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The Strategic Plan

For Improving the Performance of
The National Council for Culture,
Arts and Literature

2015 / 2020

Openness to Horizon

Second Edition

In the Name of Allah,
the Most Gracious,
the Most Merciful



His Highness the Emir of Kuwait
Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah



His Highness the Crown Prince

Sheikh Nawaf Al-Ahmad Al-Jaber Al-Sabah



His Highness the Prime Minister
Sheikh Jaber Al-Mubarak Al-Hamad Al-Sabah



His Highness Minister of Information, Minister of State for Youth Affairs
And the President of National Council for Culture, Arts and Literature

Sheikh Salman Sabah Salim Al-Hamud Al-Sabah

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Strategic Planning Team Address



As we are working in the field of cultural industry, and as the transition to a knowledge-based society which is today's global demand (Guided by The 5th Annual Arab Report on Cultural Development), and this desired community involves social, cultural, economic, political, institutional and other dimensions, and to have this transformation accompanied by a multi-level and genre change, and of that change giving a greater attention to each of creativity, its culture and investment in various sectors, especially the culture sector, as is the case towards openness and in particular the cultural openness, its culture and investment for cultural development.

The General Secretariat of the National Council for Culture, Arts and Literature in the midst of current requirements and challenges had no choice but to focus on Systematic strategies to form

a clear vision and institutional communication message through which the economics of culture, knowledge, creativity are activated and the widespread cultural movements and rapid movement and change are supported.

And whereas the strategic planning was one of the basic tools in drawing the institutions main thrusts and in setting its priorities, the General Secretariat of the National Council for Culture, Arts and Literature was determined in activating it and it meant that by drawing a comprehensive strategy for the next five years and dedicated technical support by contracting with a strategies consultant and distributed tasks and responsibilities and formed teams for support and assistance, and raised a slogan for institutional change whose title is: 5x5x4 Strategy indicating, five years and five strategic starting points in four main axes objectives of operational objectives and success indicators assigned to the



General Secretariat of the National Council for Culture, Arts and Literature and a focus on three sectoral areas related to the National Library and the culture and arts sector and monuments, museums and heritage sector, and will work through sectoral strategic objectives, operational objectives and through intensive and clear success indicators.

Accordingly, and to develop the strategic plan, a team of the finest youth of the National Council for Culture, Arts and Literature was formed who have the ambition and commitment, expertise and the willingness to learn, plus local consultancies in a move to support the Kuwaiti specialized expertise on the other hand, the Secretariat has given support and assistance to strategic planning as a vital function in the organizational structure and as a team responsible for developing the strategy and follow up its implementation.

During the preparation of the strategy, we as a team for strategic planning attempt to document specific scenarios on future strategic directions, and that implies us to pass a series of successive sub-stages which includes: identifying the mission of the National Council for Culture, Arts and Literature and its main objectives, internal and external environmental analysis to identify opportunities, threats, strengths and weaknesses, and the development of strategic alternatives then evaluating these alternatives and choosing the most appropriate in the light of the available possibilities.

Therefore we undertook the responsibility and took the initiative and trained hard and strove for craftsmanship, and we pursued toward scientific and practical methods and used standard methods and tools to formulate a communication vision with a world seeking for cultural development in every second of its biological clock.



Significant Preamble

The focus on the strategic planning for sustainable development is inspired by high pronouncement based on administrative reform and encouraging creativity and young talent, streamlining work processes, developing the administrative system, and activating the integrated vision in business and governmental services. We, in this context also evoke the immortal words of His Highness the Emir of the State of Kuwait (May Allah protect him) Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, and proceeding from precious directives, the National Council for Culture, Arts and Literature has drawn its future perceptions on its pioneering role in cultural development where His Highness pointed to:

“«The planning and development are at our national priorities’ forefront that must be agreed upon and achieved, planning and development are the need for life and the basis of building and the guarantee of our children and grandchildren and coming generations future. The axes of planning and development that we look forward must be the Kuwaiti human and their goal must be his goodness and happiness, tools and achieved his work and effort and activity, and their tools of achievement must be his work, activity, knowledge and initiatives along with his tolerance and openness.

My brothers

Kuwait is our immortal homeland”.

From this precious guidance, the National Council for Culture, Arts and Literature, drew the perceptions about future leadership role in cultural development



It also inspires focusing on young and emerging energies and talented children from all segments of society of disabled craftsmen, artists and thinkers, innovators, men, women and children of Kuwait who contributed to the community's culture by summarizing the entire segments of the Kuwaiti community.

Finally, the strategic planning of the National Council for Culture, Arts and Literature, inspires foundations and dynamic frameworks requires introducing it as a general framework and a focus point for all efforts and future concepts for strengthening the strategy center as a serious and realistic document, and confine it in this strategy are as follows:

- **Brand and Positioning:** The Mental image.
- **People and organization status:** National Council for Culture, Arts and Literature, Human Resources, Rules and Regulations, Compatibility and Organizational Integration.
- **Products and services:** Cultural products and the five business units.
- **PR and Marketing:** campaigns professionalism, community culture and the culture of the institution.
- **Proactive Relations and Corporates:** Cooperation, coordination and support.
- **Beneficiaries:** Diversity, statistics and opinion polls.





Chapter One

General Framework

1. Terminology.
2. Considerations governing the strategy of the National Council for Culture, Arts and Literature.
3. Attributes of the Kuwaiti Entity.
4. The five tenets of the National Council for Culture, Arts and Literature's performance when setting the objectives.
5. The National Council for Culture, Arts and Literature motives for strategy development.
6. Methodological stages for strategy development.

General Framework

1. Terminology

First: Strategic Plans Terminology

The document identifies the definitions used within the scope of the strategic plan, operational plans and the associated performance success indicators, where it explains the intended range of concepts, terms and colloquial synonyms by a briefing that aims to unify the language used in the field of strategic plan and determines the use of meanings' scope and clarifies it with the dealers and the plan's beneficiary and they are as following:

- ◆ **National Council for Culture, Arts and Literature**

It means the organizational institution.

- ◆ **General Secretariat of the National Council for Culture, Arts and Literature**

The General Secretariat means the Secretary-General of the National Council for Culture, Arts and Literature and the Assistant Secretaries Heads of major vital sectors.

- ◆ **Major Vital Sectors**

The National Library and the culture and arts sector and the monuments, museums and heritage sector are the major vital sectors because it's the main responsible for the Council's activities with the dealers and the targeted in services.

- ◆ **Strategic Management:**

Drawing the prospective direction of the National Council for Culture, Arts and Literature and stating its objectives in the long term, and choosing the strategic style appropriate to do so in light of the internal and external environmental variables and factors, and then implementing the strategy, monitoring and evaluating it.

- ◆ **Strategic Planning**

Strategic planning is an intellectual process of which the General Secretariat envisages its future and the ways to achieve this desired future; therefore, it sets the procedures and the interrelated necessary operations to attain it according to the best ways of using resources.



◆ **Strategic Plan**

The plan is a documentation of intentions and a specification to what the National Council for Culture, Arts and Literature would like to be in the long term, and all the processes associated with this requires knowledge in order to avoid potential pitfalls. Which is drawing a future path for the National Council for Culture, Arts and Literature cultural products and services, the Strategic Plan is represented in a plug-correlated, which include values, mission, vision and work areas and a set of goals and objectives and a number of qualitative and quantitative indicators to measure the level of performance and follow-up.

◆ **Operational Plans**

It is the executive steps - procedures and activities - to achieve the plan's objectives, and it's the timetable for implementing the strategic plan. And the operational plans try to assist on transforming the plan from theoretical fact to practical reality, and to assist defining the compatibility of future forecasts to the plan's assumptions, and to assist knowing the feasibility of human and material resources' potentiality and conformit to the needs and requirements of the plan's stages, and to assist in monitoring and evaluation.

◆ **Organization Values**

Is a set of principles chosen by the National Council for Culture, Arts and Literature with its own individuals and groups and its formal and informal organization therefore, it moves their attitude and classifies it according to its meanings and implications to become an acceptable and endearing attitude, and the violation of these principles shall be considered as an unacceptable breach and fought by the majority.

◆ **Mission and Vision**

The Mission is the general and ultimate objective of the institutions' existence, and it is the major task or the biggest role accepted by the

institutions in order to achieve in human society and must be unique and distinct from each other, it is that sentence that briefly explains the reason for the existence of the National Council for Culture, Arts and Literature.

The vision is what the National Council for Culture, Arts and Literature wishes to reach, which is its general objectives, the maximum realistic image from which to fulfill its mission to the fullest in light of potentials and aspirations.

◆ **Lines of Business**

The Field is the line of business of which the National Council for Culture, Arts and Literature stems from in achieving objectives and is referred to in the organizational structure by the terms of reference nature. It's also specialized with the part associated with the goals and objectives and seeks through activities, programs and specific actions to achieve the sectors' desired objectives; it also contributes to the mission from its own perspective.

◆ **Strategic Goals and Objectives**

The objectives are defined as: the desire sought by the National Council for Culture, Arts and Literature to achieve, the objectives are described, according to the organizational level and the level of general objectives (Goals) related to the General Secretariat of the National Council for Culture, Arts and Literature, and are called the strategic objectives, as for the objectives related to the executive and Central management, it stems from the strategic objectives and takes the form of specific goals and known as the operational objectives. These objectives concert to achieve the mission and vision of the National Council for Culture, Arts and Literature

◆ **Organization Structure**

It's the organization's internal structure nature comprising its entire organizational constituent subdivisions and the structure illustrates the relationship between these

divisions in terms of the subordination of each division and its components and its competence classification.

◆ **Success Indicators**

They are bench marks predefined by the General Secretariat of the National Council for Culture, Arts and Literature. And the strategic planning management works to measure the status of the financial, administrative, technical aspects... Etc, associated with the plan, and are used to assist in ensuring that the General Secretariat of the National Council for Culture, Arts and Literature and its various sectors have succeeded in achieving their objectives and desirable progress.

◆ **Initiatives**

Are the proposed ideas, programs and projects, activities and events that support the achievement the objectives and are developed in a way monitored and followed up in the plan.

◆ **Stakeholders**

They are the influential and the affected by the efforts and objectives of the strategy from inside and outside the National Council for Culture and the Arts and Literature from the targeted audience, employees and dealers, entities and others who contribute and influence in shaping the strategy directly or indirectly, and are responsible for the follow up and evaluation of the efforts and objectives of the strategy directly and indirectly.

◆ **Accountabilities**

It's considered the concerned management direct responsibility on the implementation of the plan and the direct responsibility of departments, and the plan in its operational framework describes the limits of those direct and indirect responsibilities for the achievement of objectives.

Second: Cultural Terminology

Cultural concepts and terms vary, but the definition in the scope of the strategic plan is limited to the following vocabulary, as a matter of focusing on concepts common to the dealer with the strategic plan, namely:

◆ **Culture**

◆ **Culture has multiple concepts, notably:**

- Culture in the traditional sense means the literary, intellectual and artistic. production process.
- In the anthropological sense, culture means the physical and moral behavior patterns prevailing in a society which distinguish it from others.
- Culture include a range of activities, projects and shared values that are the foundation of the desire to have a common life of a nation, stemming a common heritage of physical and spiritual enriched over time, and become individual memory and becomes the individual and collective memory in which feelings of belonging, solidarity and destiny are built upon, and can be seen a social theme, whose elements are the values, beliefs, knowledge and arts, social customs and practices, and lifestyles, or as a communication through transferring patterns of relations and meanings and experiences between generations, or as an incentive of innovation and an addition to the balance of human knowledge.
- Mexico City Declaration defined culture as the complex of spiritual, material, intellectual and emotional entities that characterize a particular community or a particular social group, and include arts, literature and methods of life, it also includes human rights and the values and belief systems.
- Culture is the movement of life, it's the personalized and the lived movement and is based on historical and cultural heritage contributes to the formation of human

beings and the production of their culture and reproducing it in space known lingual, economical and geographical, location and land and patterns of behavior.

◆ **Kuwaiti Culture**

The culture in Kuwait is as an extension of the Islamic and Arab culture in general and the Arabian Peninsula in particular. The nature of the geographic location in Kuwait has had the greatest impact in making the Kuwaiti society, an open society receptive to the cultures surrounding it. The principle of consultation and dialogue between the Kuwaitis and the rulers since the establishment of the state made the culture of democracy and freedom of expression an important basis for the Kuwaiti culture.

And for more detailed aspects of Kuwaiti culture, we advise to access the manual displayed in Wikipedia under the title: Kuwaiti heritage.

◆ **Arts and Literature**

Art is a language used by human to translate expressions that are contained in his own core. It is an indication of the skills used to produce things that carry aesthetic value, talent, skill and craft, experience and creativity, intuition and simulation.

Art has been divided into three comprehensive sections:

- **Plastic Art:** Drawing, colors, Calligraphy, engineering, design, architecture, sculpture, Traditional industries, lights etc.
- **Acoustic Art:** music, singing, world of cinema, theater, poetry, tales intonation, motet, etc.
- **Kinetic Art:** such as dancing, circus, magical games and sports, acrobat clowning, mime theater, puppet theater etc.

Visual Arts has been divided to:

- **Plastic Arts:** Drawing / Painting / Photography / Mural / Mosaic, Mosaic / Sculpture / Art Prints / Calligraphy / Architecture / Multimedia / Collage / Installation Art / Video Art / Computer Art / Design.

- **Expressive Arts:** Live Performance / Pantomime / Dancing / Acting / Eloquence.
- **Applied Arts:** Interior Design / Fashion Design / Knitting and Embroidery / Decoration / Carpet Industry / Decor / Furniture Industry / Industry / Stained Glass / Jewelry Industry / Ceramic.
- **Other Artistic Areas:** poetry / Literature / Music / Theater / Opera / Singing / Cooking / Eloquence and Rhetoric / Cinema (seventh art).

Literature is a form of human expression for the overall emotions, ideas and thoughts and concerns of the finest human writing methods ranging from prose to poetry to threaded prose to weighted prose to enable the human being to express what cannot be expressed in a different way. Literature is associated closely with language. The true product of the blogged language and the blogged Culture to that language are preserved within the literary forms and manifestations, which vary for different regions and eras, and always experienced with variations and developments throughout ages and times.

◆ **Cultural Entity**

Bogota Conference of 1978 defined the cultural entity as the foundation of the cultural identity of peoples' lives that emerge from its past and take shape of its future, so that it does not move something static, but it is at the same time a historical and forward-looking data, as it always tends towards improvement and renewal.

Cultural Entity is the special attributes, behaviors, customs and traditions accepted by people, and desire to be recognized among other people, in which its proud and treasured for belonging and exercise of these traits and behaviors over the generations, but to preserve it over generations and recounted by the belief that these traits reflect the uniqueness of people's masses.

◆ **Heritage**

In 2001, UNESCO has identified the concept of intangible heritage, and signed an agreement to adopt its protection. According to the agreement signed in 2007 by more than 78 countries, the intangible heritage or living heritage is the main source of cultural diversity which states: « the cultural heritage means immaterial practices, representations and expressions, knowledge and skills, as well as machines and tools and artificial things and cultural spaces associated and which are recognized by communities, groups and individuals if necessary as part of their cultural heritage. This intangible cultural heritage, transmits from generation to another, and is resurrected by communities and groups according to their environment and interactivity with nature and their history and that gives them a sense of entity and continuity, which would contribute to the development of respecting cultural diversity and human creativity.»

And in an expanded format, the cultural heritage includes ancestral culture, and the transmission of that heritage in a human group ensures its permanence identity.

◆ **Archaeology**

- The finds made or the made Findings: are the materials that are man-made and can be transported from one place to another without any change to their appearance. They include items such as stone artifacts such as arrowheads pots and decorations such as beads. As it can include - for a community with written history - on clay tablets and other written records.
- For a society's history that is written - on clay tablets and other written records
- **Fixed made findings:** mainly consist of houses, diggings and graves and irrigation canals, and many other facilities built by ancient peoples. Unlike the tools, it's not possible to separate fixed findings (surroundings), without a change in shape).

- **Natural Findings:** are the natural substances that are found along with the tools and fixed manufactures. These findings reveal the way people interact with their surroundings antiquity. Natural findings include, for example, seeds and animal bones.
- **The archaeological site** is a place that includes the archaeological evidence.

◆ **Museum**

Museum can be defined as an educational, cultural, recreational, permanent and non-profit institution working to serve the community by gathering and preserving display and maintenance of cultural, historical, humanitarian and natural heritage, being the entity that collects and maintains the heritage of humanity, and display it in enjoyable and interesting ways. The International Council of Museums - ICOM considers the museums of different kinds, the safe place that preserves the mankind's technical, industrial, natural, cultural and historical heritage over different historical eras.

◆ **Cultural Industries**

Are the industries related to the operations of creativity in the fields of printing, publishing, music, opera, movies, fashion, painting, photography, crafts and other areas of cultural outcomes and creative solutions and essential technical elements in activities such as architecture, design, advertising, software and other.

◆ **Creative Industries on Cultural Domain**

Are the industries that create, produce and market goods and services with creative content of intangible and cultural nature, in which knowledge and intellectuality are involved in determining its value, and enjoy the rights and intellectual property resulting from the mating of culture with knowledge.



2. Guidelines

The governing values are general guidelines that represent the strategy's conscience and catalyst for action in the internal environment of the National Council for Culture, Arts and Literature, and outside in the local and global environment. The following considerations and rules of which the 5x5x4 strategy stems from.

First: Considering the National Sense of Belonging as First: Dedication in serving the country and consolidating the national entity and ensuring the transmission of cultural heritage for future generations.

Second: Considering openness and more freedom of expression as a basis for cultural interaction: Enhancing the sense of ability in dealing with the outside world without fear of exploitation or aggression on the entity and local culture or heritage, and the sense of belonging to the human race, and the desire for mutual understanding and cultural convergence and interaction with diverse cultures away from the different distinctions, first and foremost all racial ethnic distinctions, and rejection of intellectual extremism, negative expression and violent.

