

Country: Kuwait
Project Initiation Plan

Project Title	: Heritage and Identity for Ahmadi's sustainable development (phase 1)
Expected UNSDCF/CPD Outcome(s)	: Outcome #1: There is a policy and regulatory environment for private-sector-led economic diversification that is transparent and promotes fairness and technological innovation
Expected CPD Output(s)	: CPD Output 1.4: Public institutions' capacities strengthened for improved talent management and performance measurement.
Initiation Plan Start/ End Dates	: 10 March 2025 – 31 January 2026
Beneficiary/Implementing Partner	: The National Council for Culture, Arts and Letters (NCCAL)

Brief Description

The project aims to preserve Ahmadi's heritage while fostering sustainable urban regeneration and cultural engagement. Aligned with Kuwait Vision 2035, the project aligns with the National Council for Culture, Arts, and Letters (NCCAL) mandate to safeguard Kuwait's heritage, promote creative industries, and enhance social inclusion. Using UNESCO's Historic Urban Landscape (HUL) approach, it will integrate heritage conservation with urban fabric, infrastructure improvement, and community participation.

Firstly, the project will integrate heritage assessments, documentation, mapping, conducting feasibility studies, and defining conservation and development priorities. Secondly, it will develop a strategic vision, detailing conservation plans, revitalization of the Ahmadi market and the cine-theater, and promoting cultural tourism, creative industries, and youth sports initiatives. A project framework will guide long-term sustainability and stakeholder engagement.

This Project Initiation Plan pertains to phase 1 of the entire project.

Programme Period: 2025-2026	Total resources required \$240,000.00
Quantum Project Number: 01004175	Total allocated resources: -
Quantum Output Number: -	• Regular -
Gender Marker: Gen0	• Other: -
	◦ Government \$240,000.00
	Unfunded budget: -
	In-kind Contributions -

Agreed by (signatures):

General Secretariat of the Supreme Council for Planning and Development (GSSCPD)	The National Council for Culture, Arts and Letters (NCCAL)	United Nations Development Programme (UNDP)
Mr. Ahmad Jaid Al Enazy Secretary General	Dr. Mohammed Al-Jaber Secretary General	Ms. Emma Morley Resident Representative
Date: 10.3.2025	Date: 10.3.2025	Date: 10.3.2025

I. PURPOSE AND EXPECTED OUTPUT

The Cultural Significance of the Ahmedi Town Within the Kuwait Vision 2035

The National Council for Culture, Arts, and Letters (NCCAL) in Kuwait plays a pivotal role in protecting and safeguarding the country's cultural heritage while fostering a creative economy. As part of Kuwait's Vision 2035, which aims to diversify the economy, reduce dependence on oil, and position the country as a global cultural hub, the NCCAL is integral in advancing the cultural sector through initiatives that support local artists, enhance cultural exchange, and preserve traditional practices. The NCCAL's efforts align with Kuwait 2035's broader goals of creating a knowledge-based economy where culture and creativity are seen as vital components of social development and international engagement, contributing to the nation's cultural identity and global standing.

Ahmadi, established in 1947 by the Kuwait Oil Company (KOC), is a testament to Kuwait's mid-20th-century modernization efforts. The town was meticulously planned to serve as a residential and operational hub for KOC employees. It encompassed administrative offices, staff housing, and various amenities, reflecting the garden suburb model popular in British town planning. Initially catering to British expatriates and other foreign workers, Ahmadi gradually became home to other communities and Kuwaiti nationals. Ahmadi represented a new concept in urban design. Remote though it was from the rest of the cities, Ahmedi thrived as a self-contained suburban town. It is an exceptional example of modern heritage, embodying the architectural and urban planning principles defining mid-century oil towns. The town's structured layout, integration of green spaces, and distinct zoning for residential, commercial, and administrative functions showcase a rare and well-preserved model of 20th-century modernist urban planning in the Gulf region. The fusion of British planning ideals with the socio-economic transformations brought by the oil industry makes Ahmedi a unique heritage site that reflects the intersection of global modernist trends and local development.

Central to the Ahmadi heritage landscape is the traditional market in the southern part of the town, built in 1961. It served as a culture and trade hub, a vital point of exchange and interactions for its residents. Another notable landmark in Ahmedi is the Cine-theater, inaugurated in 1966 and designed by Egyptian architect Sayed Karim. It was a cultural centrepiece, contributing significantly to the town's social life.

