8 percent from Government of Kuwait funds, under a waiver agreement with UNDP corporately. GMS covers the following services:

- ✓ Project identification, formulation, and appraisal.
- ✓ Determination of execution modality and local capacity assessment.
- ✓ Briefing and de-briefing of project staff and consultants.
- ✓ General oversight and monitoring, including participation in project reviews.
- ✓ Receipt, allocation and reporting of financial resources.
- ✓ Thematic and technical backstopping.
- ✓ Systems, IT infrastructure, branding, knowledge transfer.

Project Organization Structure

Project Board

Senior Executive GSSCPD	Senior Beneficiary NCCAL	Senior Supplier UNDP	Technical Supplier UNESCO

Project Assurance
UNDP Analyst

Project Coordinator

UNESCO Technical Advisory

Project Assistant

- Output 1 Team — Cultural policy development
- Output 2 Team — Institutional Strengthening
- Output 3 Team — Capacity Development
- Output 5 Team — SSC/TRc
- Output 4 Team — Communications

VIII. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:
  X   Country has signed the Standard Basic Assistance Agreement (SBAA)
  ☐   Country has not signed the Standard Basic Assistance Agreement (SBAA)
  ☐   Regional or Global project

2. Implementing Partner:
  ☐   X Government Entity (NIM)
  ☐   UNDP (DIM)
  ☐   CSO/NGO/IGO
  ☐   UN Agency (other than UNDP)
  ☐   Global and regional projects

IX.   ANNEXES

1.   Project Quality Assurance Report

Program QA standards and rating tool – will be congruent with Project QA.

Roles and Responsibilities

Responsibilities of the QA Assessor and the QA Approver	Project QA Responsibility
QA Assessor UNDP staff responsible for project QA, who is not the project coordinator or part of the project team (at the CO level, this person is typically a Program Officer responsible for QA of the project)	- Conduct the project QA assessment, in consultation with relevant expertise as necessary. Inputs can include members of the Project Board, individuals providing project assurance, and other stakeholders. - Complete the project QA report
QA Approver This role must be separate from the QA assessor, functioning at a higher level of accountability for the project (At the CO level, typically the DRR, CD, DCD, or Head of Portfolio).	- Review the project QA report for completeness, comprehensiveness, and accuracy with additional support personnel as appropriate. - Adjust and approve the final project QA report as necessary in review with the QA Assessor, including follow up management actions.

2. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Preservation and promotion of Kuwait's cultural heritage
2. Project Number	**00102378**
3. Location (Global/Region/Country)	UNDP / RBAS / Kuwait

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental

Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

By focusing on population groups who are most marginalized, excluded or discriminated against, the project will identify avenues for empowering these groups to know and claim their rights and increase the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights (including those relating to cultural expression and practice). This often requires an analysis of gender norms, different forms of discrimination and power imbalances to ensure that interventions reach the most marginalized segments of the population, thus using the body of data and lessons learned through previous and ongoing UNDP initiatives to identify the needs and address them in all relevant project activities, particularly those linked to public engagement, stakeholder assessments, situation analysis, strategy and program formulation, etc.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project will be guided by ongoing efforts and commitments to develop the gender-sensitive National Social Development Strategy and Social Security Network for the State of Kuwait, including a component on a National Gender Equality Strategy. Social development priorities based on the NMRDP will be addressed through the overall strategy. Part of the overall strategy would be a gender equality strategy that will also respond to the gender issues and targets articulated in the NMRDP, as well as build on previous initiatives (e.g. Kuwaiti Declaration) and commitments (e.g. CEDAW).

Briefly describe in the space below how the Project mainstreams environmental sustainability
The project will be guided by the new National Environmental Law, the adoption of a Climate Change Mitigation Strategy and Action Plan in light of the outcomes of the United Nations Conference of the Parties (Paris CoP21, November 2015), and support the implementation of the State of Kuwait's obligations to international and regional treaties and conventions on the environment

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects. *No Risks Identified*	*Note: Respond to Questions 4 and 5 below before proceeding to Question 6* *No Risks Identified*	*No Risks Identified*

Risk Description	Impact and Probabilit	Significan ce (Low,	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential
No Risk Identified				

	y (1-5)	Moderate, High)	impacts and risks.
No social and environmental risks are expected.	I = P =		NA
[add additional rows as needed]			

