



United Nations  
Educational, Scientific and  
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Organisation  
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la science et la culture

Organización  
de las Naciones Unidas  
para la Educación  
la Ciencia y la Cultura

**Chairperson of the Committee of the International Campaign for the  
Establishment of the Nubia Museum in Aswan and the National Museum of  
Egyptian Civilization (NMEC) in Cairo**

H.E Stanley Mutumba Simataa  
President of the General Conference  
Chairperson  
Open Ended Working Group on  
Governance, procedures and working  
methods of the governing bodies of  
UNESCO

Cairo, 15 February 2017

Dear Mr. President

Allow me to refer to your letters of 6 April and 17 October 2016 regarding the follow-up to the requirements set by the General Conference in its **38C/Resolution 101** concerning governance, procedures and working methods of the governing bodies of UNESCO.

Firstly, I wish to apologize for my late reply to your request. My departure from the Ministry of Antiquities has delayed the procedure.

I have taken note of the wish of the Working Group on governance to receive a summary of main factual information on intergovernmental programmes, committees and organs to allow Member States to hold effective deliberations on their governance and I am pleased to transmit to you herewith the fact sheet containing the requested main factual information on the International Campaign for the Establishment of the Nubia Museum in Aswan and the National Museum of Egyptian Civilization in Cairo.

You will find also attached a report of the 18<sup>th</sup> session of the Executive Committee held in Paris on 27 March 2015 and the report of the Egyptian Authorities on the progress made. As you will see from these reports, the Committee continues its work on a regular basis to attain its objectives. Progress between 2011 and 2014 was highly affected by the instable political events. The 18<sup>th</sup> session of the Committee in March 2015 concluded successfully with a set of 10 recommendations to guide the International Campaign in the following years. Since then, the project has seen a remarkable development to conclude with the opening of the first phase of the NMEC National Museum of Egyptian Civilization today with the presence of H.E. Irina Bokova.

Moreover, I would like to inform you that the 19<sup>th</sup> session of the Committee is scheduled for the fall of 2017.

Please accept, dear Mr. President, the assurances of my highest consideration.

Dr. Mamdouh Al-Damaty  
Chairperson

## FACT SHEET

QUESTIONNAIRE TO BE FILLED OUT BY THE SECRETARIATS OF UNESCO'S INTERNATIONAL AND INTERGOVERNMENTAL BODIES

### 1. Committee/Institute/Convention/Commission/Programme

#### **The Executive Committee and related organs of the International Campaign for the Establishment of the Nubia Museum in Aswan and the National Museum of Egyptian Civilization (NMEC) in Cairo**

##### a. Mandate and objectives

In 1981, following a recommendation of the Executive Board in 1978 (decision 4.2 II, [104 EX/SR.35](#)), during its 21st session, the General Conference decided to transform the Executive Committee of the International Campaign to Save the Monuments of Nubia<sup>1</sup> into the Executive Committee of the International Campaign for the Establishment of the Nubia Museum in Aswan and the National Museum of Egyptian Civilization in Cairo ([C 21 Res. 4/11](#)). Through its transformation into the steering committee of the newly established campaign, a continuation of this successful work could be guaranteed.

The Executive Committee (rules of procedure) has been set up for the purpose to advise the Director-General on all questions that might arise in the course of the operations for the establishment of the museums, with regard to:

- the coordination of the work for their planning and construction,
- the allocation of sums from the Trust Fund and promotional activities to be used for this purpose.

Since then and through eighteen sessions, the Executive Committee has shown to be an effective tool to coordinate the Campaign and allocate funds. The inauguration of the prize winning Nubia Museum in Aswan in 1997 was a highlight of this work. The committee is a symbol of a shared determination to protect and transmit such heritage, as source of mutual understanding, creativity and dynamism that was precisely the UNESCO's mission.

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<sup>1</sup> Nubia Salvage Campaign, ran since the Sixties to the Eighties that resulted in the preservation of numerous ancient temples and thousands of artefacts threaten by the construction of the Aswan Dam in 1960. This Campaign represented a revolutionary idea, opening new ways of thinking about humanity and common heritage, contributing to chart a new vision of safeguarding universal heritage, thus paving the way to the adoption of the Convention for the protection of World Cultural and Natural Heritage in 1972.

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b. Do you have specific goals for the work foreseen in the current biennium?

The 17<sup>th</sup> and 18<sup>th</sup> Sessions<sup>2</sup> of the *Executive Committee of the International Campaign for the Establishment of the Nubia Museum in Aswan and the National Museum of Egyptian Civilization (NMEC) in Cairo*, recommended UNESCO to continue its assistance to the Egyptian authorities in the development of the NMEC and Aswan Museums by providing expert advice, particularly in the areas of project management and staff training in all areas of Museum management, operational planning, security, landscaping, education, conservation, public programming and exhibition design.