This project is a pioneering initiative in Kuwait dedicated to preserving cultural heritage, fostering creative industries, encouraging participation in cultural and social life, and promoting social inclusion. It aims to provide technical assistance to create a vision for a larger heritage-based development project (phase 2). It will address heritage's role in building sustainable cities and promoting a culture-engaged, people-centred development model. Using UNESCO's Historic Urban Landscape approach and based on the principles of the World Heritage Convention, UNESCO programmes in the field of social and human sciences, the project will create a balanced strategy for heritage conservation and sustainable urban development in Ahmadi. The project will further contribute to the Kuwait Vision 2035 of becoming a private sector-led economy, where the cultural sites will foster public-private partnerships and introduce new sources of income to Ahmadi and Kuwait.

Heritage Conservation, Protection, Rehabilitation, and Urban Development

The Ahmadi's modern heritage is central to the project, ensuring its unique architectural and urban legacy is safeguarded for future generations. The project focuses on creating a vision for the conservation and rehabilitation of residential houses and key historical structures, including the Ahmedi Cine-theater and the town's modern heritage souq, both of which are integral to the fabric of the settlement. In this vision, the cine-theater and the market are important focus areas meant to be revitalized as hubs of cultural and social life. These efforts are part of a broader urban development strategy aimed at enhancing the quality of public spaces, improving infrastructure, and promoting sustainable urban regeneration while respecting the town's historic character. Heritage conservation, capacity building, and heritage-based urban planning will be at the core of all the project pillars.

Fostering Creativity and Cultural Identity

Ahmadi's rich cultural heritage inspires contemporary creative expressions, making it a vital space for fostering cultural identity. The project will encourage artistic innovation by supporting local creatives, musicians, and performing artists who can engage with Ahmadi's historical spaces to produce site-specific works. The project will integrate a component on sustainable planning and running of initiatives in the field of cultural and creative industries, such as art installations, community-based film making, heritage-themed exhibitions, and artist residencies, thus creating new platforms for storytelling, preserving oral traditions, and celebrating the town's distinct identity for communities in Kuwait at large. By merging modern creative practices with historical narratives, the project will reinforce the significance of Ahmedi as a center of cultural production and a living example of Kuwait's modern heritage.

Community Engagement

The success of heritage conservation and cultural revitalization efforts depends on active community participation. The project's vision will incorporate engagement with local residents, businesses, and cultural practitioners through participatory planning, volunteer programs, and educational initiatives. In this vision, community-led activities such as storytelling sessions, heritage walks, and cultural festivals will foster a sense of belonging and encourage intergenerational knowledge transfer. Special efforts will involve youth and students in heritage education programs, promoting a deeper understanding of the Ahmadi's historical significance and role in shaping Kuwait's identity. By ensuring inclusivity and local ownership, the project aims to strengthen social cohesion and create a shared vision for the future of Ahmadi.

Cultural Tourism

Ahmadi's unique historical and architectural attributes position it as a promising destination for cultural tourism. The project will develop an understanding and propose components aiming to support cultural tourism that highlight the town's heritage and tell the story of community life of Al-Ahmadi, including interactive exhibits and storytelling experiences. The restored Ahmedi market and cine-theater will serve as cultural anchors, attracting visitors while maintaining their authenticity and historical value. Sustainable tourism strategies will be implemented to balance visitor engagement with heritage preservation, ensuring that tourism development contributes to the local economy without compromising the integrity of historical sites. By positioning Ahmedi as a key cultural tourism site in Kuwait, the project will enhance its visibility, support local businesses, and reinforce its status as a landmark of modern heritage in the region.

Youth and Sports

Ahmadi's revitalization efforts extend beyond heritage conservation to promoting youth engagement through sports. The project will integrate a component aiming to revitalize sports practices in Ahmedi and increase grassroots participation in sports as a means to reduce inactivity by enhancing access to community sports facilities and programs. By incorporating UNESCO's *Fit for Life* programme and the *Youth Accelerator Programme*, the project will create opportunities for youth to engage in transformative, inclusive sports initiatives, which will contribute to broader health, education, and equality outcomes. These programs will help ensure that sports serve as tools for social well-being, youth income generation and development. By connecting sports with cultural heritage, youth will better appreciate their identity while fostering community pride.