Third: considering creativity a vital tool for cultural development: Supporting and developing individual and collective capacity and renewed innovation for providing exceptional services, as we also appreciate the capabilities and talented creators and innovators who contribute their works in the cultural development and the achievement of the added value.

Fourth: considering freedom as a basis for creativity: Creativity does not breathe in the stifling climate, but its real resurgence place is the climate of freedom as the value is directed towards the pursuit of free, creative, responsible and meaningful culture, but the unguided.

Fifth: Promoting the policy of encouraging all views and initiatives: Whether from inside or outside the National Council for Culture, Arts and

Literature, with supporting serious initiatives that have not been successful in conviction to create a positive atmosphere incubating the initiative concept and incentive for practicing it in order to serve the purposes of the National Council for Culture and the Arts, literature and its philosophy.

Sixth: Focusing on youth, juniors and children: by considering these segments as future substrates and entries towards cultural change.

3. Kuwaiti Identity Characteristics:

the Kuwaiti entity is characterized by a number of features from cultural perspective of culture, that are:

- The Kuwaiti entity is structured from its native homeland Kuwait, and it's a country of law and institutions that does not differentiate between its sons and the differentiation in what is always going on between them regarding their commitment to the duties and responsibilities of the true Kuwaiti citizenship.
- Exercises national principles based on strengthening and sustaining the state of law and institutions, with respecting the law and keeping the community peace, and devoting the statutory, legal and civil behaviors and attitudes, in the national social fabric.
- Consecrating patriotic sense and loyalty, since it derives strength from its history and cultural heritage, and seeks to develop this sense and push it to the generations through instilling the principles of national unity, and civic life, and the sense of belonging and the Kuwaiti national loyalty in the hearts and minds of young people by telling the stories of heritage and proverbs and divans' dialogues, family and public councils, and others.
- Cohesive and coherent and does not mean the absence of differences or intellectual, cultural and political pluralism, but there's a unity in what is a fundamental and difference in what is accidental, and this attribute contributed to

the cohesion of the old Kuwaiti society and its sustainability and in addressing external and internal dangers as one row over time and different threats.

- Positivity with what is practiced in daily life, and the rule of tolerance, dialogue, consultation and moderation and the absence of forms of sectarian, tribal or ethnic fanaticism.
- Shows moral dimension urging to do good things and help the needy and the rule of compassion and affection, respect and honesty values, and they are values derived from the teachings and the spirit of Islamic law and society's customs and traditions and free from intolerance, puritanism or sectarianism.
- Seeks to learn and adopt the enlightened and enlightening culture.
- Open to the world peoples and appreciates the friendship and alliancerelations in its endeavors and in leaving good reputation, and this attribute is derived from its business nature in nomadism and mobility and the requirements of the economic movement development through trade.
- Shows rational thinking, wisdom and civilized thinking which created a valid ground to interact with others throughout history.
- Tends to enjoy various types of literature, arts and music through which communicate in expressing the consider its affiliates in appreciation and admiration and has never negatively classified or characterized art initiatives over time.
- Detects and tastes the beauty in its various forms.
- The Kuwaiti innate trend, expresses in his love for sport and its arts in various international forums his national entity and the Kuwaiti leadership fundamentals, where Kuwaiti sports and games such as the cards and popular games, for example, an important part of the Kuwaiti entity in which he was defined by and praised by his civilization.

- Kuwaiti innately practices customs and traditions in events, therefore he expresses himself by the national costume and Kuwaiti meal and manifestations of the seasons' celebration, and when traveling, and when meeting the guest, and that is an innate era that has never stopped since the first generation.

4. The Five Tenets

The General Secretariat of the National Council for Culture, Arts and Literature seeks to keep five tenets and include it within its strategic plan as it deems in the need for these five tenets inevitability for the success of any orientation focusing on business, activities and the formulation of strategic objectives, and these tenets are:

- ◆ Supporting creativity in cultural work's various areas.
- ◆ Developing cultural infrastructure and implementing cultural centers in the governorates.
- ◆ Promoting reading and training on intellectual production - writing for children and juniors.
- ◆ Protecting Kuwaiti monuments and heritage and folklore.
- ◆ Encouraging investment in cultural tourism.

5. The National Council for Culture, Arts and Literature motives for Strategy Development

The motives are considered the encouraging incentives and motivations driving the National Council for Culture, Arts and Literature for planning its work strategy and improving its performance conditions and its internal environment and analyzing its external environment to be able to formulate a suitable formula for its vision and objectives within a measurable period of time and observant of achievement, and these motives are detailed as following:



5.1 The Age and Field Achievements of the National Council for Culture, Arts and Literature

5.1.1 The Foundation of the National Council for Culture, Arts and Literature

The National Council for Culture, Arts and Literature, was founded by an Amiri Decree on July 17, 1973 as an independent State's authority. The National Council for Culture, Arts and Literature is headed by the information Minister, and comprises representatives of governmental bodies, literary, cultural and art personalities. The responsibility of implementing and applying the policies of the National Council for Culture, Arts and Literature, and its plans and projects on the Arabic and international arenas on the General Secretariat of the National Council for Culture, Arts and Literature that is supervised along with its organs by the General Secretary of the National Council for Culture, Arts and Literature, who establishes its systems and manages the technical, administrative and financial issues.

the age of the National Council for Culture and the Arts the national is almost more than 40 years and is relatively associated with the age of the State of Kuwait and therefore it became necessary to review the roles and responsibilities and regain in this document the basic uses of which the National Council for Culture, Arts and Literature was founded to achieve and is quoted from the creation law.

5.1.2 The role and Objectives of The National Council for Culture, Arts and Literature

The National Council for Culture, Arts and Literature plays the primary role in the intellectual, cultural and artistic development within a clear vision that enables communication with Arabic, Islamic and World cultures, and works on creating a suitable climate for innovation in these areas.

The National Council for Culture, Arts and Literature aims to care for Culture, Arts and Literature, where it bears the burden of developing the artistic and literary production and provides the suitable climate for them choosing the means of dissemination of culture and fine arts and the means of tasting it. It also works on strengthening the bonds with Arabic and foreign cultural institutions and setting a cultural plan based on thematic studies for the needs of the country. (In accordance to article 2 of the decree).

5.1.3 The functions of the National Council for Culture, Arts and Literature.

- Surveying the cultural fact and collecting data on the bodies' effort regarding its activities.
- Conducting periodic studies for the development of Culture, Arts and Literature.
- Publication of books, dictionaries, indexes and assembling documents and contribute to the dissemination of intellectual, innovative and interpreted production and caring to cultural exchange and participating in cultural and artistic exhibitions, conferences, festivals and seminars.
- Creating prizes awarded to the best local production in the culture, arts and literature.
- Preserving and documenting folklore and Arab heritage.
- Encouraging interest in reading and writing.
- Supporting and caring for cultural and intellectual creativity and caring of artistic creativity and music.
- Disseminating public culture through the various publications of the National Council for Culture, Arts and Literature.

5.1.4 The advisory Committees of the National Council for Culture, Arts and Literature

These committees include the elite of academics and specialists with experience and interesting

cultural and intellectual work of Kuwaitis and mostly the non-workers in the National Council for Culture, Arts and Literature. These committees continue to provide support and advice, as well as to propose and draw the outlines of the National Council for Culture, Arts and Literature programs. that are:

- Fine arts committee.
- High committee of the state incentive award.
- The Higher committee of Qurain Cultural festival.
- The Higher committee for book fair.
- The higher committee of Kuwait's Theater Festival.
- Editorial boards of the Council's publication.
- Commission of the promotion of publications.
- Commission of the support of publications.
- Committee theatrical texts leave
- Committee of Trustees

5.1.5 Domestic and international activities of The National Council for Culture, Arts and Literature

- Kuwait international Book fair.
- Qurain Cultural festival.
- Cultural festival of children and young people.
- Kuwait's Theater Festival.
- International Music Festival.
- Future generations Festival.
- Young people Festival.
- Summer cultural Festival.
- Kuwaiti cultural weeks outside Kuwait.
- Comprehensive Plastic Artists Exhibition.
- Other activities of the National Council for Culture, Arts and Literature: (The National Council for Culture, Arts and Literature issues a distinct set of series and Arab Cultural periodicals, such as the arts newspaper, and the world of knowledge book series, the world of thought magazine, and the global culture magazine, and global creations series, and a series of world stage).

5.2 High Human Voice pronunciation and the Development Plan of the State of Kuwait and the Thought, Art and Culture Affairs Policies

The High human voice pronunciation 2013 stressed on the need for administrative reform and the required development of jobs and their consequences and improving work procedures and concentrating of creativity, encouraging young energetic, cooperating and improving governmental services.

On the other hand the development plan in the State of Kuwait deals with developing policies for governmental institutions and specialized agencies, including the National Council for Culture, Arts and Literature where it developed a set of policies related to cultural development, that are:

- ◆ Encouraging artistic and literary creation and disseminating high culture in the community and providing the cultural infrastructure components of halls and theaters, museums and developing public libraries and organizing competitions in creative art and literature magazines.
- ◆ Rebuilding and restoring the cultural situation in its various forms in the country to revive the long heritage of Kuwait, its potential and leadership in all areas over the previous long decades.
- ◆ Achieving intellectual and creative staging in society by removing all impediments to greater media freedoms and lifting administrative restrictions
- ◆ Sponsoring the product of culture, art, thought and literature and developing the means of presentation through constructing modern facilities, such as: the Cultural complex, and the plastic arts exhibitions and museums.
- ◆ Reviving hobbies and capacity stature in public education to build a creative generation contributing to the promotion of cultural pot.



- ◆ Discarding the extremism ideas by working to uphold the ideology of moderation and providing a suitable environment for its growth through broad community dialogue without stumbling the ideas or confiscating of the right to due diligence or difference.
- ◆ Looking after public libraries and equipping them with the latest requirements to upgrade its role in promoting reading that aims to enlighten people and develop free, critical and creative thinking.
- ◆ Promoting the various national museums (historical, artistic and scientific) as well as the expressive and plastic arts galleries and music halls.
- ◆ Encouraging high artistic works aimed at promoting the child's culture and developing his talents and refine them along with monitoring what is produced by the companies for children's theater companies to avoid their negative effects.

5.3 Urging the Kuwaiti government to raise the ceiling of government performance indicators and including the Perceptions Index reform award within its ministries and agencies

The Kuwaiti government urges its agencies and ministries to work within an integrated system of values, and of these values, the accredited standards adopted by Transparency Society for Perception Index reform, such as honesty, integrity and respect for the law and justice and reject corruption, the transparency Perception Index reform award was considered in public entities as an effective and essential in evaluating the efforts of government institutions.

Despite the positive change of 38% in the indicators of the National Council for Culture, Arts and Literature 2013 with the average indicator for the National Council for Culture, Arts and Letters is an indicator of 49.7% that is weak indicator

in comparison with government agencies as the order of the National Council for Culture, Arts and Literature has reached 30 respectively of 75 and 53.3% remain the rates of transparency and integrity 43.8%, 47.1% accountability and justice 60.1%, 41.9%. As for leadership, a 52.2%, thus, the total percentage indicators have contributed to the development of the need for institutional competition-oriented strategy for reform in the Perceptions Index reform; it also contributed to the development of the ethics guide.

5.4 Cultural strategies and business programs emanating the Gulf Cooperation Council (GCC)

The cultural strategy was developed in the wake of a cultural Gulf joint work over more than 30 years in a variety of formats, including: joint symposiums, cultural committees and cultural development plans and executive committees, most recently the symposium held in Kuwait in 2008 at eight main axes, namely:

1. The reality of cultural activities and the role of cultural institutions.
2. Media and knowledge-based society.
3. Child Culture.
4. Gulf culture and globalization.
5. Support for cultural development.
6. Culture, self and other.
7. Laying the foundations for exploring the cultural work in the field of the Gulf Cooperation Council (GCC) countries.
8. Cultural project in Gulf States.

The GCC Cultural Strategy has construed its consolidated vision for ten years, and identified its premises in emphasizing the Arab and Islamic identity, and that the cultural participation right of all citizens, and to consider heritage as a spirit and spring of inspiration, and dialogue with other cultures to promote human values, and that the Arabic language is binding in the fields of

education and culture and absorbing the spirit of times by investing science and technology in the cultural sphere, and finally the strategic integration of the GCC Cultural policies.

It accurately expressed the objectives in the following:

1. Enriching the citizen's personality and strengthening the consciousness of his faith, heritage, freedom, dignity and belonging.
2. Preserve the Arab and Islamic cultural entity.
3. Stressing that the Arabic language is the basic component of the citizen's personality in the GCC.
4. Promoting cultural unity among the Gulf Cooperation Council (GCC) by supporting its journey in its various aspects: political, social, economic, media and creational.
5. Developing the cultural exchange versions as an element of fraternity within the same region and as the element of rapprochement and cooperation with other human civilizations.
6. Considering the national and Islamic perspective as a developmentally and culturally dimension.
7. Enhancing the cultural role of woman, and cultural programs for children.
8. Activating the role of civil society institutions and private cultural institutions to serve the strategy's overall objectives.

The strategy has used requirements for implementing its cultural strategy for creating a data base to serve as a cultural observatory that brings together cultural production in the GCC countries, and the need for Government support and enhanced partnership with the private sector and the need to strengthen legislation to support Arabic language and development of laws relating to culture, media and intellectual property rights.

The strategy has detailed the mechanisms of implementing its objectives meticulously. Those mechanisms are as following:

1. Establishing centers for documenting intangible heritage in the GCC countries
2. Regulating cultural and intellectual activities periodically between the Gulf Cooperation Council countries where various intellectual and cultural experiences are demonstrated
3. Allocating recognition and motivational awards of intellectual and cultural distinguished works.
4. Honoring the creators and celebrating the launch of personalities and flags of thought and culture in the region to cultural events and awards.
5. Translating intellectual and cultural works of the Gulf Cooperation Council (GCC) creators to other languages.
6. Media institutions participation in highlighting the cultural movement in its various forms.
7. Establishing advanced centers (public libraries, cultural magazines, theaters... Etc. to care and to highlight the talents and creativity of child in the GCC countries.

5.5 Kuwait's site in the global cultural map at the international organizations and cooperation protocols

The state of Kuwait has an important site in the world map of culture, where it has a number of agreements and memberships including the Convention on the Protection and Promotion of the Diversity of Cultural Expressions, and the Governance Committee membership, and the World Heritage Convention, and the Convention on the protection of tangible heritage, it also signed the Convention on the Arab common market of the Arab Organization for Education, Culture and Science, and the Arab World Institute in Paris, and many conventions which require cooperation and collaboration and activation of the conventions contents through a clear vision and strategy in response to the expectations, aspirations and roles of the State of Kuwait under the internationalism framework.

5.6 Adopting the concept of strategic management and corporate management by senior leadership and executive management of the National Council for Culture, Arts and Literature

Following the approach of modern management to prioritize institutional and collective work and quantitative management, benchmarks and indicators to monitor the performance gaps from planning and the concept of continuous learning institution and human development, the General Secretariat of the National Council for Culture, Arts and Literature has adopted Policy to develop a strategy using its multiple tools to manage corporate work and determined to promote a balanced approach to persist the planned and not the collective performance and converting cultural activities to strategic objectives and developing indicators to measure successful performance.

5.7 A number of technical studies recommendations by international advisers, forums and young intellectual gatherings

5.7.1 Nelson's Study

Nelson's study to develop a long-term strategy for the National Council for Culture, Arts and Literature in coordination with the British Council, and resulted in assigning a consultant specialized in studying cultural fields where the study's recommendations came in accordance with a phrase that topped the report submitted by the technical adviser that: «There is no fast coordination or quick solutions to the challenges facing the National Council for Culture, Arts and Literature, museums and the affiliating cultural sectors, but if a phased holistic approach over several years. It is certain to have the results aspired by the National Council for Culture, Arts and Literature and those working within this area in the State of Kuwait completely achieved.

Foreign advisor refers here to the holistic

approach: strategic and we point out his reported recommendations according to the weaknesses mentioned in this context, most notably:

- ◆ The need for professional development.
- ◆ Lack of professional and craft expertise.
- ◆ The need to review the structures and the organizational and administrative structures.
- ◆ The need for guidelines on the policies and future planning level.
- ◆ Providing more job opportunities for professionals and young professionals in the cultural work domain.
- ◆ Provisions of arts education for Kuwaiti children and youth.
- ◆ Customer care and customer services.
- ◆ Lack of ties and participation with international partners.
- ◆ The need to invest in museums and the workforces in them.
- ◆ The need for dialogue with the state ministries, most notably, the ministries of civil service, higher education, media and tourism if any and other government agencies.
- ◆ Developing Internet software and education and participation programs.
- ◆ Developing pioneer and new projects.
- ◆ Developing cultural products marketing campaigns.
- ◆ Developing productive relationship with friends, volunteers and support groups for the activities of the National Council for Culture, Arts and Literature.
- ◆ Development of training missions

5.7.2 Youth Conference Recommendations

The recommendations of the young people came driving towards adopting promising initiatives and ideas that necessitated developing a strategy for the National Council for Culture, Arts and Literature and the youth aspirations were as following:

- ◆ Creating a public company to produce artifacts of cultural and humanitarian dimensions that shall elevate to the world.

- ◆ Establishing a University of Culture, Arts and Literature as a partnership between the private and government sectors and connect it with one of the world's most prestigious universities.
- ◆ Restoring the functional materials role in educational curricula and inlaying the curriculum with cultural activities, reviving the schools theater, music, art and other materials.
- ◆ Reconsidering the ways and methods of control over the artworks by granting more freedom.
- ◆ Promoting the diversity of support for cultural, artistic and literary activities and projects.
- ◆ Increasing cultural and artistic facilities in all governorates.
- ◆ Contributing to community awareness on the importance of culture, arts and literature through family awareness and advertisements intensification.
- ◆ Establishing centers for promoting cultural talent comparing with the science club and conducting school competitions to assist families and educational bodies in encouraging children's talents.
- ◆ Creating a database of Kuwaiti artists aims to communicate and use their expertise in public and international forums.
- ◆ Working on activating the role of the National Library of Kuwait and using media to deliver its message and defining its objectives and promoting Kuwait schools field visits.
- ◆ Reconsidering the postgraduate program for students of music and theater institutes.