A workplan was signed between UNESCO Cairo Office and the Ministry of Antiquities of Egypt covering activities to be implemented in the biennium for the NMEC mainly looking at assisting the Museum towards the 'soft' opening of the Museum and the preparation of the Temporary Exhibition on four handcrafts in Egypt through the Ages. Implemented activities fall under different components: technical assistance, training and capacity building, partnership building, as well as procurement. The soft opening of the Museum is planned for February 2017.

Part of the Museum has opened to the public in February 2017. The goals toward the NMEC soft opening have been met with UNESCO's technical support and expertise in the organization of a major exhibit and event on *handcrafts in Egypt through the Ages* as well as in the production of the exhibition catalogue. However, capacity building, awareness raising and procurement activities remains to be done this biennium, particularly in: (1) information & technologies (IT master plan, website and data collection), (2) safeguarding of tangible and intangible heritage / Support for the acquisition of the Intangible Heritage Collection; (3) Awareness raising and video productions; (4) Signage for the outdoor and indoor areas at the Museum; (5) Acquisition of specialized equipment and material for the laboratories, for the documentation and registry of the collections for packing and transport, conservation and monitoring of the collections into the Museum's storages, etc.

In the field of capacity building, although many initiatives have already taken place for *In-hand technical training at institutions abroad* and *On-site trainings and workshops*, considerable work remains to be done for training of new staff members and technical staff during the biennium. The NMEC will host the biggest collection of mummies so more capacity building has to be done in order to organize Seminars on handling and conserving

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<sup>2</sup> The 17th Session of the Executive Committee of the International Campaign for the Establishment of the Nubia Museum in Aswan and the National Museum of Egyptian Civilization (NMEC) in Cairo was held in Cairo on 10-12 June, 2009

The 18th Session of the Executive Committee of the International Campaign for the Establishment of the Nubia Museum in Aswan and the National Museum of Egyptian Civilization (NMEC) in Cairo was held in Paris at UNESCO Headquarters on March 27, 2015

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mummies and human remains; training on Security, Fire Safety and Evacuation of Buildings; Workshop 'Egyptian Archaeobotany: Current Views and Future Perspectives'; Workshop on Human remains analysis.

Other activities that remain to be done deal with the landscaping, giving the importance of creating the cultural zones around the lake and next to the museum; and support the NMEC management in the elaboration of an exhibition/activity plan to have a sustainable development of the temporary exhibition hall.

c. Number of members and length of mandate periods for members

The Executive Committee consists of 15 member nominated by the 15 member states, elected by the General Conference of UNESCO for a term of office of two years' renewable until completion of the two projects. Since the establishment of this Committee in 1981, 18 sessions have been held, the first one taking place at UNESCO headquarters on 5-6 February 1981, the most recent one in Paris on 27 March 2015. Since 2009 the seats of 15 member states of the Executive Committee were not all filled. Only five countries (Czech Republic, Egypt, France, Sudan and Switzerland) were elected by the General Conference of UNESCO at its 37<sup>th</sup> session. The present Committee members are the Czech Republic, Egypt, France, Sudan and Switzerland.

Are the members organized by electoral groups?

Yes

d. Intergovernmental or personal capacity/expert capacity of members

The Chairperson of the International Committee and its Rapporteur are designated in a personal capacity.

The election of members of the Committee has to ensure an equitable representation of the different regions and cultures of the world

e. Have chairperson or/and Members States received introduction to the work and working methods?

Complete briefings/introduction to the work are organized by the Secretariat of the Committee for the Chairperson and Rapporteur regularly and before the sessions of the International Committee.

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### QUESTIONNAIRE TO BE FILLED OUT BY THE SECRETARIATS OF UNESCO'S INTERNATIONAL AND INTERGOVERNMENTAL BODIES

f. Are Observers authorized to participate and/or take the floor?

The representatives of Member States of UNESCO not parties to the Committee and permanent observer missions to UNESCO may participate in the work of the Committee as observers, as well as observers of intergovernmental and international non-governmental organizations. The consent of the Chairperson must be obtained whenever an observer wishes to address the Committee. Observer have no right to vote.

g. Meeting frequency and length

The Director General of UNESCO shall convene the Committee in consultation with the Government of Egypt and the Chairperson. The Committee shall, as a rule, meet once a year until the completion of the project.

h. How many languages are interpreted during the meetings?