Additionally, the project will support physical education teachers and coaches in delivering student-centered sports education curricula that emphasize inclusion, skill-building, and personal development. A key component will be the development of evidence-based strategies to guide targeted investments in sports infrastructure, programs, and policies. This approach will ensure that Ahmadi's young population has access to well-structured and sustainable sports initiatives, reinforcing the town's role as a model for integrating cultural heritage, education, and community well-being through sport.

Stakeholder Engagement and Coordination

The project focuses on strong stakeholder engagement and coordination, aligning with Kuwait's policies and the upcoming National Framework for Heritage Preservation and Cultural Development. It aims to enhance heritage preservation, promote community engagement, and develop skills by collaborating with local authorities, NGOs, and international organizations.

By partnering with private firms and prioritizing local procurement, the initiative supports the local economy while advancing cultural sustainability.

Alignment with Sustainable Development Goals (SDGs)

The project integrates cultural heritage with social, economic, and environmental sustainability, contributing to multiple SDGs including the following, enhancing cultural well-being and mental health (Goal 3); promoting education and culture (Goal 4); sustainable and modern energy for all (SDG 7); and fostering sustainable economic growth through heritage-related employment (Goal 8) are essential for preserving Kuwait's cultural heritage. Investments in resilient cultural infrastructure (Goal 9); and revitalizing cultural heritage within urban settlements (Goal 11) further strengthen sustainability. Encouraging sustainable consumption in heritage preservation (Goal 12) and linking cultural conservation to climate action (Goal 13) help address environmental challenges. Protecting ecosystems through heritage site conservation (Goal 15) and promoting social cohesion and cultural justice (Goal 16) support inclusive development. Global partnerships (Goal 17) ensure long-term sustainability. Given the scale of conservation needs, donor funding is crucial for addressing resource limitations, supporting capacity-building, and positioning Kuwait as a leader in global heritage conservation through responsible funding and expertise-sharing.

The sites will be preserved according to global energy-efficient standards, and sustainable materials will be utilized throughout the preservation process.

Objectives and Scope

The project's overall objective is to provide technical assistance to create a vision for a larger heritage-based development project. More specifically, it will address heritage's role in building sustainable cities and promoting a culture-engaged, people-centred development model. It will encompass the review of historical residential and non-residential buildings and industrial heritage sites while ensuring equitable access to cultural resources and infrastructure. Doing so promotes sustainable cultural development, social well-being, and economic growth, positioning Ahmedi as a model for integrating cultural heritage into urban planning and creative industries. The initiative aims to establish a comprehensive framework for developing and expanding cultural creativity, arts, heritage, and sports facilities across the city and surrounding regions.

The Overall project will be split into two stages.

Stage 1: Assessment

- Conduct a comprehensive assessment of Ahmedi's heritage assets, including residential and non-residential buildings, the market, cine-theater, and industrial heritage sites with recommended heritage conservation interventions;
- Carry out research and documentation to establish a robust database of the town's cultural and architectural significance; evaluate existing plans and prepare baseline reports and on-site documentation;
- Conduct mapping and engage with key stakeholders, including government agencies (NCCAL), local communities, private sector partners, and international organizations such as UNESCO.
- Organize workshops, consultations, and participatory meetings to gather insights, define priorities, and build consensus on the project's vision.
- Develop an initial feasibility study outlining potential heritage conservation, creative industries, cultural tourism, and sports development strategies.

Stage 2: Vision Development and Strategic Planning

- Formulate a comprehensive strategic vision for Al-Ahmadi's heritage-based development, integrating conservation, rehabilitation, capacity building, creative economy, cultural tourism, social and youth engagement, and sports. The vision will also incorporate urban planning guidelines based on the Historic Urban Landscape (HUL) approach, ensuring a balance between heritage conservation and contemporary development needs.
- Identify and prioritize key interventions, such as rehabilitating the market and the cine-theater, revitalizing residential areas, and enhancing public spaces.
- Develop a Strategy Document for Phase II, with overarching theory of change, costing, and results framework. A financial and resource plan should estimate the necessary budget, identify funding sources such as grants, partnerships, and government allocations, and ensure efficient resource allocation for long-term sustainability. Additionally, a well-structured communication and outreach strategy will be designed to engage stakeholders, including local communities and policymakers.
- Present the vision and strategy of the Ahmedi project to NCCAL and local authorities in a restitution workshop.