5.7.3 Study of a Strategies Expert from the Jordanian Kingdom:

In a study of a strategies expert, the analysis of the internal and external environment of the National Council for Culture, Arts and Literature, has reflected the importance of developing a strategy for improving the current situation and the study results were as following:

Weaknesses analysis

Weaknesses	
1	Lack of specialized personnel.
2	Lack of a written strategic plan for the National Council for Culture, Arts and Literature.
3	Failure to provide computerized system among various departments of the National Council for Culture, Arts and Literature.
4	Poor communication between sectors, departments and divisions.
5	Lack of a training plan based on the workers' needs and their performance evaluation
6	Lack of incentives for employees.
7	Lack of staff who are fluent in communicating in languages other than Arabic
8	The organizational structure.
9	Un-updating employees' job description.
10	Poor announcement of the activities of the National Council for Culture, Arts and Literature.
11	Lack of equipped cultural facilities.

Threats and opportunities Analysis

Threats	
1	Poor communication with government and private agencies and civil society institutions.
2	Assessing the work of the National Council for Culture, Arts and Literature through the work curators not the work itself.
3	Community reluctance of reading.
4	Lack of awareness on the importance of preserving archaeological sites and historical buildings.
5	Non-Proliferation of cultural centers in Kuwait.



Available opportunities	
1	Having a large number of intellectuals in Kuwait.
2	Having a large number of conferences and State visitors and guests.
3	Having communities with diverse cultures.
4	Having buried talents and an opportunity to explore it.
5	Having civil society organizations concerned with cultural affairs.
6	Cooperating with bodies that sponsor voluntarily work, (for Example: the Ministry of Youth, volunteer work Society).
7	Having sponsors of events and activities from the private sector.

5.8 Political and social desire supporting optimal investment of youth energies and guiding their mobility to a growing and young cultural movement whose center is innovation and keeping pace with the global concepts of investing in young talents and prospecting opportunities for integrating young people in community development:

The general formal and informal trend in the Kuwaiti society for integrating the youth energies by preserving their human, tolerant and constructive Kuwaiti entity, and directing their energies to more creative and positive contribution in the Kuwaiti cultural development has become a requirement for everyone. The trend to provide optimal opportunities to express the aspects of belonging and loyalty to the homeland and to turn their energies and

emotions to initiatives, projects and positive and constructive ideas, rather than negative orientation and urging them to export their negative emotions and turn it into extraneous phenomena through which violence, sorting and sectarianism prevails, such as moving down the streets and gatherings and the unacceptable behavior, thus, the need has become necessary to develop other forms of expressing the youth mobility in the Kuwaiti social arena as the artistic and cultural guidance of youth energies. The cultural sector is most optimized sector for guiding and caring for the feelings of those young energetic talents as it contains a variety of forms and products.

The youth integration indicator and orienting their energies in creative cultural fields is an indicator of the social and behavioral health level of communities and is applicable in advanced and civilized countries, thus, applying it in the Gulf and Arabic communities became a must just like the International communities.

6. Methodological stages for strategy development:

In the strategic planning literature, there are several methodologies to formulate strategic plans. And if there is some variation in these methodologies, yet, the main steps involved looks great. And in the light of the scientific methods used in strategic planning and the most as a result and application, the strategy development team follows a methodology based on future ambition and governing considerations taking into account the current reality and its development based on chronological incremental stages. The following figure illustrates the basic steps needed to develop the plan; the following is explanation of these steps.



First: Setup and preparation

This stage is a step preparatory step for the beginning of the draft plan and its inception and it includes processing to manage the project and its administrative and financial structure, coordinating the preparation of concurrent media plan, selecting the project's advisers, and identifying the teams and plan's main themes.

A strategic thinking group has been formed consisting of leaders of the National Council for Culture, Arts and Literature, (General Secretariat) as a strategic development support team was formed by the membership and representation of all major vital business sectors at the National Council for Culture, Arts and Literature.

Second: Analysis and diagnosis of the current situation

This stage includes the identification and collection of data and information process, and limiting relevant documents and studies and conducting the geographic survey for the plan's subject and limiting related categories, and conducting workshops and questionnaires to realize future aspirations for the concerned persons and their visualization on the current situation. As a result, at this stage, a comprehensive assessment and description of the institution's current situation and the development took place is carried out, and the actual performance is measured and compared with current and future needs. This also includes analyzing the institution's internal and external environment based on the information and the data collected, and realizing the strengths, weaknesses, opportunities and challenges. Extracting and identifying key issues that must be addressed by the strategy.

Third: Benchmarks and best practices

Benchmarks intended to study the best regulations, administrative procedures and best Gulf and regional practices taking into account certain criteria and indicators established to measure performance and the level of achievement. The comparison aims to recognize the gap to be bridged, and to identify the best appropriate practices to use in the preparation of the plan.

Fourth: Future scenarios

Drawing scenarios is a tool used to understand what is likely to happen in the future and its entailed consequence. It's not forecasts or strategies, but more like different futuristic hypotheses to identify risks and opportunities related to strategic factors. And this step helps in building a strategy capable to respond to



possible variables, and able to continue the quality performance under ambient circumstances.

Fifth: The strategic plan

Building a coherent strategy requires identifying future risks and opportunities for some strategic factors that have been conceived by drawing scenarios. It also requires setting an ambitious vision and mission for the facility and setting goals in addition to identifying gaps between case and money, and pointing out the strategic options that help in achieving goals and bridging gaps.

Sixth: Operational plan

At this stage of the plan, the executive programs appropriate for the strategy and for achieving the desired objectives are being drafted. As a general framework for implementing the strategy and a road map for implementing the proposed programs are being set. As well as developing a methodology for the management plan and regulatory mechanisms for ongoing supervision of implementation and ensuring the achievement of its results, and preparing a quality control system and measuring performance periodically.





Chapter Two

Strategic Analysis

1. Measuring the current situation as seen by the public dealing with the National Council for Culture, Arts and Literature.
2. Strategic Analysis.
3. Summary Analysis.

Strategic Analysis

1. Measuring the current situation as seen by the public dealing with the National Council for Culture, Arts and Literature

External audiences:

A random sample indicated that the Kuwaiti culture is strong, and widespread in the Kuwaiti society's daily practices, and despite the demise of Kuwait's old image, it lives in the hearts of Kuwaiti families. The sample pointed out that the customs and traditions are an integral part that will be maintained personally or governmentally. The sample confirmed the fears of loss of values, customs and traditions and folk language and folklore of Kuwait among young generation and among foreign and private schools goes in and outside Kuwait of students and staff in global institutions or who are learning in Foreign schools inside Kuwait.

The sample indicated the media communication's weakness in defining the role of the National Council for Culture, Arts and Literature, and the lack of advertisements on

TV and radio to activate mass communication and the advertising on activities and events was limited to specific seasons. On the other hand, the public audience knows about cultural festivals, especially Qurain's Cultural festival without the need to advertise.

With respect to the role of the National Council for Culture, Arts and Literature towards children and young people, the sample does not observe any allocation for young people in the activities of the National Council for Culture, Arts and Literature, and expressed its conviction that only certain events, such as drawing and arts was limited for children without the young ones and as for theaters, museums and monuments and the national library, they are of a diverse audience, and it's unknown if it was targeting a specific, clear and known for the targeted segment.

As for the relationship of the National Council for Culture, Arts and Literature with the development plan and the council worker's efficiency, the sample indicated that it was not aware of the real role of the National Council



for Culture, Arts and Literature in Kuwait's social development, and the sample knows that it follows the government without any thread for the relationship. The sample sees that there is no clear message about its role in Kuwaiti society or its position in the international map as well.

And from a broader perspective to measure the impression of public customers and others, the sample sees that the increasing number of cultural centers and non-governmental activities of civil society organizations or the private sector, has created confusion in the minds of the random sample on the Council's taken image where the sample expressed that it does not know the diverse activities dependency's of the of the private sector or civil specialization societies and public benefit associations, and could not differentiate what it sees in the market of arts centers and associations, theaters and events whether it follows the National Council for Culture, Arts and Literature or other.

Finally, the sample confirms upon the necessity survey for the independence of the National Council for Culture, Arts and Literature, and granting it the independent status, the sample indicated that the status of an independent ministry just like other countries will give a greater opportunity to refer to the governmental dependency and more powers will provide greater opportunities for a clear governmental service just like other ministries.

Internal audience (workers):

The focus groups and a sample of employees noted that the regulatory environment in its organizational structure and job titles are disproportionate and ineffective in serving institutional performance, as it considers the wages, bonuses and incentives system compatible

with government regulations, unacceptable or disproportionate, with the expectations and aspirations. On the other hand, the sample praised method of the current Administration (the Secretary-General) in dealing with the initiatives and proposals of the National Council for Culture, Arts and Literature and in applying the open-door policy. However, the sample does not consider that complaints submitted are taken seriously, but other in dealing with his complaint needs to resort outside the Council limits, such as social networking channels, information Minister, to activate dealing with his complaint and to obtain a quick response.

The sample indicates a high level of job security, while the ratio of job satisfaction pointed to a decline in satisfaction for several reasons; most notably the lack of training and development, and the nature of the current Job Titles, and the overlapping jurisdiction.

According to the sample's evaluation of services and cultural products, the products were considered to be good but they lack the appropriate media and marketing. The sample noted that the administrative division and the activities and events management authorization need to be clarified and re-distributed to the concerned authorities and to avoid discriminating between departments and to avoid exclusivity.

As for the National Council for Culture, Arts and Literature relationship with external institutions (local and global) the sample expressed satisfaction with the level of cooperation and positive relations enjoyed by the National Council for Culture, Arts and Literature, and the sample sees that the National Council has a good customer base, but it sees that the customer base is non-classified and with non-updated data.

Finally, the sample was unanimous that the

council's competitiveness is not strong and poor, and there are many projects and campaigns that has competed it in a short and record time. The sample also welcomed the recommendation of the need to raise competitiveness with governmental institutions through reform and competition perceptions on the cultural production with the whole world.

On the other hand, the views of the current leaders (assistant secretaries) reflected a diagnosis to the needs of the National Council for Culture, Arts and Literature for policies that support preserving the Kuwaiti entity, and to highlight the role of the state in preserving cultural production, and activating cooperation with the of civil society, local, regional and global institutions and disseminating the creatures of Islamic civilization.

As for the most important issues that may affect the strategy, the leaders considered that staff shortages, lack of human resource allocation on the bodies properly, lack of training and rehabilitation, the nature of the current staff and the lack of cultural facilities, are the most important influencing factors, and the most important challenges to applying any strategy.

2. Strategic Analysis

The concept of strategic analysis

Strategic analysis is the analysis of the external environment surrounding the National Council for Culture, Arts and Literature to define the changes and to identify opportunities and threats. As well diagnosing and analyzing the internal environment to define the points of weakness, strength and competitive power, specifications and advantages in order to control its internal environment in a way that assists

the management to identify useful strategy for achieving the goals of the National Council for Culture, Arts and Literature.

Strategic Analysis of the total external environment factors (Opportunities and Threats)

The external environment is the environment beyond the boundaries of the National Council for Culture, Arts and Literature and beyond its control and supervision, and the external environment factors are factors of the economic environment, environmental, social, cultural, environmental, technological, and demographic factors, and environmental factors, political, legal, environmental factors, and political, legal, environmental factors, international and global factors.

Studying and analyzing the external environment components is essential when developing the Council's appropriate strategy, and the results of these studies are considered as contributing factors in identifying the two main aspects that represent a focal point in the formulation of the strategy and the National Council for Culture, Arts and Literature, namely:

Opportunities that can be used by the Council

- The Kuwaiti social fabric consensus and involution around the characteristics of the Kuwaiti entity despite the community groups' disparity in views.
- Kuwait's numerous agreements and comprehensive economic and trade assistance, loans and grants to countries around the world are real opportunities for cultural exchange and cultural production.

- The State of Kuwait financial capacity and the world's readiness and the growing willingness of international investment opportunities, are real opportunities for supporting and promoting infrastructure projects in the cultural sector of the State of Kuwait.
- Adopting the development plan in the cultural sector and cultural projects.
- The availability of overseas offices and the spread of Kuwaiti embassies around the world.
- Similar Gulf regional environment contributing to the support and care of culture.

Risks or threats that the National Council for Culture, Arts and Literature must reduce its impact on its performance movement

- Political movement and Kuwaiti parliament disorders in recent years.
- Ministerial frequent changes and reshuffles.
- Outputs of tertiary, governmental and private education, educational institutes, schools and its curricula and linking and supporting it for the field of cultural activities sector.
- Poor diversity of languages, except for English and Arabic and the need for international languages.
- Weakness of official statistics that serve the knowledge of the cultural diversity extent.
- Weakness of laws encouraging economic and commercial openness, and encouraging private sector in general.
- Weakness of laws on related to geographical distribution and its service for disseminating cultural centers and its accessibility.

Council's internal environment

It represent the administrative, financial and organizational applications that gives specific indications on the ability of the National Council for Culture, Arts and Literature and the possibility of exploiting the internal situation in exploiting the council's opportunities to improve its performance and planning its objectives clearly and high diagnosis of strengths, specifically we mention the following:

Manpower

Employees are looking forward to develop the strategy as an opportunity to make maximum efforts for improving the Council's performance. Young talents have the motive, ambition and willingness to change for better. This willingness exists despite the lack of technical competence and specialization, so it can be said that the National Council for Culture, Arts and Literature lacks specialized cadres in its work and activities, and needs to develop the training, career and vocational specialization policy.

Organizational aspect

The traditional hierarchical organizational structures adopted by the National Council for Culture, Arts and Literature affect the flow of information between the organizational and administrative various levels, and revolves around competence sectors without paying attention to the full support of the National Council for Culture, Arts and Literature, and to the cross-sectoral manner and the lack of a project management approach, or integrated teams and horizontal and flat structure, and this rather reflects stable environment but negative stability. The necessity also requires giving independence to specialized units, such

as strategic planning, public relations and marketing. The establishment of a technical office with multiple consultants in the National Council for Culture, Arts and Literature to support strategic decisions, and review operational plans is considered extremely critical.

Organizational Culture

The organizational culture is that represented in the group of values, beliefs, assumptions and behavioral norms and prevailing traditions and customs. It give privacy to the council as it is affected by the nature of work and the symbols used, and the nature of leadership in the National Council for Culture, Arts and Literature at different levels. The prevailing culture is positive but the institutional work culture and the quantity management and quality of service and focus on is customer is non-current or widespread add to that the culture of government and routine work is pervasive in the National Council for Culture, Arts and Literature, and considering the government employee in permanent employment and an acquired right from the State, limits the culture of creativity, innovation and competition.

Financial management and support

The availability of the state's financial budget is not reflected in the National Council for Culture, Arts and Literature, where the National Council for Culture, Arts and Literature, seeks more investment in the infrastructure, for example, the financial appropriations for 2013 - 2014 has been slightly increased (416 thousand dinars), while the salaries increased by one million and 350,000, and this has entailed slashing various expenditures and transfer payments 14% (303 thousand Dinar), and reducing amounts allocated for transportation and equipment by 19% (118 thousand dinars)

and the construction, maintenance and public consumer projects have been reduced by (80 thousand dinars), and though it is representing a decrease within 1%, it could pose to the National Council for Culture and the Arts and Literature in completing its infrastructure and its ambition in increasing the quality and volume of services provided. Compounding the situation, as future arrangements for infrastructure, the allocations for projects that extend to several years has been reduced by 700,000 i.e. a reduction of about 10% for 2012 – 2013 and an increase of (620 thousand dinars) for facilities construction, renovation and maintenance. The reduction of the social media service appropriation to 400,000 is considered by 17%.

Public relations, media, domestic and international marketing and advertising

The marked improvement in the role of public relations and media became supportive to the National Council for Culture, Arts and Literature, and reflective in its keenness to communicate with its audience with transparency and speed in covering events and cultural activities. As well as its publications are now deliberated frequently on the cultural and artistic scene, yet the challenges on the need for an information strategy and a major role of public relations in line with the expectations and aspirations of the Council still exist.

Governmental Coordination and Cooperation

The governmental opportunities available to the National Council for Culture, Arts and Literature on activating cooperation and dissemination of cultural products and activities, the Government has good opportunities for cooperation, such as conventions, official visits and international conferences and



symposiums held in Kuwait, in addition to grants, and Government support to countries, and economic and trade exchanges, all are untapped opportunities for the commercialization of Kuwaiti culture. The size of coordination and cooperation at the National Council for Culture, Arts and Literature is poor with governmental and non-governmental sides, such as the private sector, and civil society organizations, and charities working outside Kuwait. Poor coordination and cooperation between the National Council for Culture, Arts and Literature and the organs concerned is missing and if any, it is not effective in serving the strategy of the National Council for Culture and the Arts, Literature and in marketing its activities.

As for the activating the governmental education sector, the educational curricula and technical materials does not serve the Kuwaiti culture, monuments, museums, and heritage at lot, in addition to lack of heritage or cultural school activities compared with the aspirations and expectations, thus it became necessary with aspirations for a clear strategy to develop a relationship of cooperation and full coordination with government ministries, on one hand, and with the private sector institutions and companies and civil society organizations with common interests on the other hand.

Performance and incentive management

Following the civil service regulations, the governmental salary scale, compensation policy on performance and bonuses might not commensurate with the stimulation of creativity and excellence. The National Council for Culture, Arts and Literature needs its own incentive policies, as the job titles and special features is also a serious impediment to the council and any operational strategy lies with its staff.

The lack of National Council for Culture, Arts and Literature to strategic and operational goals and performance indicators is deemed extremely critical.