QUESTION 4: What is the overall Project risk categorization?
Low Risk

Select one (see SESP for guidance)		Comments
Low Risk	x	
Moderate Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply		Comments
Principle 1: Human Rights	☐	NA
Principle 2: Gender Equality and Women's Empowerment	☐	NA
1. Biodiversity Conservation and Natural Resource Management	☐	NA
2. Climate Change Mitigation and Adaptation	☐	NA
3. Community Health, Safety and Working Conditions	☐	NA
4. Cultural Heritage	☐	NA
5. Displacement and Resettlement	☐	NA
6. Indigenous Peoples	☐	NA
7. Pollution Prevention and Resource Efficiency	☐	NA

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [11]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

[11] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[12] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No

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[12] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[13]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No

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[13] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

3. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
2	*Local authorities not on track with project developments*	2016	Operational	High	Explain to local authorities the level of investment expected and identify milestones for effective institutional intervention and support	Local institutions, UNDP, UNESCO	Scoping consultant	2016	Identified
3	*Planning activities do not take into account institutional realities and local systems*	2016	Strategic	High	Brief experts properly on the level of institutional capacities and capabilities for change	UNDP, UNESCO	Scoping consultant	2016	Identified
4	*Local institutions do not execute internal changes to enable the project to accomplish its goal successfully*	2016	Operational	Medium	Bind local institutions to change agenda and track implementation. Report progress to the governance board	UNDP, UNESCO	Scoping consultant	2016	Identified
6	*NCCAL core team not mobilized and not seriously invested in the project implementation process*	2016	Operational	High	Make sure the NCCAL core team is identified and mobilized at the outset of the project and that it is fully dedicated to its implementation	NCCAL, UNDP, UNESCO	Scoping consultant	2016	Identified
8	*Government fails to commit to establishing a framework for the development of crafts in Kuwait*	2016	Operational	High	Explain the framework to the government and secure its support from the outset	GSSCPD, UNDP, UNESCO	Scoping consultant	2016	Identified

4. **Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)**

5. **The project's first year detailed Annual Work Plan (AWP)**

EXPECTED OUTPUTS	PLANNED ACTIVITIES 2017	RESPONSIBLE PARTY
Output 1 NCCAL strengthened through cultural policy development and institutional restructuring	1.1 Round table discussions with national specialists in different areas including culture, sociology, political science, environment, security, demography, identity, etc., in order to flag out the positioning of culture in today's world and the role it plays in society	UNESCO, UNDP NCCAL
	1.2 Convene international symposium on cultural policy so as to be aware of the latest trends in international debates and thinking about cultural policy.	NCCAL, UNESCO, UNDP
	1.3 Launch stakeholder assessment about people's attitudes towards culture so as to understand the latest national perceptions and trends as well as to accurately define what cultural services NCCAL can offer to its audiences	NCCAL, UNESCO, UNDP
	1.4 Elaborate public cultural policy based on themes, topics, tendencies and trends identified via the above-mentioned activities and disseminate/publicize the policy document	NCCAL, UNESCO, UNDP
	1.5 Review and update the NCCAL Strategy in the framework of the proposed Project Document.	NCCAL, UNESCO, UNDP
Output 2 Institutional strengthening for NCCAL with focus on Museum Division	2.1 Review existing institutional assessments of museum division as part of the overall NCCAL Strategy	NCCAL, UNESCO, UNDP
	2.2 Evaluation of the current KNM project suggesting possible improvements	NCCAL, UNESCO, UNDP
	2.3 Developing a feasibility study for installing, within the KNM compound, museum services to the visitors, such as museum and gift shops, cafeteria, etc.	NCCAL, UNESCO, UNDP
	2.4 Following up the exhibition of DAI's collection in Buildings 3 and 4, up to the installation of the display in the galleries	NCCAL, UNESCO, UNDP
	2.5 Studying the feasibility and a new programme for the display of the Al Sabah pre-Islamic collection in Building 17	NCCAL, UNESCO, UNDP
	2.6 Forming a support team at the core of KNM to undertake the condition survey of the ethnographic collection and developing conservation strategies	NCCAL, UNESCO, UNDP
	2.7 Museological programme and opening of the "History of Kuwait" exhibition	NCCAL, UNESCO,