Expected Outcomes:

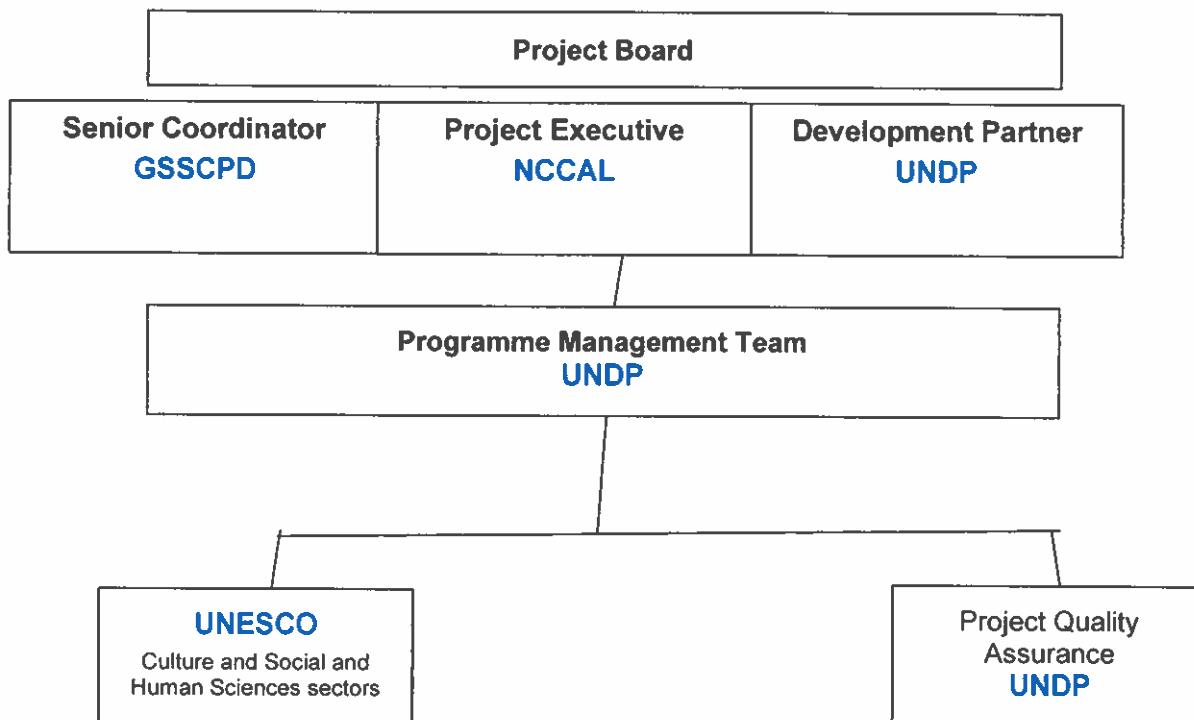
1. **Enhanced Institutional Capacity:** Strengthened expertise and technical knowledge within NCCAL through collaboration with UNESCO and other international partners, leading to improved heritage management, policy development, and implementation capacity.
2. **Heritage Conservation and Revitalization:** Best practices for the safeguarding, rehabilitation, and adaptive reuse of cultural and heritage sites in Ahmedi were promoted, ensuring their long-term sustainability while maintaining historical authenticity.
3. **Sustainable and Inclusive Urban Development:** Heritage stands at the core of urban planning, promoting environmentally sustainable, economically viable, and socially inclusive urban spaces that respect the town's historic character.
4. **Community-Led Stewardship:** Strengthened local engagement in heritage conservation through participatory planning, volunteer programs, and awareness campaigns, fostering a sense of ownership and responsibility for cultural assets.
5. **Enhanced Cultural Tourism and Economic Opportunities:** Understanding the enhanced cultural tourism and economic opportunities of Ahmedi as a cultural tourism destination, capable of generating economic benefits through job creation, cultural entrepreneurship, and increased visitor engagement while maintaining site authenticity.
6. **Vision Creation.** A comprehensive vision was developed for Al-Ahmadi's heritage-based development, integrating conservation, rehabilitation, capacity building, creative economy, cultural tourism, social and youth engagement, and sports.
7. **Recognition and Leadership in Modern Heritage Conservation:** Efforts of Kuwait are recognized as a leader in the conservation and adaptive reuse of modern heritage, reinforcing cultural diplomacy and commitment to sustainable urban development.