Strategic planning and performance monitoring and measurement tools

The strategic planning function is inactive or active to expectations of the National Council for Culture, Arts and Literature for many considerations, most notably, the lack of working expertise, and the nature of governmental business, operational plans, monitoring and follow up tools, in addition to the organizational structure of the Department, which combines studies, research and strategic planning and in a step to activate the role of the vital functions in serving the proposed strategy, the strategic planning should be separated from studies and research.

As for the lack of the National Council for Culture, Arts and Literature, to the concept of performance management based on performance planning by developing targets for sectors, departments, supervision, departments and staff, and to be SMART objectives, and then developing indicators to measure the quality and documentation of performance, evaluation, classification, and plans for performance contents, recommendations for training and development, and addressing the needs of performance, and reviewing incentives, procedures and policies... Etc., all not only weakens the strategic planning, performance, monitoring gaps, but the strategic planning department as well.

3. Summary Analysis

Critical points:

Based on the quartet analysis of the council's internal and external environment, and based on the criteria, the strategic analysis has been identified. The most critical points to the National Council for Culture, Arts and Literature are:

- Supporting mechanisms for decision making and documenting the documentary course of the decision-making process supported by the minutes of the meetings, with the need for collective commitment to the decisions taken and applying it professionally.
- Pursuing a policy of assessing the current leaders in the Council and department managers through a company specialized in developing plans and programs for leadership training.
- Pursuing a project management policy and increasing the representation of joint working teams from all sectors, which allows more quick decisions to decisions related to important and key activities.
- Adopting a policy of approving the revisions proposed on the organizational structure and the distributing of the terms of reference of organizational units to serve the target strategy.
- Supporting integrative approach to the management of activities and events in a holistic manner so that should the cultural calendar of activities and events for all sectors should be overlapped and the media, marketing and information systems supportive departments, human resources and training and other must be added to condense the Council's entire efforts in serving activities and events in order to serve the objectives of the proposed strategy.
- Enhancing the performance of the National Council for Culture, Arts and Literature by further technical consultation and increasing the size of international coordination and marketing of its activities.
- Increasing the manpower working through planning of human strength and diversity of experiences in the Council's major disciplines and recruiting youth of university qualifications of Kuwaitis and the Gulf Cooperation Council nationals.
- Developing and increasing specialist training at the National Council for Culture, Arts and Literature, and allocating courses to train new recruits and specialist training programs for employees, each in his main primary sector, and developing of language learning programs, missions and expertise exchange programs.
- Developing procedural and legal systems of the transactions of the National Council for Culture, Arts and Literature for the benefit of streamlining the organizational and administrative aspects with concerned governmental agencies.
- Developing the management system of the targeted customer base and increasing marketing campaigns.
- Developing the facilities infrastructure and increasing the number of centers.
- Setting a variety of programs to strengthen cultural entity in the community and strengthening the institutional culture of the National Council for Culture, Arts and Literature Developing standardized mechanisms for dealing with creative talents in various fields and exploring them and developing their capacities.
- Develop standardized mechanisms to deal with the intelligent and talented people in various fields and do an exploration trip for them and develop their abilities



- Developing external communication channels with authorities related to the business of the National Council for Culture, Arts and Literature, and enhancing the level of coordination and governmental support.
- Promote the concept of cultural tourism in Kuwait internally and externally and increase the number of workshops and awareness, advertising and media specialist campaigns.
- The need for an operational strategy for the business of the National Council for Culture, Arts and Literature and its quantitative indicators.
- Encouraging and supporting the strategic relationship with the private sector and proposing legislation needed to support the desired investment in the cultural sector from the private sector.
- The need to focus on the young as a nucleus for future and strategic investment to support the power and prestige of the Council to communicate with generations in more specialized and visible way, and include this focus in the Council's various areas and activities.
- The need to support and encourage interaction with social media channels, information technology and technical science.
- The need to develop the statistics section performance and to develop the monitoring, evaluation and reconnaissance reports and administrative reports on the council's overall performance, as it is required to deal with the information for these reports automatically.
- The need to develop and support the media, and the domestic international marketing function and to increase the number of specialized consultants.
- The need to support and develop the international relations follow-up by a specialized section to activate the Council's role in world map.





Chapter Three

Strategic Plan Basic Components

1. Strategic Options Matrix
2. Values system
3. Future Vision and Mission
4. 5x5x4 Strategies (First Edition)
5. 5x5x6 Strategy (Second Edition)
6. 5x5x6 Strategies Secand Edition
7. Major areas of action and organizational structure
8. Strategic goals and objectives and the operational plans and general framework

Strategic Plan basic components

1. Strategic Options Matrix

	Strengths	Weaknesses
Opportunities	<p>1</p> <p>Using the strengths to benefit from the available opportunities</p> <p>S/O= Maxi-Maxi</p> <p>2-3</p>	<p>3</p> <p>Overcoming the weaknesses through benefitting from the available opportunities</p> <p>W/O= Mini-Maxi</p> <p>4-2</p>
Threats	<p>2</p> <p>Using the strengths for avoiding any external threats or limiting the effect thereof</p> <p>S/T= Maxi-Mini</p> <p>3-1</p>	<p>4</p> <p>Analyzing the weaknesses for avoiding any threats</p> <p>W/T= Mini-Mini</p> <p>2-1</p>

Cell 1: In this case, the Council seeks to maximize the strengths and to benefit from the available opportunities and therefore, heads towards growth.

Cell 2: In this case the strengths are used in order to decrease the threats with searching for new opportunities through diversification in the offered services.

Cell 3: In this case, the Council will work on treating the weaknesses with trying to use the maximum opportunities available.

Cell 4: In this case, work should be performed in a defensive way for decreasing the internal weaknesses and resisting the external threats.

2. Corporate Values System

Values are divided into core values for applying the strategic plan and business values. The occupational ethics guide stipulates the corporate performance values for being the ethical map for managing the job performance and applying the Public Service Act.

1. Core values

- ◆ Human Investment: The continuous growth, training and development are a basis and a demand.
- ◆ Teamwork: working as a team.
- ◆ Vision leadership.

2. Business Values

- ◆ Corporate commitment and loyalty: it represents the strength of the employee's relation with his job and his adherence to its goals and values, in addition to his continuous keenness to achieving its goals since such loyalty creates in dedicated employees the love of working and the relentless pursuit to develop it with encouraging them to contribute efficiently in its success and continuity. All that through a welcoming and encouraging environment for the job development and the reflection thereof in their behaviors, in addition to an obvious desire in deploying the maximum efforts for its interest and a strong desire to stay in the job which is reflected in the form of a feeling born with the employees and that may not be imposed in any way.

Respect:

- ◆ Respecting and applying the law according to the Council by-laws and instructions issued by virtue of it, in addition to applying the Court rulings without any delay.

- ◆ Respecting the religions, beliefs, customs and traditions: Providing a work environment that guarantees the respect of dignities and the cultural, religious and ideological diversity of all citizens and employees.
- ◆ Respecting other's opinion. The capacity to express a certain opinion and to respect others, in addition to recognizing his right to exist and understand the factors behind any opinion diversification and difference.

Creativity:

The mental preparations necessary for people for allowing them to be creative and that characterizes the creative person having a creative thinking.

- ◆ **Individual creativity:** when employees develop work in creativity through innate characteristics such as intelligence and talent or through acquired characteristics such as solving problems and that may be trained on and developed which helps the individual's intelligence and talent.
- ◆ **Group creativity:** When specific groups at work cooperate together for applying their ideas and ameliorating things such as an artistic group at the production department.
- ◆ **Council creativity:** when some organizations are characterized in their performance and work level and represent a typical and ideal work for other organizations. For reaching creativity, organizations should be supported by an individual and group creativity.

Professionalism and International Standards:

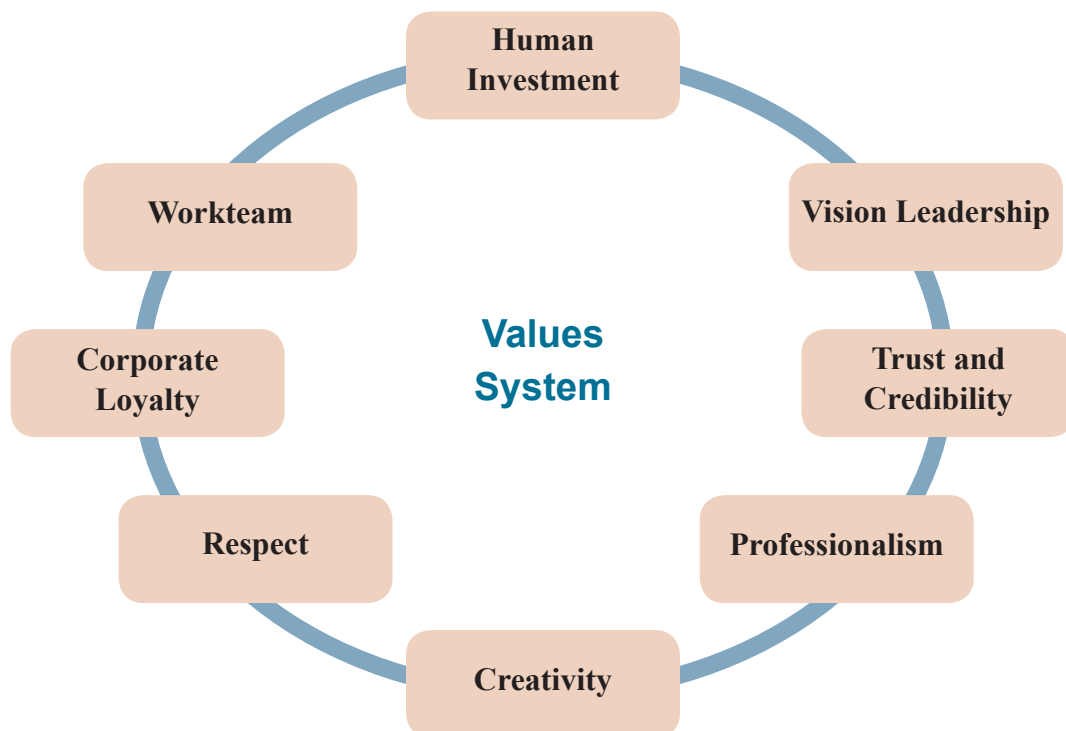
- ◆ **Diligence:** Every employee at the National Council for Culture, Arts and Literature should perform his duties in a serious, diligent, careful and attentive way and should seek to achieve the highest levels of government management

in providing service to citizens. In addition, he should abide by the required procedural justice for the administrative decision-making process and should offer the appropriate advice to his officials and avoid any act of negligence.

- ◆ **Competence and development of scientific and practical capacities and competencies:** To seek to obtain the skills and information necessary for carrying out the required and expected work.
- ◆ **Economy and Efficiency:** The employee of the National Council for Culture, Arts and Literature should, upon carrying out his duties, guarantee not to waste the public money or misuse it or use it improperly and should procure all forms of governmental resources such as the human, material and moral resources in a way to preserve the governmental properties and incomes with guaranteeing the provision of the service effectively and with high quality.

Trust and Credibility:

- ◆ It means to show good behavior which requires employees to perform their occupational duties with impartiality, neutrality and responsibility. Trust also requires performing the work in neutrality and impartiality with seeking to abide by the laws and legislations in effect in the State and requires working in perseverance and responsibility through searching, analyzing and investigating about information and data, and collecting evidences sufficient for giving a clear and express opinion about any information or reply or inquiry submitted, faithful to any information and to the Council belongings. Trust is an overlapping value in all values such as confidentiality, honesty and others....



3. Future Vision and Mission

Mission... the supreme end

We seek the openness of the Kuwaiti identity in its cultural, intellectual, literary and artistic character and consolidating its affiliation to the UN system with an authentic, cultural and creative identity that requires pride with the succession of generations and attracts development and prosperity to its local and international society.

Vision... future goals

To become the main contributor in the industry of the Kuwaiti cultural creativity and its exporters to the world through consolidating the Kuwaiti cultural identity and preserving its inherited acquisitions.

In addition to supporting the Kuwaiti culture movement by encouraging creativity in all the Culture, Arts and Literature fields and encouraging reading, writing and brainstorming and rejecting extremism in society and forgiving and accepting others, taking care of children and infants and developing the main structure necessary for the same.

In addition to being a window of Kuwait to the world through which our diversified culture passes in its authentic character and creative capacities to express the characteristics and diversification of the Kuwaiti identity in freedom and acceptance of the other cultures' products and the positive interaction with them.

Moreover, we locally seek to make the cultural practice a right of every citizen and to make the self-expression through the cultural works available to all citizens, in addition to making the cultural activity an essential part of the Kuwaiti social life as a part of the international social life.

4. 5x5x4 Strategy

The strategic equation significance aims at focusing the technical frames of the strategic and operational goals, the performance indicators and business plans towards 5 years of work which is the term for the strategy application and validity. Five tenets are always taken into consideration in the Council work during the implementation term of its strategy and are reflected in its corporate values and listed among its goals and business plans (refer to page 22 for the 5 tenets), and the three dimension of the equation is represented by 4 sectors of focus where each of the monuments, museums and Dar Al-Athar Al-Islamiyyah sectors was merged to a similar point of focus that was represented by a focus on museums, antiquities and heritage, then an axial focal point being the culture and arts and including cinema, theater, literature, book, exhibitions and fine arts, in addition to a third axial focal point being the national library considering it an axis for preserving and protecting the national intellectual production. The fourth and last focal point is the general secretariat of the Council represented by the Secretary-General and the supporting organizational sectors listed in the organizational structure which form an axial point for supporting and centralizing the strategy.

For more clarification, the strategy will focus on axis for each focal point or strategic focal point and such axes are considered main introductions for classifying the strategic goals and the consequences thereof such as operational goals and performance indicators.

5. The 5x5x6 strategy in its second Edition:

Each sector of Culture, Arts and Antiquities and Museums was separated from Dar Al-Athar Al-Islamiyah and heritage sector as a step to further focus and link the staffing structure of the National Council for Culture, Arts and Literature.

This and further clarification will focus on the strategic axes of each major entrances to classify the strategic goals and what followed from operational objectives and performance indicators.

The diagram contains a description of the strategy

5 x 5 x 6

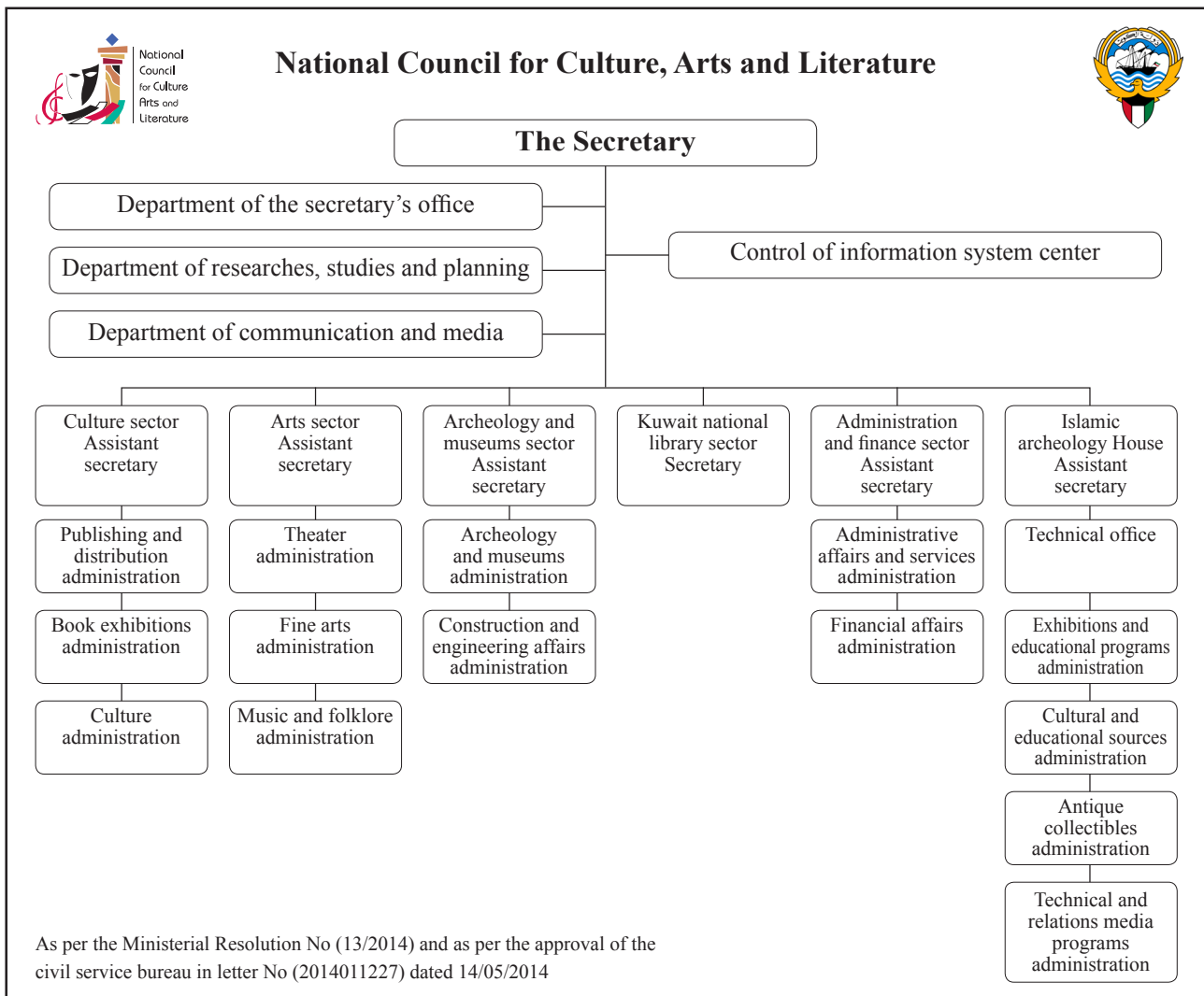
5= five years application of work.

5= five major platforms constitute the philosophy and the conscience of the Council during the tread strategic plan.