		UNDP
Output 3 Capacity development plan for NCCAL implemented and handicraft and creative industries framework established and capacities enhanced	3.1 Map out capacity development needs for NCCAL staff	NCCAL, UNESCO, UNDP
	3.2 One or two round table discussions with different segments of society (subject matter experts, traders, architects and planners, artists and writers, community representatives, tourism agents, etc) to explore and debate different models of National Museums across the globe, while defining what specificity Kuwait has and can project into a National Museum project and what aspirations and ambitions are out there for a project of that sort.	NCCAL, UNESCO, UNDP
	3.3 Prepare an implementation plan covering all aspects of capacity development (study tours, on job training sessions, specialized coursed, coaching, ...)	NCCAL, UNESCO, UNDP
	3.4 Organize specialized training of NCCAL/DAI conservators	NCCAL, UNESCO, UNDP
	3.5 Organize specialized training of NCCAL\DAI staff in exhibition planning and delivery	NCCAL, UNESCO, UNDP
	3.6 Developing a framework for crafts development in the NCCAL Strategic Plan 2015-2020, specifically under Axis 6 of the Sectors Strategic Objectives ("Supporting, encouraging and developing Fine Arts")	NCCAL, UNESCO, UNDP
	3.7 Undertaking a feasibility study for the establishment of a National Center for Traditional Handicrafts	NCCAL, UNESCO, UNDP
	3.8 Conducting 2 product development workshops, under the guidance of an International Designer, preferably from the Arab Region (such as Jordan, Egypt, Tunisia or Morocco)	NCCAL, UNESCO, UNDP
	3.9 Undertaking a marketing study on the demand of potential consumer groups and new outlets, besides well designed Sadu craft shop, for the distribution of products, such as Shopping Malls which play a significant role in contemporary Kuwaiti society	NCCAL, UNESCO, UNDP
	3.10 Fostering participation in 2 International Craft Trade Fairs, one in Asia and one in Europe/USA	NCCAL, UNESCO, UNDP
Output 4 NCCAL undertakings widely disseminated	4.1 Conduct a public survey (including social media) to gather people's attitudes and aspirations for the National Museum of Kuwait	NCCAL, UNESCO, UNDP
	4.2 Support the development an Advocacy and Communications Strategy for the KNM and NCCAL	NCCAL, UNESCO, UNDP
	4.3 Conduct NCCAL core museum training in advocacy, outreach and culture-based communications	NCCAL, UNESCO, UNDP

Output 5	5.1 Prepare and implement programmes in the area of collections management, exhibition, preparation, traveling exhibitions, cultural programming and international cooperation	NCCAL, UNESCO, UNDP
SSC/TRc enacted through benchmarking and knowledge sharing	Proposing trips with the purpose of learning from the experience and expertise developed in the GCC and Asia through a South-South and Triangular coordination process.	NCCAL, UNESCO, UNDP

6. Project Board Terms of Reference and TORs of key management positions
Draft Terms of References
Project Coordinator (Full-time)

Project Title & Number:
Post Title: Project Coordinator
Duty Station: Kuwait
Duration of initial contract: 12 months extended based on performance
Duration of project: 24 months
Type of contract: Service Contract
Contract Level: SB 4

BACKGROUND/ORGANIZATION CONTEXT:

DUTIES AND RESPONSIBILITIES:

A) *Summary of Key Functions:*

1. Ensures the Implementation of the Project Goals & delivery of all aspects of the project;
2. Day-to-day implementation and management of the project by maintaining a log of the delivery of appropriate technical, operational, financial and administrative outputs and tracking the progress of the project by monitoring and reporting
3. Provide timely advisory services on policy and programming matters related to the project to the Government and relevant ministries, local partners and institutions and other stakeholders, and also ensure facilitation of knowledge building and sharing among partners;
4. Ensure creation of strategic partnership and support effective resource utilization and mobilization for the project.
5. Provide effective guidance to stakeholders on ways to ensure the project mainstreams gender considerations in its implementation.

B) *Specific tasks and responsibilities:*

1. **Ensures the Implementation of the Project Goals** & delivery of all aspects of the project:

Coordinate, systemize, codify and integrate successful approaches, methodologies and tools developed in the relevant area, into a cohesive UNDP framework for supporting government's efforts in different aspects of sustainable energy;

2. **Day-to-day implementation and management of the project** by maintaining a log of the delivery of appropriate technical, operational, financial and administrative outputs and tracking the progress of the project by monitoring and reporting
   - Managing and coordinating the activities of project implementation based on relevant Project Document and related proposals, including the supervision and guidance of the Project Staff, short, medium and long-term consultants, with a view to achieving project results;
   - Responsible for the development of comprehensive/detailed Project work-plan including structured dynamics of all Project activities, role and responsibilities of the stakeholders and milestones;
   - Monitor progress and implementation of comprehensive/detailed project work plans and key event schedules comprising planned activities, responsibilities and deadlines relating to all active participants in the project;
   - Mobilize goods and services to initiative activities, including drafting TORs and work specification;
   - Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;

- Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible action if required; update the status of these risks by maintaining the Project Risk Log;
- Ensures the existence of successful quality assurance for the project's financial, procurement and administrative processes in order to make sure that they are conducted in line with prevailing UNDP rules and regulations as well as in line with the project timelines;
- Prepare the Progress Report (progress against planned activities, update on Risks issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;
- Perform tasks in ATLAS in line with given function;

3. **Provide timely advisory services on policy and programming** matters related to the project to the Government and relevant ministries, local partners and institutions and other stakeholders, and also ensure facilitation of knowledge building and sharing among partners:
   - Identification of sources of information related to policy-driven issues. Identification and synthesis of best practices and lessons learnt into project goals;
   - Support the development or strengthening of policies that will address the sustainable energy problems and needs in collaboration with the Government and other strategic partners.
   - Share relevant and substantive and operational experiences with other colleagues and counterparts; (Develop knowledge products based on the project outcomes to be shared with the Project partners).

4. **Ensure creation of strategic partnership and support effective resource utilization and mobilization** for the project

   - Develops strong relationships with the implementing partners;
   - Establishing effective linkages with other UNDP projects and with other initiatives in the sector with a view to developing substantive partnerships and generating synergies.
   - Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for initiation of new projects, recommend approaches to donors in terms of resource mobilization.

5. **Provide effective guidance to stakeholders** on ways to ensure the project mainstreams gender considerations in its implementation:
- Ensures gender is effectively mainstreamed throughout the project activities, work plans, budgets, reports, researches, analyses and, where specifically relevant, analyzed in detail;
- Ensure gender equality is mainstreamed throughout team, consultant and staff management activities;
- Ensures knowledge on gender equality is incorporated in Project Knowledge management activities and products.

PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS:

- Project activities executed in line with UNDP corporate principles (RBM, Prince2);

- Project team(s) effectively and efficiently guided and backstopped;

- New partnership with relevant national and international institutions (incl. UN agencies, and international organizations) promoted;

- Enabling legal and policy environment improved;

- Institutional and individual capacity to raise management cost-effectiveness in relevant institutions strengthened;

- Delivered funds in accordance to the planned Annual Work Plan;

- Timely and qualitative reporting in line with the Programme needs and Country Office/National partners requirements.

COMPETENCIES AND QUALIFICATIONS:

A) *Corporate Competencies:*

- <u>Integrity</u>: Demonstrates commitment to UNDP's mission, vision and values.

- <u>Respect of diversity</u>: Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; Treats all people fairly without favouritism.

- *<u>Client Orientation</u>: <u>Focuses</u>* on impact and result for the client and responds positively to feedback
- *<u>Team Work</u>: <u>Participates</u>* in teams effectively and shows conflict resolution skills
- *<u>Relationship Building</u>:* Builds strong relationships with clients and external actors
- *<u>Stress Management</u>:* Remains calm, *<u>in</u>* control and good humored even under pressure
- Demonstrates openness to *<u>change</u>* and ability to manage complexities

B) *Functional Competencies*

<u>Development and Operational Effectiveness</u>: Ability to participate in strategic planning, results-based management, monitoring and reporting; Ability to contribute in formulation, implementation, monitoring and evaluation of development programmes;

<u>Judgment/Decision Making</u>: identifies key issues in a complex situation and proposes course of action for overcoming of the issues.

C) *Technical Competencies*
Experience in implementing/managing cultural and heritage and/or related projects
Experience in managing Project work plans and budgets
Experience with cultural collections/Museums

D) *Education:*

Master's degree in Anthropology, or museum studies or other related field from a recognized university.

E) *Professional experience:*

- At least 7 years of relevant professional Project management experience preferably on similar projects ;
- Previous experience in implementing cultural heritatge or related projects would be an asset ;
- Experience in building partnerships in Project implementation and building teams among stakeholders including government officials, scientific institutions, NGOs and private sector;
- Experience in performing capacity building and training needs assessments, evaluations, monitoring, tracking progress in Project implementation and knowledge management.
- Previous experience in the UN system and cooperation is a strong asset.
- Excellent computer literacy (MS Office ; Windows XP, Internet) ; excellent communications, report writing and analytical skills.

F) *Language Requirements:*

Language proficiency in both written and oral English and Arabic is required.