Implementation Strategy

The project will be implemented in close coordination with the Government of Kuwait, represented by the National Council for Culture, Arts, and Letters (NCCAL), the General Secretariat of the Supreme Council for Planning and Development, and the UNDP, and with UNESCO being expertise providing implementing agency, ensuring alignment with national policies, including the National Plan for Cultural Heritage Preservation and the Kuwait National Development Plan.

The project duration will be 3 months.

II. MANAGEMENT ARRANGEMENTS



The Project Initiation Plan (PIP) will provide the required technical support to implement the project outputs through the above management structure.

The PIP will follow the Direct Implementation Modality (DIM) where the UNDP will be the implementing and the development partner, while the beneficiary and Project Executive will be NCCAL. The GSSCPD will be the senior coordinator working directly with the UNDP and will ensure all necessary coordination is made in relation to broader ongoing development cooperation between UNDP and the State of Kuwait. UNDP shall retain overall responsibility for the execution of the project; however, NCCAL shall be responsible for and bound by any contracts signed by the UNDP, on behalf of the project, and upon its request, for the procurement of goods and services and/or recruitment of personnel for the programme. The project budget will recover costs incurred by the UNDP for providing the above-described support services. UNDP will be responsible for providing a payment request for every deliverable along with a copy of the deliverable. NCCAL will be responsible for endorsing and approving payments related to the project. The project may solicit the services of one or more consultants or consultancy firms to support the implementation and will go through the standard UNDP procurement process. Should their services be procured, the consultants and the consultancy firms shall be bound by the UNDP terms and conditions and meet the criteria of the State of Kuwait where penalties may be applied.

During the implementation period, UNESCO will serve as an expert providing agency. In addition to regular backstopping and monitoring activities, UNDP shall provide the implementing agency (UNESCO) with support services for the execution of the programme. This will ensure that technical and substantive expertise is available for the program's coordination, recruitment, procurement, and contracting.

To ensure cost-effectiveness, NCCAL shall provide working spaces and a meeting space for the UNESCO team to operate throughout the duration of the project. Additional travel and accommodation in Kuwait required by NCCAL outside the scope of the project will be arranged and covered separately by NCCAL.

As illustrated in the diagram above, the Programme management will be done by the UNDP, with overall oversight from the project board.

The Programme Management Team (UNDP) will be responsible for implementing and coordinating the overall project and ensuring the Responsible Partners are on track and implementing their responsibilities towards the project activities. The Programme Management Team will ensure that all meetings are documented and that all the results specified in the project are delivered within the specified constraints of time and cost. Any changes in the milestones and outputs of the project will be discussed with and agreed upon by the Project Board and communicated in writing to NCCAL. The programme management team will also be responsible for managing the project's budget and monitoring expenditures according to standard UNDP financial management rules and regulations, maintaining all financial and other documentation related to the project and monitoring the project's overall progress.

The Project Board is comprised of representatives from UNDP, NCCAL, and the GSSCPD. The Board is the group responsible for making management decisions and directions for the project for its successful completion. The Project Board will oversee the overall project implementation and provide overall feedback to enable it to achieve its intended outputs and results. To ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with standards and protocols that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. Project reviews by the Board are made when necessary or at milestones when raised by the Programme Manager/Coordinator. The Board will agree upon project tolerances (i.e. constraints in terms of time and budget). The program manager consults the board to make decisions when tolerances have been exceeded.

The project Board will:

- Be responsible to provide strategic guidance with a view to secure successful implementation of project activities and/or to support the delivery as necessary;
- Be responsible for making strategic decisions, including the approval of project revisions (i.e. changes in the project document);
- Approve work plans and quarterly/yearly reports and adjustments on the basis of recommendations by the Programme Coordinator or Programme Manager.
- NCCAL shall be responsible for signing off on the UNDP Combined Financial Delivery Report (CDR)

UNDP's support of NCCAL will be in line with the United Nations Standard Basic Agreement (SBAA) signed in 1962 by the Government of Kuwait.