6= six-point concentration sectors of the Council centered on the strategic objectives

6. Major Areas of Action and Organizational Structure

The organizational structure is divided into 5 major work sectors through which the National Council achieves its goals and implements its operational plans represented by the antiquities sector, the cultural affairs sector, arts sector, museum sector, national library and other sectors and units such as public relations, media, financial, administrative and strategic planning, in addition to the technical office for supporting the legal decisions and affairs and the plan sets the strategic goals and operational plans of the main and vital sectors. The following chart shows the organizational structure of the National Council for Culture, Arts and Literature:



7. Strategic Goals and Objectives

Secretariat of the National Council for Culture, Arts and Literature and the supporting sectors

The following strategic goals are considered fundamental for the Council and give their responsibility to the General-Secretary of the Council and submit the accomplishment's report to the Board of Trustees periodically by developing a follow-up committee regulating its duties and membership in an organizational by-law.

Chapter 1: Leading and developing the manpower and improving the corporate and cultural work environment

Developing a program for attracting the competencies and recruitment intelligent system, in addition to setting strategies for developing the Human resources, development and training

◆ Operational Goals:

- Spreading the strategic and corporate management concept.
- Developing a program for attracting the

competencies such as specialized experiences and newly graduates.

- Reviewing the employment policy and vacancies, and evaluating the current competencies according to finding the appropriate current competencies for the posts.
- Carrying out a constitutive training to all employees and a specialized and vocational training to sectors.
- Developing policies, programs and regulations for human resources.
- Establishing an integrated computer system for human resources.
- Preparing a code for employees' behavior.
- Preparing work evidences and instructions.
- Reviewing and updating the employees' job description for guaranteeing the efficiency at work.
- Preparing the training needs study and designing the appropriate training programs according to the priorities and requirements of the work.

◆ **Success Indicators:**

- Number of newly employed.
- Job rotation average.
- Average of the experiences' diversification regulation the job.
- Number of beneficiaries from the training and development.
- Number of joined experiences.
- Modification movement of the job condition.
- Training and planning plans.

Activating the cultural leadership pattern, the communication, in addition to increasing the corporate linkage ratios and developing the setup program for the second row

◆ **Operational Goals:**

- Developing development programs for leaders and supporting the cultural leadership pattern.

- Developing development plans for the second row.
- Developing a succession planning for vital and leadership jobs.
- Developing the leadership performance evaluation and surveying about the job correlation and satisfaction on the sectors' level.

◆ **Success Indicators:**

- Leadership development programs and affiliation ratio of leaders to the development and training programs.
- Programs for preparing the second row and the employees' affiliation ratio to the development and training programs.
- Succession planning policy.

Promoting the corporate culture supporting growth and creativity

The corporate culture that means in its entirety the set of values, beliefs and principles that form a basis for the institution management system, in addition to a number of practices and behaviors that promote such major principles.

◆ **Operational Goals:**

- Supporting the internal relations role of the public relations department for promoting the corporate culture and the corporate values program.
- Spreading and circulating the corporate culture concept.
- Values system acts and profession ethics guide of daily activities.
- Supporting corporate values in the Council entire activities, policies and internal organizations.
- Developing diversified programs for promoting the corporate culture.
- Supporting and developing the continuous surveys concept for evaluating the employees' opinion.
- Supporting and developing the orientation

programs and the administrative and cultural guidance.

◆ **Success Indicators:**

- Programs implemented for supporting the corporate culture.
- Values system, vocational ethics guidance and corporate and procedural violations.
- Number of workshops and training sessions held.
- Quarterly surveys ratios.
- Number of initiatives taken by employees concerning the development of corporate culture programs.
- Vocational ethics guide.

Increasing the support for the main sectors by reviewing and developing the organizational structures and administrative procedures and the financial affairs and human resources department

◆ **Operational Goals:**

- Developing a list of the job competencies.
- Developing the career path plans.
- Reviewing the Human resources department policy in addition to the regulation by-laws and training policy.
- Reviewing the organizational structures in the job descriptions.
- Reviewing the administrative, financial and legal powers list.
- Developing and restructuring the strategic planning department, the studies and researches.
- Developing the statistic and survey unit.
- Developing the initiatives unit.
- Developing and restructuring the human resources department.
- Developing and restructuring the public relations and marketing department.
- Developing the advisory technical support office.

- Developing a unit for managing the operational processes and developing and measuring the performance.
- Developing the marketing and international relations unit.
- Developing a unit for internal auditing.

◆ **Success Indicators:**

- job competencies document.
- Modification ratio in human resources and training department policy.
- Gaps of the organizational and job structure and the developed structures.
- Job path maps and family jobs.
- Financial and administrative powers list.

Chapter 2: Promoting and strengthening the reputation and position of the National Council for Culture, Arts and Literature in the local and international business environment

Promoting the reputation and position of the institution based on professionalism and openness

◆ **Operational Goals:**

- Supporting and developing a program for promoting the corporate brand locally and internationally.
- Developing a marketing and advertising campaign for promoting the mental image in the local, Gulf and international market.
- Reviewing a slogan and a slogan focus sentence in international specifications.
- Unifying the general frame of the communications and correspondences for fixing the mental image and finding the corporate identity with customers.
- Supporting the continuous survey for measuring the gaps of the aimed and real mental images.

- Supporting the public relations role for the Council activities, services and products on the local, Arab and international level and expanding the participation scope of the cultural agenda.

◆ **Success Indicators:**

- Marketing, advertising and media policy.
- Surveys for measuring the public opinion.
- Officials' mutual visits (Council and leaders in the private and public sector and in the civil society institutions and international organizations existing in Kuwait).
- Council new slogan.
- Specialized action plan for the media and marketing team and mechanisms for treating the initiatives and methods for improving the products and activities.

Developing and updating the website, electronic devices and services and social media channels

◆ **Operational Goals:**

- Consolidating the visual and written corporate identity through developing a website and the social media channels of the National Council for Culture, Arts and Literature.
- Consolidating the Council values as to the transparency, integrity and communication with the society through developing the website.
- Developing a development project for the website and the main structure of the website, in addition to specifying the aimed public.
- Forming the internal work team of the Council and announcing the opportunity before the civil society institutions and the innovators to cooperate in the same, in addition to facilitating bringing consultancy cooperation for developing the website according to international standards.

◆ **Success Indicators:**

- Periodic control rate of the site.

- Satisfaction and use rate by the browsers of the website and social media channels.
- Initiatives rate related to the website development.
- The transparency society indicator related to the website.

Developing the customers and dealers system of the National Council for Culture, Arts and Literature

◆ **Operational Goals:**

- Forming a service and quality team for activating the information database for serving the customers, dealers and employees.
- Developing an efficient information system for the service of customers, dealers and employees for increasing the performance competence of the National Council and satisfying the needs of customers and dealers, in addition to orienting the employees' projects towards the units concerned in developing the services.
- Improving the level of offering the services and developing a service quality, complaints and survey system.
- Developing mechanisms for honoring the customers, dealers and employees and introducing the customers and dealers' service week in the annual performance calendar.
- Training the employees of the National Council for Culture, Arts and Literature on the customer service concept and service quality.

◆ **Success Indicators:**

- Service policy with customers, dealers and employees and the quality thereof.
- Number of workshops and specialized training sessions.
- Electronic applications for the information system.
- Survey forms and customer satisfaction ratios.
- Databases related to honoring the customers,

dealers and employees in the customer service field.

- Number of initiatives in the customer service field.
- Presence average of the service team in the activities.

Strategic correlation with the governmental bodies for supporting the Council plans and strengthening its reputation and vital position

◆ **Operational Goals:**

- Developing the bilateral relation through partnership agreements that specifies a frame for the integrated work, in addition to determining the roles and coordinating the missions for supporting the national development efforts and serving the objectives of the National Council for Culture, Arts and Literature.
- Targeting the Ministries and the following Governmental bodies in total coordination, cooperation and deliberation, in addition to discovering opportunities for benefitting from such bodies for spreading and marketing the Kuwaiti culture. Moreover, it targets such Ministries and bodies in order to participate in the local and international cultural calendar related to the National Council for Culture, Arts and Literature. The bodies are as follows:

- Council of Ministers:
 - General Secretariat of the Council of Ministers to introduce the National Council's annual plans, goals and ways of cooperation.
- Ministry of Education and educational institutions:
 - Curricula and materials management.
 - Curriculum development.
 - Materials Art Education.
 - Management of school activities.
 - School trips.

- Cultural Activities.
- The Outstanding, creators and inventors.
- People with disabilities and special needs.
- Kuwait University.
 - Deanship of Admission and Registration.
 - Department of Information.
 - Faculty of Arts, Department of English and the language Center.

- Public Authority for Applied Education and Training.

■ Ministry of Foreign Affairs:

- Kuwaiti cultural supplements.
- Embassies' cultural attaches in Kuwait.
- Department of international cooperation and international conventions and the Department of Protocol and Ceremonies - International delegations.

■ Higher Organizing Committee for National Day celebrations.

■ General Secretariat of the Supreme Council for Planning and Development.

- Central Administration of Statistics and the Department of Development Studies, Developmental plans and documents.

■ Civil Service registration and screening.

■ Counseling centers and strategic governmental studies.

■ Ministry of Youth and Public Authority for Sports.

■ Ministry of Information and media offices.

■ Environment and Public Works, municipal and electricity - Relevant departments.

◆ **Success Indicators:**

- Number of bilateral cooperation agreements.
- Rate of mutual visits.
- Government relations Follow up Regulation.
- Joint reports.
- Internal support team for Government Relations.
- Preparation of a curriculum for the Ministry of Education on behalf of the Kuwaiti culture.

- Number of workshops and familiarization visits for schools.
- Preparation of training courses in the field of specialization in culture, arts, museums, monuments and heritage.
- Joint reports and projects between the Council and governmental agencies.

Third Axis: Institutional performance management

Application of Performance Management and Quantitative Calendar system

◆ Operational Objectives:

- Dissemination and mainstreaming of performance management concept.
- Creating an administrative and electronic mechanism for drawing and directing the performance and developing, improving and rationalizing to achieve the objectives set.
- Developing an information system on the human resources performance and changes thereto.
- Reviewing the leadership selection process and delegating assistants.
- Conducting human resources planning.
- Correcting the selection policy.
- Correcting the transport, appointment and management promotion policy.
- Correcting the training and development policy.
- Correcting the incentives and wages policy.
- Planning policies and programs of promotion, career progression and path.
- Detecting weaknesses and deficiencies in communication skills.

◆ Success Indicators:

- Human resources policy.
- Training and development policy.
- Promotions and transfers Policy.

- Human resources budget.
- Electronic application system for performance management.
- Awareness workshops for staff, public, dealers and suppliers, etc.

Developing the infrastructure of information systems and technology and the development of electronic services and management projects for the sectors of the Council, and to cooperate with the government and the competent international organizations in the field of information technology development.

Overseeing the implementation of the strategic objectives of the main vital and supportive sectors and monitoring the quantitative and qualitative performance indicators.

6.1 National library of Kuwait

First Axis: Supporting, promoting and developing national intellectual production

Preserving the national intellectual production.

◆ Operational Objectives:

- Enriching and developing the library collections of various paper and digital information sources.
- Obtaining books and publications on Kuwait through legal deposit.
- Encouraging publishers, authors and Government institutions to deposit new publications by raising awareness on the importance of the depository.
- Increasing sources of information in traditional and non-traditional forms.
- Developing and supporting Kuwaitana Hall by modern printed and non-printed information sources.
- Forming a set of documents, archival materials, Images and movies of the heritage and history of Kuwait.



- Creating a laboratory for restoring manuscripts and documents.
- Establishing a specialized Committee for preparing a development policy of the library collections and enriching it with distinguished literacy materials.

◆ **Success Indicators:**

- Number of sources of information deposited in the library.
- Technical preparation of manuscripts and documents, and preparing technical manuals that will help using them.
- Developing technical and human potential in the field of manuscripts for the library to be a pioneer in this domain.
- Number of manuscripts indexed, classified and restored.
- Preparing a bibliographical list of manuscripts and rare books at the library and participating in the preparation of a consolidated list of manuscripts at the State level .
- Number of training courses specialized in the maintenance, restoration and processing of manuscripts that have been held.

Promoting and publishing the Arab heritage value

◆ **Operational Objectives:**

- Collecting Arab and Islamic heritage, and working on publishing it.
- Caring about Arab Islamic manuscripts to be a reference for researchers and for the new generation of youth intending to study Arab and Islamic heritage.
- Issuing heritage magazines and periodicals and developing the series of Arab heritage and the bride crown Lexicon.
- Developing Arab heritage monitoring performance to cope with the global trends and developments.

- Registering all heritage manuscripts and books in an electronic record for identification.
- Working on translating some of these heritage manuscripts and books into other languages, to define our Arab heritage.
- Establishment of a national archive of images»”

◆ **Success Indicators:**

- Creating an annual cultural program (Lectures, Seminars, exhibitions) to define these rare heritage manuscripts and books.
- Preparing and establishing training courses for staff in the field of manuscripts and heritage conservation.
- Issuing an information booklet contains an explanation of some of heritage manuscripts and books and its importance.
- Attracting community sectors to identify and learn about the heritage of Kuwait and the Arab and Islamic world.
- Providing heritage versions and publications for learners and interested people.
- Holding lectures and exhibitions concerned with heritage.

Documenting and archiving heritage and national intellectual production and constructing Kuwait’s rulers and Kuwaiti personality national archives

◆ **Operational Objectives:**

- Building an electronic database includes Kuwait’s celebrities in various fields and make them available to researchers.
- Preparing a database that includes princes and rulers of Kuwait and limiting their achievements.
- Documenting the work and achievements of scientists and men of Kuwait who excelled and performed in various fields of science and arts.
- Documenting the national heritage and preparing it technically and automatically.

- Automating full texts of selected of Kuwaiti books and periodicals.
- Establishing Kuwaiti national archives.
- Establishment of a national archive of images

◆ **Success Indicators:**

- Completing a list of princes and rulers of Kuwait and limiting their achievements.
- Preparing a list of Kuwaiti personalities of intellectual, literary and political icons.
- Establishing a database containing the achievements and contributions of merchants, craftsmen and artisans in Kuwait.
- Adjusting and limiting the national intellectual production of entire forms and types.
- Creating the unified national index.

Establishing a laboratory for restoring manuscripts and documents

◆ **Operational Objectives:**

- Restoring manuscripts and documents in the National Library of Kuwait and making them available to researchers.
- Contributing to the preservation of rare manuscripts as part of the library functions in heritage preservation.
- Organizing specialized training courses in the maintenance of manuscripts and documents.
- Technical preparation of manuscripts, documents and preparing technical manuals that help using them.
- Developing technical and human capabilities in the field of manuscripts for the library to be a pioneer in this field, both at the local or the Arab level.
- Coordination, cooperation and integration with institutions interested in manuscripts locally and internationally.

◆ **Success Indicators:**

- Number of manuscripts indexed, classified and restored.
- Preparing a bibliographical list of manuscripts and rare books.
- Participating in the preparation of a consolidated list of manuscripts at the State level .
- Number of training courses specialized in the maintenance, restoration and processing of manuscripts that have been held or participated in.
- Providing the latest technical programs for the technical preparation of manuscripts.

Providing and developing technology and information support

◆ **Operational Objectives:**

- Providing digital content for information sources for adopting the latest information technology.
- Developing and updating the library's website.
- Increasing access to the scientific content of the library' holdings to more than a beneficiary at the same time.
- Providing information services distinctive in content and attractive in form and design.
- Increasing numbers of screens and surveillance devices to include all halls and entrances.
- Creating a digital lab equipped with hardware, software and accessories to support the digitization of information sources.
- Creating a renewed and modern digital library that includes all forms of information sources.
- Developing an information technology infrastructure at the library.
- Investing in the traditional information credit transfer at the library to digital formats.
- Increasing subscriptions in periodicals and electronic databases.
- Converting Kuwaiti heritage sources and containers to the electronic format.



- Providing digital devices, scanners and sophisticated software for supporting digitization projects.

◆ **Success Indicators:**

- Number of technical projects that have been implemented.
- Number of containers, documents and images that have been digitally converted.
- Establishing and developing a detection program for periodicals in the library.
- Number of electronic periodicals that have been subscribed to.
- Number of computers and scanners that have been purchased.

Second Axis: Specialized libraries and its service to the Kuwaiti and humanitarian society

Developing, preparing, organizing and improving the quality of specialized libraries and qualitative collections and it includes library for people with special needs and children's and teenagers library and private libraries

◆ **Operational Objectives:**

- Providing information services to people with special needs as a part of the Kuwaiti society.
- Allocating a range of activities associated with the activities of the cultural agenda at the library for people with special needs.
- Selecting and acquiring modern information sources to meet the needs of different disabilities (audio – visual -Kinetic – mental).
- Providing a variety of information services for children and teenagers and to encourage and promote reading and openness to different cultures.

- Developing and modernizing cognitive collections for children in support of the governmental orientation toward the care of children.
- Preparing programs and cultural competitions to develop the child's mental capacities and his language and social skills.
- Communicating, coordinating and cooperating with institutions concerned with child welfare and special needs domestically and internationally by sharing expertise and resources and by participating in activities and events.

◆ **Success Indicators:**

- Number of sources of information acquired and appropriate to the child's needs, desires and inclinations.
- Number of lectures and seminars about the value and importance of reading and inculcating the habit of reading in children.
- Providing materials and means of recreation such as stories, plays, movies, cartoon –oriented movies, educational toys and modern software.
- Providing a range of devices to people with special needs to help them reading.
- Purchasing programs and training tools that meet the needs of people with various disabilities.
- Establishing educational courses for people with disabilities to acquire the skills to deal with the sources of information to people with special needs (Braille method).

Developing, supporting and marketing the cultural agenda for National Library of Kuwait

◆ **Operational Objectives:**

- Providing a range of programs and periodic cultural events generally reflect the aspects of culture, literature, history and heritage of Kuwait.
- Highlighting literary, cultural and current intellectual developments and putting them up for

discussion.