The delivery of key project results will be completed in 3 months after signature of the Project Document, while the overall project duration will be for 12 Months to ensure proper management in accordance with UNDP's requirements and in preparation for future cooperation as applicable. The project budget will be US \$240,000 under the DIM. If applicable, UNDP will purchase non-expendable equipment and services at the request of the implementing partner and/or the Programme Manager. The request should be based on a procurement plan submitted along with the work plan and on an agreement to be signed with the government. UNDP charges Implementation Support Services fees as per the Universal Price List.

General Management Support (GMS) has recovered at a flat rate of 5% (five percent) from the Government of Kuwait's funds. The overall budget includes the GMS. GMS covers the following services:

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

III. MONITORING

Project Quality Assurance is the responsibility of the UNDP Kuwait Programme team. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

One progress report will be developed to align with UNDP internal reporting requirements. Activities conducted under the Initiation Plan will be subject to the same corporate reporting requirements in the relevant priority areas of the UNDP Annual Business Plan and UNDP's Results Oriented Annual Reporting (ROAR) targets.

Based on the initial risk analysis submitted, a risk log shall be activated in Quantum (UNDP system) and regularly updated by reviewing the external environment that may affect the project implementation.

An Issue Log shall be activated in Quantum and updated by the UNDP Programme Manager to facilitate tracking and resolution of potential problems or requests for change.

An Initiation Phase Report will be prepared at the end of the Initiation Plan.

IV. SCHEDULE OF PAYMENTS

In accordance with the schedule of payments set out below, NCCAL shall deposit the payments to

Bank: **Citibank, N.A., 111 Wall Street, New York, NY 10043**
ABA No.: **021000089**
SWIFT Code: **CITIUS33**
Account Number: **36349562**
Account Name: **UNDP Contribution Account**
Beneficiary: **UNDP**
Currency: **USD**

	Deliverable	Amount	Payment Date
First Payment	Upon submission of the workplan.	45%	10 March 2025
Second Payment	Upon Submission of Assessment Report	45%	20 March 2025
Third Payment	Upon submission of Vision document	10%	31 March 2025

V. WORK PLAN

Period: 2025 and 2026

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME						RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q5	Q6		Funding Source	Budget Description	Amount (USD)
Output 1 – Site Assessment report submitted	1. Conduct baseline report and on-site documentation.	X	X					UNESCO	Government of Kuwait (GOK)		65,306.00
Baseline: Ahmed Site Assessment Missing Indicators: Number of assessment reports completed, Number of impact assessments conducted, Number of conservation recommendations provided Targets: Ahmadi site assessed, documented, and reported, At least 3 impact assessments conducted, At least 10 key recommendations for protection or conservation interventions	2. Impact assessments.	X	X					UNESCO	Government of Kuwait (GOK)		
	3. Overall site assessment report with recommended protection or conservation interventions developed		X					UNESCO	Government of Kuwait (GOK)		
Output 2 – Stakeholder Analysis submitted											43,537.50
Baseline: Stakeholder Not Identified Indicators: Number of stakeholders mapped, Feasibility study developed Targets: At least 15 key stakeholders mapped and categorized, Feasibility study including investment needs and urban planning strategy produced	1. Mapping of stakeholders	X	X					UNESCO	Government of Kuwait (GOK)		
	2. Initial feasibility study	X	X					UNESCO	Government of Kuwait (GOK)		

Output 3 – Strategic vision for Ahmedi developed									
Baseline: Vision not available Indicators: Comprehensive vision document available, Number of financial and resource plans developed, Engagement strategy formulated Targets: Strategic vision with clear implementation framework developed, At least one financial and resource plan outlining funding needs and sources, At least one engagement plan developed and validated	1. Comprehensive project document	X	X					UNESCO	Government of Kuwait (GOK)
	2. Financial and resource plan	X	X					UNESCO	Government of Kuwait (GOK)
	3. Engagement plan	X	X					UNESCO	Government of Kuwait (GOK)
Total									228,571.00
GMS (5%)									11,429.00
TOTAL Including GMS									240,000.00

119,727.50