- Coordinating and integrating between the role of the National Library of Kuwait and the state's cultural institutions by participating in all activities and cultural and national festivals.
- Providing lectures and General seminars that promote national identity and deep-rooted values of Kuwaiti society through intellectual and cultural diversity of events presented through the cultural Diwaniya.
- Providing lectures that instill the values of intellectual, social and cultural communication and literary dialogue between the sons of Kuwaiti society.
- Conducting cultural events that sponsor talented in various fields of culture and art in collaboration with the specialized bodies in the National Council for Culture, Arts and Literature.
- Organizing exhibitions for paper and electronic publications, pictures, documents and paintings that reinforce the social dimension and support creativity and creators.
- Developing a mechanism to use the library facilities to hold lectures, workshops and exhibitions by other parties.
- Highlighting the library holdings and collections in a professional informational context.
- Preparing a guide of the library's holdings and services.
- Preparing a plan for marketing and promoting library services.
- Increasing cultural events such as exhibitions, seminars and training courses for beneficiaries to consolidate the library's activities.
- Ongoing media coverage of all activities and events held by the Library.
- Conducting media campaigns to raise informational awareness on the importance of reading and going to libraries.
- Establishing a special unit of public relations

services for managing and coordinating with other agencies on halls reservations and media activities.

- Providing information services to the beneficiaries and marketing the library services by means of social communication.
- Providing a range of programs and periodic cultural events generally reflect the aspects of culture, literature, history and heritage of Kuwait.
- Coordinating and cooperating with the state's cultural institutions by participating in all cultural and national activities and festivals.
- Providing lectures and General seminars that promote national identity and deep-rooted values of Kuwaiti society through intellectual and cultural diversity of events presented through the cultural Diwaniya.
- Providing lectures that instill the values of intellectual, social and cultural communication and literary dialogue between the sons of Kuwaiti society.
- Conducting cultural events that sponsor talented in various fields of culture and art in collaboration with the specialized bodies in the National Council for Culture, Arts and Literature.
- Organizing exhibitions for paper and electronic publications, pictures, documents and paintings that reinforce the social dimension and support creativity and creators.
- Developing a mechanism to use the library facilities to hold lectures, workshops and exhibitions by other parties.

◆ **Success Indicators:**

- Coordinating and communicating with the media in its various forms for documenting the library's activities and events.
- Versions and publications that highlight the Library's functions and Services.
- Number of researchers and reviewers benefiting

the library services, deposit services and intellectual property.

- Number of publications, exhibitions and publications organized by the government and hosted by the Library.
- Number of lectures and poetry readings held by the library.
- Number of workshops, competitions, art and cultural exhibitions completed.
- Number of publications, exhibitions and publications organized by the government and hosted by the Library.
- Conducting a seminar on art and musical heritage in Kuwait.
- Conducting a poetry evening on the creations of popular poetry in Kuwait.
- Conducting an exhibition on the popular tradition of Kuwait (Photos, Tools Recordings).
- Delivering a lecture about cultural versions of the National Council for Culture, Arts and Literature.
- Number of workshops, competitions, art and cultural exhibitions completed.

Third Axis: Specialized Cooperation

Stabilizing mechanisms for cooperation with cultural institutions and national libraries and information locally, regionally and internationally.

- ◆ **Operational Objectives:**
 - Holding cooperation protocols to activate communication between the National Library of Kuwait and national libraries, domestically, regionally and internationally.
 - Participating in professional and cultural conferences, seminars locally and internationally.
 - Providing initiatives and technical projects for adjusting and developing work mechanism.
 - Cooperation and partnership with the institutions

of international information exchange in sources of information and the development of services.

- Contributing to the development of programs, policies and technical regulations in informatics institutions.

- ◆ **Success Indicators:**

- Number of agreements and cooperation protocols signed between the library and between information institutions.
- Number of participations in conferences, seminars and local and international workshops.
- Number of training courses completed in collaboration with libraries and information institutions locally, regionally and internationally.
- Activating cooperative projects and participating in the development of resources and services.
- Exchanging of expertise and technical personnel trained for supporting cooperation.

6.2 Strategic objectives of cultural sectors and arts

First Axis: supporting and encouraging Kuwaiti culture (Literature, poetry, publishing, book and exhibition management)

Working on developing the cultural and arts sector activities for serving the development plan of the State of Kuwait for supporting the cultural movement and encouraging its symbols in the internationalism map and preserving and publishing its creative works.

- ◆ **Operational Objectives:**
 - Limiting and classifying Kuwaiti cultural versions and introducing a modern and specialized information system.
 - Encouraging Kuwaiti authors and artists through

acquiring their literary and artistic works, and through supporting and printing their literary creations.

- Organizing and following-up the State Appreciation and Incentive Award in the cultural fields.
- Activating the role of cultural beacons and expanding its coverage to preserve the history of it cultural symbols.
- Increasing the portion of seminars and intellectual lectures in the cultural agenda.
- Developing mechanisms for evaluating sector products.

◆ **Success Indicators:**

- Diversity of the society's various segments and cultural fields.
- Preparing the awards applicants and winners.
- Preparing those holding a full-time literary and artistic license.
- Preparing the encouraging, supported and acquired books.
- Reviewing and updating the books encouraging list and the creative publications supportive list.
- Increasing cultural activities.
- Providing financial support in line with the sector's operational budget.
- Website.

Developing the annual cultural festivals management and expanding the base of targeted people and diversifying its cultural products

◆ **Operational Objectives:**

- Developing and codifying the documentary cycle and technical aspects of the annual cultural festivals.
- Creating and developing a database.
- Improving the quality of services and facilities provided for cultural festivals.

- Investing local and international relations for enriching the festivals value and expanding its base.
- Developing necessary infrastructure for the development of cultural festivals.
- Planning media and advertising campaigns for cultural festivals at professional standards.

◆ **Success Indicators:**

- Diversifying cultural activities offered and attracting global offers.
- Developing procedures manual of cultural festivals management and developing specialized modules and incorporating it electronically.
- Public satisfaction rate and the turnout rate.
- Number of specialized sites listed for major festivals.

Enhancing the status of activities and events related to the development of child and teenagers culture within the annual festivals plan and including the aspects of specialized modern technology

◆ **Operational Objectives:**

- Providing serious cultural centers for child and teenagers care in a cultural, artistic, recreational and attractive environment.
- Developing festivals and specialized centers for children and teenagers and its designated infrastructure (children's future generations' festival / Summer Cultural Festival for Children and teenagers / etc.).

◆ **Success Indicators:**

- Organizing courses for the children of Kuwait at the Free Art Atelier, article, poetry, short story, computer programs, English language, scientific skills and areas of excellence and cultural and artistic creativity.



- Increasing the children and teenager rate of participation in exhibitions and cultural and artistic competitions inside and outside Kuwait.
- Forming an advisory committee to promote the child's culture and adopting modern initiatives and methods for developing the child's culture and cooperating with specialized governmental organizations, and private sector and civil society institutions.
- Increasing the numbers of competitions and awards for children and teenagers activities.
- Providing a database for children and talented teenagers to communicate with them and for setting up a special record of children and talented teenagers in the cultural and artistic creativity fields in collaboration with the Ministry of Education to represent Kuwait in Gulf, Arab and international competitions.
- Providing the appropriate lecturers and trainers to deal with groups of children and teenagers and to provide the means, halls and all necessary facilities for encouragement.

Managing, developing and increasing publications and distribution

- ◆ **Operational Objectives:**
 - Converting cultural versions to electronic versions to broaden the deployment base.
 - Developing the electronic method of publication and distribution as one of the modern methods of publishing and distribution in the Council.
 - Reviewing and improving methods of publishing and distribution, and raising the level of efficiency to international standards and sourcing global to implement the best ways specialized in publishing and distribution.
 - Creating a web site specialized in publishing and selling.
 - Marketing and disseminating domestic and

- international versions.
- Developing the information publishing system for dissemination service in the Arab Gulf countries for leadership and support gains.
- Increasing the versions editorial role and developing mechanisms on scientific, technical and technological aspects in accordance with a development plan for the publication of each version.
- Improving the editing and printing versions specifications.
- Increasing the children and the blind versions share and diversifying the translation of versions across the world languages.

◆ **Success Indicators:**

- Continuing to improve distinguished current versions in accordance with professional evaluation, measurement and distribution mechanisms.
- Versions lists and their diversity.
- Marketing and media plans for disseminating the definition of cultural production on the Arab and international level.
- Increasing the number of Kuwaiti competencies that operate in producing these versions.
- Financial Regulations of the council's periodic series and versions.
- Database and the publishing and informational distribution system.
- Versions Website.

Book fairs support and development management

- ◆ **Operational Objectives:**
 - Overseeing a database regarding the Book Fairs activity and updating it continuously.
 - Disseminating the culture, heritage and creativity of Kuwait through participating in local and

international exhibitions.

- Following-up, organizing and holding the International book fair of Kuwait for yearbook (regulations, associated activities, writers and guests).
- Participating in book fairs after conducting feasibility study and representing the Council in book fairs to be subscribed in.
- The diversity of book fairs in Kuwait.

◆ **Success Indicators:**

- Increasing the distribution percentage of Kuwaiti versions.
- Holding Book fairs in Kuwait's entire various governorates.
- Holding exhibitions at national events.
- The participation of Kuwaiti bodies and other authorities in book fairs.
- The participation of Kuwaiti authors in their literary production in the book fairs.
- Overseeing the organization of book fairs in the State of Kuwait in order to develop, encourage and disseminate culture in the Kuwaiti society.
- Coordinating with publishing houses and libraries on participating in local book fairs.
- Following up cultural developments, especially the holding of book fairs in Arab and foreign countries.
- Increasing publishing houses participation in the fair.
- Increasing Sales.

Second Axis: Supporting, encouraging and developing the Kuwaiti Cinema

Encourage the Kuwaiti Cinema products and creators

◆ **Operational Objectives:**

- Encouraging Kuwaiti talents through organization

and participation in Gulf, Arab and international film festivals.

- Creating conditions and possibilities for film production.
- Encouraging local film production (short, long films and documentaries).
- Holding a film festival in Kuwait to encourage Kuwaiti competencies.

◆ **Success Indicators:**

- Forming a committee of specialists for the advancement of the film production field.
- Establishing specialized technical courses in the field of film production.
- Using expertise in the field of film production.
- Encouraging young people in film production.
- Establishing and organizing sessions, technical workshops, seminars and local, Arab and international cinematic weeks exposure through which latest movies are shown.

Third Axis: supporting, encouraging and developing Fine Arts

Working on developing the participation of Kuwaiti artist in the field of local Fine Arts

◆ **Operational Objectives:**

- Providing and maintaining infrastructure appropriate for Fine arts performances.
- Creating competitive participations of Fine arts Artists.
- Setting regulatory mechanisms for the Fine Artists local participation.
- Creating a database for limiting the fine art production and artists in the state of Kuwait.
- Developing a number of Fine performances in its various branches at the local level in form and content.
- Coordinating with the private sector to expand the circle of the local Fine art participation.



◆ **Success Indicators:**

- Number of new Fine Art halls.
- Number of Fine Art competitions and festivals.
- Regulations for the participation of Fine Art artists.
- Completing the database.
- Holding various local and international exhibitions.

Developing a program of foreign participations in the Fine Arts various branches

◆ **Operational Objectives:**

- Creating a database for regional, Arab and international Fine Arts meetings and forums.
- Developing mechanisms to the geography and nature of foreign participations.
- Strengthening the bilateral and international relations program, and activating the role of the Kuwaiti diplomatic corps abroad in the Fine Arts field.
- Creating opportunities for dispatching the Kuwaiti Fine Arts artists abroad to contact with their counterparts in the world countries.
- Coordinating with local and international scientific bodies to attract Kuwaiti graduates in the Fine Arts field.

◆ **Success Indicators:**

- Completing the database.
- Regulations for foreign participations.
- Cultural agreements between the National Council and the various countries in the Fine Arts field.
- Number of artists dispatched from Kuwait.
- Number of graduates belonging to the Fine Arts sector in the National Council.
- Number of awards achieved in foreign participations.

Supporting and promoting the participation of children and teenagers in the Fine Arts field

◆ **Operational Objectives:**

- Creating a program for the children and teenagers participation in Fine Arts exhibitions and forums.
- Recruiting international cultural relations and activating it in the Fine Arts field.
- Establishing an appropriate legislation for employment priority for young generation in the Fine Arts field.
- Developing a training program for young people in the field of Fine Arts branches.
- Coordinating with those working in the field of children and young people to attract people interested in Fine Arts field for developing a program for discovering and nurturing children and talented people in the Fine Arts.
- Develop a program to discover and take care of children and talented youth in the field of Fine Arts

◆ **Success Indicators:**

- Number of fine art exhibitions for children and young people and the number of participants.
- International cultural conventions in the Fine Arts field.
- Number of workshops and training courses and the number of participants.
- Implementing an exploration and nurturing program for children and talented people.

Fourth Axis: Supporting, encouraging and developing the Kuwaiti musical movement

Developing the folklore management Center and highlighting musical and artistic activities

◆ **Operational Objectives:**

- Preserving folklore in music and singing.
- Defining the Kuwaiti talented and creative people

in the field of music and singing.

- Working on establishing a Kuwaiti Orchestra for music and singing.
- Setting a media perceptions for motivating public to attend events.
- Reviewing and evaluating the work of the previous festivals, and treating kinks that negatively affect attendance.
- Private sector involvement in sponsoring music festivals.
- Developing the International Festival of Music, which is annually held by the Council.
- Overseeing the participations of internal and external orchestras.

◆ **Success Indicators:**

- Attracting international groups to participate in cultural events and activities held by the Council.
- Forming a committee of specialists in the field of musical heritage for developing plans and current and future programs.
- Establishing a mechanism for selecting the groups participating in the activities of the National Council for Culture, Arts and Literature.
- Establish training workshops in the field of musical heritage.

Fifth Axis: Kuwaiti Theatrical Movement

Supporting and encouraging the Kuwaiti theatrical movement and promoting diversity of its products and to ensure its continuity for future generations

◆ **Operational Objectives:**

- Publishing and publicizing the Kuwaiti theatrical movement in the domestic arena and in international forums and managing and organizing festivals forums, seminars, activities and events in support of disseminating the Kuwaiti theatrical movement.
- Increasing targeted researches and studies for

documenting and rooting the Kuwaiti theatrical movement.

- Supporting and encouraging theatrical teams.
- Supporting and developing the theatrical sector infrastructure, and managing and maintaining theatrical facilities.
- Increasing the play teams competitiveness and diversification projects and developing new mechanisms of support and encouragement.
- Creating and developing the theatrical sector databases.
- Reviewing and developing the support and encouragement regulations of theatrical sector.
- Preserving production, texts and Kuwaiti theatrical performances through modern informational and technological systems.
- Developing an information base of Kuwaiti playwrights.
- Developing and supporting children's and teenagers theater and enhancing its position.
- Cooperating with the relevant authorities related to the theaters sector and its products for promoting the Kuwaiti theatrical production and its communication with future generations.
- Supporting and encouraging the workers in the theatrical sector inside and outside the Council to reduce the scarcity of specialized posts in the theater field.
- Activating the local theater festival recommendations.

◆ **Success Indicators:**

- Increasing the financial support and the support's regulations and mechanisms.
- Requirements and needs of the existing and targeted theaters.
- Specialized seminars, festivals, conferences and specialized studies and research (with a focus on the child, teenagers and theater school).
- The availability of Kuwaiti theaters logistic equipment.

- Playwrights listings, databases, archiving and preservation system.
- Number of competitions and prizes and support proportions.
- Number of local and international participations.
- Diversity of specialized theaters.
- Theaters created and the level of using modern theaters technology.

Interest in supporting the children's theater development program in Kuwait

◆ **Operational Objectives:**

- Creating children's theater festivals.
- Employing of Arab and international cultural relations for developing children's theater.
- Providing financial support for producing children's theatrical performances.
- Developing a program for exploring talented children in the theater field with the relevant authorities.

◆ **Success Indicators:**

- Number of child's theater festivals.
- Number of international and Arabic cultural conventions on children's theater.
- The size of the support provided for the child's related performances.
- Implementing the people talented program with the relevant authorities.

Providing opportunities for optimal initialization and preparation of Kuwaiti youth to engage in the theatrical field

◆ **Operational Objectives:**

- Developing a program dedicated to training and rehabilitation in a youth-oriented theater.
- Developing opportunities for using the institution facilities.
- Providing opportunities for the priority of

employment in the institution's staff.

- Cooperating with the young people concerned authorities in the theatrical field.
- Developing mechanisms and rules of material support for theatrical performances to motivate young people.
- ◆ **Success Indicators:**
 - Developing and applying the said training program.
 - Developing the employment priority legislation.
 - Developing the material support regulations.
 - Cooperation agreements with the young people concerned authorities in the theatrical field.

Publishing and marketing the Kuwaiti theatrical production at the regional, Arab and international arena

◆ **Operational Objectives:**

- Developing the program of participating in the cultural weeks and theatrical participations abroad.
- Developing mechanisms for participation in foreign theatrical forums.
- Supporting civil teams financially to participate abroad.
- Creating an information base for the Kuwaiti theatrical mobility and those supporting it.
- Opening channels for presenting and commercially marketing theatrical performances outside of the State of Kuwait.

◆ **Success Indicators:**

- Bilateral cultural agreements between the institution and the corresponding institutions.
- Participation Regulations.
- Number of participations and participants of playwrights abroad.

Sixth Axis: Domestic and international cooperation

Supporting and developing Foreign Cultural Relations of the State of Kuwait

- ◆ **Operational Objectives:**
 - Communicating with international organizations through:
 - ◆ General Secretariat of the Cooperation Council for the Arab States of the Gulf.
 - ◆ Arab League Educational, Cultural and Scientific Organization (ALECSO).
 - ◆ Islamic Educational, Scientific and Cultural Organization (ISESCO).
 - ◆ United Nations Educational, Scientific and Cultural Organization (UNESCO)
 - Signing cultural agreements with the brotherly Arab and the friendly foreign countries and communicating with the brothers in the Gulf Cooperation Council (GCC) through the General Secretariat of the Cooperation Council for the Arab States of the Gulf.
 - Globally communicating with the United Nations international organizations and others.
 - Participating in (2) international cultural and artistic festivals held abroad annually.
 - Holding (5) cultural Arab and foreign weeks within the State of Kuwait annually.
 - Holding (5) cultural Arab and foreign weeks outside the State of Kuwait annually.
 - Promoting culture and documenting the ties of brotherhood and friendship between the State of Kuwait and the brotherly Arab and friendly foreign countries.
 - Disseminating culture in the community and learning about peoples' cultures.
 - Developing cooperation in the fields of culture and arts.
 - Exchanging Arab and international expertise in the arts and culture field.

- ◆ **Success Indicators:**
 - Number of artistic and cultural festivals.
 - Number of participants in the artistic and cultural festivals.
 - Fine Arts exhibition (internal and external).
 - Conferences attended by the National Council.
 - Number of cultural weeks inside and outside the State of Kuwait.
 - Implementing joint programs prescribed by the Ministers responsible for cultural affairs in GCC and brotherly Arab and friendly foreign countries.
 - Participations in meetings organized by international organizations.

General indicators for the performance success of culture and arts sectors

- ◆ **Manpower indicator:**
 - Performance rate.
 - Training and development rate.
 - Job satisfaction rate.
- ◆ **Procedures and systems indicator:**
 - Modernization, development and simplification rate.
 - Mechanization and integration rate.
- ◆ **Activities and events:**
 - Number of events and activities.
 - Number of events, activities, workshops, conferences and forums.
 - Number of beneficiaries.
 - Number of diversity and renovation.
 - Number of events and activities' curators.
 - Services satisfaction level.
- ◆ **Projects and initiatives indicator**
- ◆ **Budgets rationalization and investment:**
 - Budget consumption percentage.
 - Deviation percentage.
 - Financial analysis indicators.

6.3 Strategic objectives of, museums and heritage sector antiquities

First Axis: Construction, development, protection and preservation of museums, archaeological sites and historical buildings

(Museums and Antiquities)

◆ Operational Objectives:

- Constructing and developing museums buildings in Kuwait's various governorates and employing museums advanced technology in the museum activities and events the museum to be a (SMART) interactive museum coping with the latest global systems and providing assistance and support to the owners of private groups according to a mechanism and criteria established by the Council.
- Protecting, maintaining and restoring explored archaeological sites, and developing and rehabilitating it to be an open museums preserving the cultural heritage of the State of Kuwait.
- Protecting, preserving, restoring, developing historical buildings, and utilizing them as centers of cultural heritage of both material and immaterial types.
- Creating museums specialized in new museums series such as the museum of diving and pearl, marine arts museum, folk art museum, and museum of natural history.
- Rehabilitating Kuwait National Museum buildings.
- Observing important historical buildings in the national memory.
- Creating and classifying a list of the existing historical buildings.
- Creating a national archive of architectural heritage of the State of Kuwait.

◆ Success Indicators:

- Modernizing and developing the museums infrastructure technology in(exhibition halls, laboratories, registration, museum administration) and enabling the museum to be a likeable environment and a scope for and smart learning.
- Addressing the concerned authorities in Kuwait to transfer the historic buildings ownership in collaboration with the State Property Department.
- Identifying the utilization of buildings.
- Developing a plan for managing and operating museums and cultural centers.
- Cooperating with the Architecture Department at Kuwait University in this area.
- Establishing the Architectural Heritage National Register.
- Issuing a series of books for heritage buildings.
- Raising awareness on the importance of heritage buildings.
- Converting historical buildings to sites of touristic cultural status.
- Organizing internal seminars and conferences on the architectural heritage.
- Inviting specialists from inside and outside Kuwait.
- Developing audio-visual presentations in exhibition halls, library, access system and collectibles management.
- Installing computer systems in the museum.
- Completing the establishment of electronic systems for the museum.
- Developing the digital photography lab.
- Creating, developing and managing Kuwait museums website, reinforcing the widespread concept and acknowledging the world with the sponsorship of the State of Kuwait for arts, civilization and human culture.
- Modernizing equipment and tools.
- Using the museum SMART electronic management system for the museum entire facilities and services.

- Linking the buildings electronically and covering the network scope in and around the buildings.
- Using information technology in museum guidance and training.
- Developing the staff skills in the field of technology and museums through training courses.
- Designing and writing computer programs related to the museum environment.
- Developing digital publications and bulletins to the public.
- Developing a technology of converting rare books to digital books to be displays on special screens in the library.
- Equipping the digital photography lab with the latest digital devices for photography.
- Producing a visual printed material in both Arabic and English, to be parallel with the « Permanent / Temporary » exhibitions held in the museum locally and internationally.
- Producing electronic educational publications and brochures for visitors.
- Caring of the archaeological collections and studying and publicizing them, and preserving cultural heritage.

◆ **Success Indicators:**

- Launching (2) exhibitions at the Amricani Cultural Center annually.
- Equipping Al-Maidan Cultural Center with the latest audio-visual equipment for and musical theater performances, and presenting the cultural season and the associated activities.
- Equipping the laboratory and training center in building No. (9) at Kuwait National Museum.
- Equipping museum exhibitions and equipping cabinets and artifacts' racks in building No. (4+3) at Kuwait National Museum.
- Installing an electronic alarm and surveillance system in the museum halls and in Sector Al-Athar Al-Islamiyyah entire buildings at Kuwait National Museum.
- Equipping explanations and illustrations methods in the exhibition halls.
- Linking surveillance systems among Al-Athar Al-Islamiyyah Sector entire facilities at Kuwait National Museum.
- Installing audio visual screens in the exhibition halls at Kuwait National Museum.
- Installing antique collectibles in the cabinets at Kuwait National Museum.
- Moving the rare books and displaying them in the library at Kuwait National Museum.
- Preparing for the museum official opening in 2016.
- Caring of Al-Sabah archaeological collection, studying and publicizing it and transferring to the collection's collectibles to building No. (9) at Kuwait National Museum.
- Preparing a secondment contract compatible with any collection of private collectibles of which the state might contract with.

(Al-Athar Al-Islamiyyah Sector)

◆ **Operational Objectives:**

- Completing, equipping and developing the buildings occupied by Al-Athar Al-Islamiyyah Sector which are at three locations :
 - ◆ Amricani Cultural Center building at the Historic Amricani Hospital building.
 - ◆ Al-Maidan Cultural Center at Abdullah Al-Salem High School at Al-Shaab area.
 - ◆ Kuwait National Museum
 - 1 - Warehouses and maintenance laboratories in building No. (9) at Kuwait National Museum.
 - 2 - Museum exhibition halls in building No. (4+3) at Kuwait National Museum.
 - 3 - Rare Books Library in Building No. (17) at Kuwait National Museum.



- Creating a secondment contract and presenting it to the relevant competent authorities in the state for obtaining approval.
- Signing a permanent secondment contract for regulating the relationship between the parties and for regulating the rights, duties and financial, administrative and legal obligations between the parties.
- Finding a mechanism and formulating standards to regulate the relationship between the private collections' owners and the National Council for Culture, Arts and Literature.
- Mechanisms for overseeing the implementation and activation of contracts.
- Signing cooperation agreements with universities and archaeological institutes.
- Developing and adopting of a field program for archaeological missions.
- Forming a national archaeological archive of the missions' field studies to be a reference for researchers and specialists in archeology.
- Projecting the archaeological sites that are monitored by the results of archaeological explorations.
- Holding 2 local seminars annually to review the results of the archaeological explorations.
- Issuing a number of 3-5 studies annually.
- Translating 2 studies annually.
- Issuing leaflets in Arabic and English for teenagers and adults about the cultural heritage of the State of Kuwait.
- Activating cooperation with state relevant institutions for heritage preservation such as the municipality and the Ministry of Works.
- Communicating the studies' summaries with specialized bodies in the Ministry of Education to communicate with as lessons or curricula for disseminating cultural heritage and its importance.

Second Axis: Archaeological survey and excavation

(Museums and Antiquities)

◆ Operational Objectives:

- Activating the Kuwaiti Antiquities Law.
- Intensifying surveys and archaeological excavations in the Kuwait territories.
- Protecting the archaeological sites.

◆ Success Indicators:

- Inviting archaeological missions to excavate antiquities for implementing field programs in the survey and archaeological excavations field from specialized institutes and universities.
- Drawing a digital map of archaeological sites to be monitored during the survey and archaeological excavations and enrolling it within the structural plan of the State of Kuwait.
- Inviting 10 missions and teams specialized in archeology.
- Addressing the concerned authorities in the State to allocate archaeological sites.
- Fencing the archaeological sites and placing warning signs of not to tamper with.

Third Axis: Preserving, protecting and registering the collectibles

(Museums, Antiquities and Al-Athar Al-Islamiyyah) Sector

◆ Operational Objectives:

- Restoring and preserving the cultural heritage of the State of Kuwait.
- Developing the antique collectibles warehouses and the museum storage system.
- Creating a sophisticated automatic program for saving each artifact's data.

◆ Success Indicators:

- Equipping field and central laboratories for

restoring and maintaining artifacts.

- Equipping stores with international standards for preserving and storing artifacts.
- Using modern technology in recording and documenting artifacts.
- Preparing a national cadre specialized in artifacts' restoration and maintenance.
- Restoring and maintaining disclosed archaeological sites.
- Rehabilitating and initializing archaeological sites and establishing programs of visit.
- Inviting specialists in maintenance and restoration.
- Establishing plans for developing laboratories and providing them with the necessary equipment tools.
- Developing a training program for rehabilitating national cadres.
- Cooperating with institutes and universities inside and outside Kuwait to train national cadre and open the way for studying the specialty of artifacts restoration and preservation.
- Writing periodic reports on the status of archaeological sites and the establishing maintenance and restoration programs.
- Transferring antiquities to new warehouses and operating the digital storage system.
- Beginning of archaeological collectibles data entry in the new system.

Fourth Axis: Museums International Cooperation

(Museums, Antiquities and Al-Athar Al-Islamiyyah Sector)

◆ Operational Objectives:

- Sensitizing to join governmental and international agreements related to cultural heritage and attendance at the regional and global level.
- Communicating and defining the collectibles, knowledge and the mutual participation with

relevant organizations and museums.

- Creating and developing a program with international institutions in the field of culture, such as UNESCO and the United Nations Development Programme (UNDP) and with Global associate museums in maintaining and restoring antique collectibles, and in museum training and rehabilitation (Museology) to be the nucleus of a regional center in the region.

◆ Success Indicators:

- Attending regular meetings, conferences and workshops.
- Attending UNESCO's international meetings (Cultural Committee) annually.
- Attending the World Heritage Committee meetings.
- Attending the ICCROM Organization meeting.
- Attending the Arab Organization for Education, Culture and Sciences (ALESCO) meetings.
- Attending the Islamic Educational, Scientific, and Cultural Organization ISESCO meetings.
- Attending the Conference meetings of Antiquities and Cultural Heritage in the Arab world.
- Attending international meetings and seminars held by specialized universities and institutes.
- Attending the GCC and the Culture General Secretariat meetings.
- Holding international and domestic cultural exhibitions for defining Kuwait's antiquities and archeological collectibles.
- Training the staff (conducting 2 training course annually in collaboration with Global and local associate institutions and museums).
- Developing a museum exchange program and encouraging communication with various countries by sending staff to share their experiences with global museums and creating training programs in the field of museum sciences (Museology), antiquities and museums.



- Creating the museum expertise exchange program with associate museums and sending one employee per year and receiving one of the associate museums.
- Training the staff on using modern equipment in the field of restoring and maintaining antique collectibles through the program.
- Equipping and operating restoration and maintenance laboratories and the start of implementing the organic materials maintenance in the collection for implementing the program.
- Communicating with regional centers in the field of training and implementation of joint projects by inviting a specialist every season.
- Organizing a conference and a specialized workshop annually in the field of museum management at the local level, then developing the regional level at the center.
- Starting to conduct a local seminar annually for a period of 4 years associated with the opening of the annual cultural season.
- Participating in 2 seminars, workshops and specialized exhibition annually outside Kuwait.
- Completing the antique collectibles restoration and maintenance program.
- Starting to implement 15% of the artifacts restoration project per annum.
- Recruiting 4 staff in each area and enrolling them in a specialized museum training program.
- Increasing the staff's professional expertise by engaging them in 2 training program per year during the period of constructing and equipping the museum.
- Hosting 10 experts annually from specialized museums and institutions to train the staff.
- Holding 2 training courses in the field of preserving and restoring antiques in the museum laboratories and employing 2 restorers in each of the organic and inorganic fields annually.
- Employing experts in the field of museums (2 experts a year).
- Conducting workshops, seminars and specialized work in the science and management of museums.
- Participating in 5 global joint exhibitions from the collectibles of Al-Athar Al-Islamiyyah Sector.
- Intensifying the presence of media accompanying the exhibitions abroad.
- Holding press conferences and interviews and TV interviews with the world press.
- Organizing lectures on the sidelines of exhibitions.

Fifth Axis: Scientific Research and Publishing

(Museums, Antiquities and Al-Athar Al-Islamiyyah) Sector

◆ Operational Objectives:

- Developing copyright and translation program for antiquities and museums and Al-Athar Al-Islamiyyah Sector.
- Developing paper copies to electronic copies and creating the studies' specialized electronic publishing and archive.
- Authoring, publishing and translating archaeological missions' research.
- Converting the rare books library to a digital library.
- Enticing and motivating researchers, students and the public to take advantage of research and translations.
- Cooperating with centers and institutes specialized in publishing and authoring.

◆ Success Indicators:

- Publishing 3-5 research annually.
- Translating 2 research into Arabic language annually.
- Issuing 2 books specialized in the field of arts, heritage and civilization annually.
- Translating 2 books of Al-Athar Al-Islamiyyah Sector.

publications into other languages annually.

- Issuing 1 children specialized yearbook.
- Developing mechanisms for obtaining paper and electronic publications.
- Enriching the knowledge and information sources in the rare books library and availing them to researchers.

Sixth Axis: Activities and events – The cultural Agenda for museums, monumental buildings and collectibles

(Museums, Antiquities and Al-Athar Al-Islamiyyah) Sector

◆ Operational Objectives:

- Developing and managing the cultural activities to encourage domestic tourism and educational and volunteer programs and workshops for children, teenagers and family.
- Developing the annual cultural agenda and developing activities through which these activities are presented, and expanding the base of participation of the society's various sectors and segments.
- Creating and developing a marketing and advertising campaign for museums.
- Activating the participation of civil society organizations for contributing to the sector's activities and interacting with them as part of the sustainable development.

◆ Success Indicators:

- Implementing an annual cultural season lasting throughout the year and presenting more than 150 activity annually, and serving the society's entire sectors and classes and it includes:
 - Weekly lectures.
 - Musical evenings.
 - Theatrical performances.

- Workshops.
- Family Open Day.
- Children's Open Program.
- Summer Workshops.
- Conducting museum activities with associate museums in the field of exchanging cultural programs.
- Achieve an attendance rate and a greater participation by 20% from the previous season.
- Providing training programs and educational workshops for people with special needs in collaboration with the Education Private Schools.
- Support researchers through providing incentives by publishing and displaying their scientific creativity and production.
- Creating an advanced illustrated educational program for public and private schools.
- Providing weekly visits schedule for governmental and private schools in both Arabic and English.
- Increasing school visits during the year.
- Increasing the number and training of young volunteers.
- Conducting family awareness programs.
- Encouraging Al Dar staff to engage in training and voluntarily programs.
- Holding events related to teenagers, youth and family category
- Implementing a voluntarily program for adults and another for youth.
- Conducting workshops for children, teenagers and family.
- Attracting experts and specialists to offer their expertise in this domain.
- Preparing a study on Al Dar needs of staff training programs and plans.
- Improving the infrastructure of the interactive educational program in the Amricani Cultural Center and adding programs to new categories
- Creating annual programs for cooperating with the various civil society institutions.



- Designing educational materials and publications.
- Issuing educational bulletins and booklets.
- Presenting TV programs for promoting the museum and its services.
- Subscribing in talk shows for publicizing the museum and its services.
- Preparing indicative programs and publications for visitors before the opening of the exhibition.
- Filming a documentary demonstrating the museum buildings before and after the restoration and construction stages.
- Creating and developing plans for local and foreign exhibitions of the collectibles of Al-Athar Al-Islamiyyah Sector.
- Creating and developing plans for local visiting exhibitions from the collectibles of global museums.
- Holding 2 internal exhibitions annually from the collectibles of Al-Athar Al-Islamiyyah Sector.
- Increasing the audience percentage at home and abroad in every exhibition from the previous exhibition by 10 % annually.
- Participating in events organized by the state, such as global conferences, held in Kuwait.
- Holding 2 external mobile exhibition annually from the collectibles of Al-Athar Al-Islamiyyah Sector.
- Holding 2 internal visiting exhibitions from the collectibles of global museums annually.
- Conducting local and foreign activities in collaboration with various parties from sponsoring and contributing to these activities.
- Implementing 25% of the domestic and foreign exhibitions plan in each year of the four year's term with the implementation required budget.
- Number of internal and external participation in exhibitions and research.
- Level of periodic maintenance of museums and monumental buildings.
- Number of publications and translations.
- Number of technical consultations and specialized studies.
- Number of registered collectibles.
- The increase in the number of museums, collectibles and books.
- The consumption percentage of budget allocated to Museums, Antiquities and Heritage.

General indicators for the performance success of Museums, Antiquities and Heritage sectors

- Rate of developmental projects and events.
- Number of beneficiaries, visitors and official visits.

Strategic Objectives Map 2014-2019

Main Axes	Axis Name	Strategic Objectives	Sector in-charge Focus Points
First Axis	Leading and developing manpower and improving the institutional and cultural working environment	<ul style="list-style-type: none"> ◆ Creating a program to attract competencies and creating the SMART recruitment system and developing strategies for the development and training of human resources. ◆ Activating the Cultural Leadership Pattern and communication, and increasing increased the rates of institutional linkage and developing the second row's preparation program. ◆ Increasing support for main sectors by reviewing and developing organizational and administrative structures and procedures and the financial affairs and human resources management. ◆ Enhancing the institutional culture that is supporting to growth and creativity. 	Council's General Secretariat (Secretary-General)
Second Axis	Enhancing and strengthening the reputation and prestige of the National Council for Culture, Arts and Literature in the local and global business environment	<ul style="list-style-type: none"> ◆ Enhancing the reputation and prestige of the institution that is based on professionalism and openness. ◆ Developing and updating the website, devices, electronic services and the social networking channels. ◆ Developing the system of clients and dealers with the National Council for Culture, Arts and Literature. ◆ Strategic connection with governmental agencies to support the Council's plans and strengthen its vital reputation and prestige. 	
Third Axis	Institutional Performance Management	<ul style="list-style-type: none"> ◆ Applying the performance management system and quantitative assessment. ◆ Overseeing the implementation of the strategic objectives of the main supportive vital sectors and monitoring the quantitative and qualitative performance indicators. ◆ Developing the infrastructure of information systems and technology and the development of electronic services and management projects for the sectors of the Council, and to cooperate with the government and the competent international organizations in the field of information technology development. 	



Main Axes	Axis Name	Strategic Objectives	Sector in-charge Focus Points
Sectors Strategic Objectives	1 Supporting, encouraging and developing the national intellectual production	<ul style="list-style-type: none"> ◆ Preserving the national intellectual production. ◆ Documenting and archiving heritage and national intellectual production and constructing the archive of Kuwait's rulers and Kuwaiti personalities. ◆ Establishing a laboratory for restoring manuscripts and documents. ◆ Providing and developing the informational technological support. ◆ Enriching and publish the value of Arab heritage 	National Library of Kuwait
	2 Specialized libraries and their service to the Kuwaiti and humanitarian society	<ul style="list-style-type: none"> ◆ Developing, preparing, organizing and improving the quality of specialized libraries and qualitative collections and it includes library for people with special needs and children's and teenagers library and private libraries. ◆ Developing, supporting and marketing the cultural agenda for the National Library of Kuwait. 	
	3 Specialized Cooperation	<ul style="list-style-type: none"> ◆ Stabilizing mechanisms for cooperation with cultural institutions and national libraries and information locally, regionally and internationally. 	
	4 Supporting and encouraging Kuwaiti culture (Literature, poetry, publishing, book and exhibition management).	<ul style="list-style-type: none"> ◆ Working on developing the cultural and arts sector activities for serving the development plan of the State of Kuwait for supporting the cultural movement and encouraging its symbols in the internationalism map and preserving and publishing its creative works. ◆ Developing the annual cultural festivals management and expanding the base of targeted people and diversifying its cultural products. ◆ Promoting and publishing the Arab heritage value. ◆ Managing, developing and increasing publications and distribution. ◆ Book fairs support and management development. 	Culture and Arts sector

Main Axes	Axis Name	Strategic Objectives	Sector in-charge Focus Points
Sectors Strategic Objectives	5 Supporting, encouraging and developing the Kuwaiti Cinema	<ul style="list-style-type: none"> ◆ Encouraging the Kuwaiti Cinema, its products and creators. 	Culture and Arts sector
	6 Supporting, encouraging and developing Fine Arts	<ul style="list-style-type: none"> ◆ Working on developing the participation of Kuwaiti artist in the field of local Fine Arts. ◆ Developing a program of foreign participations in the Fine Arts various branches. ◆ Supporting and promoting the participation of children and youth in the Fine Arts field. 	
	7 Supporting, encouraging and developing the Kuwaiti musical movement	<ul style="list-style-type: none"> ◆ Developing the folklore management Center and highlighting musical and artistic activities. 	
	8 Kuwaiti theatrical movement	<ul style="list-style-type: none"> ◆ Supporting and encouraging the Kuwaiti theatrical movement and promoting diversity of its products and ensure its continuity for future generations. ◆ Interest in supporting the children's theater development program in Kuwait. ◆ Providing opportunities for optimal initialization and preparation of Kuwaiti youth to engage in the theatrical field. ◆ Publishing and marketing the Kuwaiti theatrical production at the regional, Arab and international arena. 	
	9 Cultural Domestic and international cooperation	<ul style="list-style-type: none"> ◆ Supporting and developing Foreign Cultural Relations of the State of Kuwait. 	



Main Axes	Axis Name	Strategic Objectives	Sector in-charge Focus Points
Sectors Strategic Objectives	10 Construction, development, protection and preservation of museums, archaeological sites and historical buildings	♦ Constructing, developing, protecting and preserving museums, archaeological sites and historical buildings.	Museums, Antiquities and Al-Athar Al-Islamiyyah sector
	11 Archaeological survey and excavation	♦ Increasing and developing survey and excavation.	Museums and Antiquities sector
	12 Preserving and protecting the collectibles	♦ Preserving, protecting and registering the collectibles locally and internationally.	Museums, Antiquities and Al-Athar Al-Islamiyyah sector
	13 Museums International Cooperation	♦ Developing and increasing the level and size of museums international cooperation.	
	14 Scientific Research and Publishing	♦ Developing, authoring, trading, financing and publishing specialized scientific research and disseminating utilization.	
	15 Activities and events – The cultural Agenda for museums, monumental buildings and collectibles	♦ Developing events and activities and expanding the base of local and international public participation.	





Chapter Four

Strategic Application

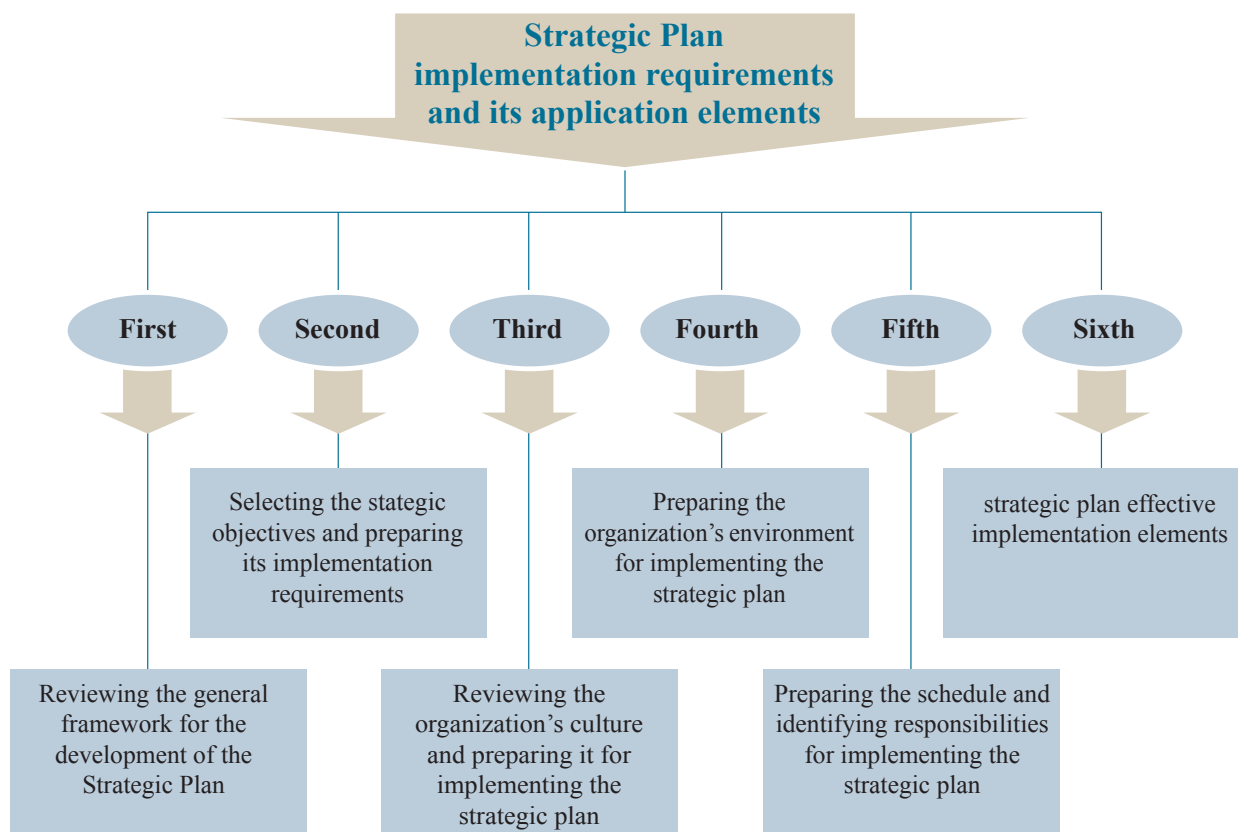
1. Requirements and tasks of implementation of the National Council for Culture, Arts and Literature operational plan
2. Strategic oversight and follow-up system

Strategic Application

1. Requirements and tasks of implementation of the National Council for Culture, Arts and Literature operational plan

Strategy implementation is defined as a series of interrelated activities and events practiced

to implement the strategy through operational programs, budgets and procedures. These activities include organizational structure, organizational policies, information system, individuals, leadership, compensation and reward system, communications system, planning system, and evaluation and control system.





The effective implementation of the strategy depends on:

- a. The appropriate organizational structure. Whereas the organizational structure follows the strategy.
- b. Balanced allocation of resources on activities and events.
- c. The presence of an appropriate incentive program to assist achievement properly.
- d. The presence of effective management information systems. Such as programs and budget, and procedures.
- e. The presence of an organizational culture encouraging to work.

2. Strategic and follow-up control System

The essence of the evaluation and control process depends on comparing the actual performance with results or with the desired objectives, and then providing feedback of the necessary information for senior management to evaluate the results and take the appropriate corrective decisions whenever the need arises.

The evaluation and control process consists of four stages:

1. The stage of identifying what is needed to be measured:

All activities and operations and the results achieved must be subject to measurement in an objective and acceptable manner.

2. The stage of setting performance standards

Standards setting needs to have a real

comprehension of the actual work environment and to the quality of results or objectives to be achieved; it also needs to know the capabilities of workers, and to be acquainted with the surrounding business environment. It also should be the standards for final outputs in addition to the intermediate operations, and there are several types of standards:

- Quantitative standards such as the volume of production, revenues, sales, profits volume.
- Qualitative standards such as the returns, bad production percentage, customer complaints rates, the extent of consumers loyalty, Etc...
- Time standards: such as setting a timetable for implementing the project, or specifying a period of time to perform a certain function.
- Cost standards: such as using monetary units for expressing the standards, like the managers wages, the cost of postal services, the cost of computer system.
- Standards of openness leadership and supervision patterns of leaders and managers and the rates of institutional engagement and loyalty for all employees.

Good standard conditions

- a. Realism: appropriate standards of practice, not overstated.
- b. Linking to the activity: the standard that is not associated with the activity is worthless.
- c. Precision: to be precisely specified so as not to unacceptably become subject to interpretation or explanation.
- d. Flexibility: changing the standard whenever circumstances change.
- e. Not to overestimate the number of standards: so as not to complicate the regulatory process.

3. Evaluation stage (Measurement and Comparison)

It's the stage of measuring the actual performance against the specified standards, in order to identify deviations from the established standards, and then delivering the information and data to the administrators in order to analyze deviations and take corrective action in a timely manner.

In order to obtain accurate data reflecting the actual results tangibly, the following tools can be used for this purpose:

- A. Personal note: it takes place in the presence of the Director or the administrator responsible for the activity by visiting work sites, even at spaced intervals to determine the conduct of operations.
- B. Supervisory reports: such as:
 1. Balance Sheet report.
 2. Monthly report of the cultural calendar completion rates.
 3. Business sectors operating reports.
 4. Annual report on the work turnover status and the functional efficiency reports.
 5. satisfaction and polls results reports.

4. Stage of taking corrective actions:

It is the stage of restoring things back to normal, and it is an essential and effective process without which the supervisory process loses its content. The administrator at this stage shall face two problems, namely are: identifying the causes of deviations, then selecting the most appropriate way to treat them.

- a. Identifying the causes of deviations: it occurs due to the different implementation conditions from those anticipated when developing the plan or setting the standards. The deviations that the management works on analyzing them are the unacceptable deviations or that exceeded the allowed limit, and focusing on the strategic points.
- b. Bridging gaps: It's the stage where the optimal solutions are developed based on the reasons for the gaps and scenarios predicting the effects of technical treatments are drawn and corrective actions are recommended. The gaps are either negative performance gap other than what has been planned for, or a positive performance gap that is the performance of unexpected increase and surplus than what has been planned for.
- c. Measuring the impact of the corrective actions.



Chapter Five

Guarantees of Success

1. Initiatives and projects
2. Recommendations for success

Guarantees of Success

1. Initiatives and projects

The existing and new initiatives are projects of developing the Council's contributing performance in the development plan.

New Initiatives and projects

	Project Name	Project Type	Project Supervising Authority	Feasibility Study
1	Manufacturing and supporting the Kuwaiti Cinema	Developmental	Culture Sector	Yes
2	Creating the Kuwaiti National Orchestra	Developmental	Culture Sector	No
3	Achieving and disseminating heritage books	Developmental	Culture Sector	Yes
4	Al-Ahmadi cultural center	Structural	Architecture	No
5	Social communication services	Developmental	Information Systems center (Secretary – General)	Yes



	Project Name	Project Type	Project Supervising Authority	Feasibility Study
6	The imaginary museum	Developmental	Information Systems center (Secretary – General)	Yes
7	Building an interactive structure for the children’s Hall at the National Library of Kuwait	Developmental	Information Systems center (Secretary – General)	Yes
8	Converting video versions to audio versions for people with special needs	Developmental	Information Systems center (Secretary – General)	Yes
9	Mobile studio service	Developmental	Information Systems center (Secretary – General)	Yes

continuous projects

	Project Name	Project Type	Project Supervising Authority
1	Cultural and artistic exchange within and outside the State of Kuwait	Developmental	Culture Sector
2	State Appreciation and Incentive Award	Developmental	Culture Sector
3	Printing the National Council’s versions in Braille	Developmental	Culture Sector
4	Publication and distribution - Kuwaiti Creations	Developmental	Culture Sector
5	Project of encouraging cultural and artistic works aimed to promote the child’s culture	Developmental	Culture Sector
6	Encouraging theatrical teams	Developmental	Theaters Sector
7	Archaeological techniques	Developmental	Antiquities and Museums Sector
8	Rehabilitating Kuwait National Museum	Structural	Engineering Administration
9	Establishing a permanent head office for excavation missions	Structural	Engineering Administration

Cultural Centers' Construction Projects:

- Al Ahmadi cultural center project (project design is ongoing).
- Al Jahra cultural center project.
- Mubarak Al-Kabeer Governorate cultural center project.
- Sabah Al-Ahmad cultural center project (project design is ongoing).
- Abdullah Al-Salem cultural center project (project offering and awarding is ongoing).
- Opera house project (project offering and awarding is ongoing).
- Al Farwaniyah center project (in the process of selecting one of the consulting offices for design).

- Increasing cultural centers and unifying its design to centralize the mental image and to create an institutional sign.
- Creating a central operations and operating unit, we also recommend creating a consulting office for technical support, and creating a team for international marketing and a department for Foreign International Relations, and creating a unit for measuring performance and reconnaissance, and activating the statistical aspect and reports from the statistics unit, in addition to creating a unit for initiatives, and a unity for historical documentation, and a center for excellence, We also recommend their administrative subordination independence whereas independent parties follow the Secretary-General.
- Modernizing the sectors' organizational structures.
- Processing the superficial (horizontal) structure and adopting the business performance by the work teams, project management and activating the project managers' titles and team leaders, rather than the traditional pattern in the hierarchical organizational structure and the organizational units based on the names of supervisors and heads of departments.
- Developing the functions of the strategic planning, marketing and public relations, and developing the concept of quality, and invisible customer to improve the service.
- Developing the quantitative and qualitative performance management and measurement concept, and setting success indicators on the heads of departments and the executive management.
- Developing programs for newly appointed, specialized in the sectors' work field at the beginning of the employment.

2. Recommendations for success

For the purpose of ensuring the success of the strategic selection process, it is essential for the Council's strategic management to take into account a number of specific factors for success, most important, the Council's determination to implement the strategy, and monitoring trends of people with power and influence in the Council, and identifying the degree of accepted risk, in addition to the factors of time, and the material and human resources available in the Council.

The following recommendations are also considered important for achieving a balanced success:

- Increasing the proportion of workers from new graduates and developing and qualifying current staff and attracting staff with specialized expertise.
- Developing the career path maps and the plans for training and rehabilitation.
- Increasing duty hours or resorting to multi-work system periods (Shifts system).



- Developing the internal communication systems electronically.
- Developing programs for the institutional culture development and internal communication programs and periodical meetings, and encouraging internal trade union and leaders development programs
- Contracting with companies specialized in media, advertising campaigns and typographical production campaigns.
- Developing the council's slogan in line with the strategy slogan.
- Contracting with consultants annually for the sectors entire business in the council with reviewing and assessing the current consulting contracts.
- Developing the second and third row of young people in specialized occupations.
- Centralizing the strategic planning and performance measurement and separating research and studies from the organizational unit, for more centralization and operation of the strategic plan.
- Investing in a strategic planning team with high specialization standards.
- Evaluating the current leaders through a specialized management consultant to draw up leadership development plans and to create the Leadership Preparation Program.
- Adopting functional polls to measure the institutional linkage level and linking it to the assessment of leaders.
- Disseminating the strategic management and the creativity culture concept.
- Creating a follow up committee to link the performance of the Council's General Secretariat with the National Council for Culture, Arts and Literature (Members) to enable drawing future policies aiming to strengthen the National Council for Culture, Arts and Literature and to achieve its goals and objectives.