English and French are the working languages of the Committee

i. Where do the meetings take place?

The Committee shall normally meet at UNESCO Headquarters. However, it may meet elsewhere, with the agreement of the Government of Egypt and of the Director General, if so decided by the majority of the members.

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- j. Overall budget, including corresponding funding sources broken down as follows: 2014-2016

UNESCO- Special Account for Safeguarding of Cultural Heritage in Egypt
Summary Report as at 31 December 2016- Active projects at year-end 2016

Project Code	Project Title	Project Income	Project Expenditure	Balance
402EGY4001	MUSEUM OF EGYPTIAN CIVILIZATION (NMEC)	3,303,004.00	1,886,119.79	1,416,884.21

NB: Figures in USD.

**2. Bureau (if any)**

- a. Number of members, mandate period, number of times for possible reelection

The bureau of the Committee consists of the Chairperson, the Vice-Chair and the Rapporteur, elected by the committee and who shall remain in office until the election of new members of the Committee by the following session of the General Conference of UNESCO and are eligible for re-election for a second term of office.

- b. Intergovernmental or personal capacity/expert capacity?

The Chairperson, the Vice-Chairs and the Rapporteur are designated in a personal capacity. The Bureau of the Committee shall coordinate the work of the Committee and make such arrangements as appear necessary for the smooth operation of the project within the scope of UNESCO's obligations and responsibilities.

- c. Meetings frequency and length

The bureau of the Committee in consultation with the Government of Egypt shall meet once a year until the completion of the project.

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### QUESTIONNAIRE TO BE FILLED OUT BY THE SECRETARIATS OF UNESCO'S INTERNATIONAL AND INTERGOVERNMENTAL BODIES

d. Are observers allowed to participate and/or speak?

The representatives of Member States of UNESCO not parties to the Committee and permanent observer missions to UNESCO may participate in the work of the Committee as observers. Representatives of intergovernmental organizations which have concluded mutual representation agreements with UNESCO, as well as observers of intergovernmental and international non-governmental organizations may participate in the work of the bureau. The consent of the Chairperson must be obtained whenever an observer wishes to address the Committee.

e. Interpretation during the meetings?

Interpretation is provided during the bureau meetings in English, French

f. How many languages interpreted during the meetings?

Three: English, French and Arabic.

g. Where do the meetings take place?

The bureau meets at the same time as the Committee so in general at UNESCO headquarters or elsewhere if approved by all parties.

h. Are minutes of the meetings of the Bureau prepared? Are the minutes distributed and to whom?

Yes and distributed to all State Members and participants in the Committee meeting; all are available electronically at:  
<http://www.unesco.org/new/en/culture/themes/museums/museum-projects/international-campaign-for-nubia-museum-and-nmec/executive-committee/>

### 3. Rules of Procedure

a. Who adopts the Rules of Procedure?

The Committee adopts the Rules of Procedure by a decision taken in plenary meeting by a simple majority of its members

b. Preparation of meeting

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### QUESTIONNAIRE TO BE FILLED OUT BY THE SECRETARIATS OF UNESCO'S INTERNATIONAL AND INTERGOVERNMENTAL BODIES

- i. Who decides agenda?  
**The Committee** adopts its agenda at the beginning of each session based on the documents prepared by the Secretariat.
- ii. When are documents sent out?  
There is no specific rule determining a deadline for transmission of Documents. However, the Secretariat applies the same deadline of distribution as similar committees at least six weeks before the beginning of the session. The working documents are prepared in English and French.
- iii. Are they sent out in paper form?  
In view of an improved efficiency and “environmental friendly policy”, documents are no more transmitted in paper copies. Documents are uploaded and provided to Committee members via email on the deadline date fixed for submission of documents. All documents are uploaded on the web-page: <http://www.unesco.org/new/en/culture/themes/museums/museum-projects/international-campaign-for-nubia-museum-and-nmec/executive-committee/>
- iv. Can you opt out of receiving printed documents?  
In view of an improved efficiency and “environmental friendly policy”, no more paper copies of Documents are sent to States Parties/Members of the Committee.
- v. Who decides the timetable?  
**The Committee** adopts its timetable of its work at the beginning of each session.
- vi. Who convenes the meeting?  
Letters of invitation are sent to Committee Members by the Chairperson of the Committee on behalf of the Director-General of UNESCO.
- vii. Do you open up for video meetings?  
The use of teleconferences/video meetings for small meetings can be envisaged (although interpretation becomes an issue). However, for a larger meeting it becomes difficult due to time difference between States Parties, organization of debates, voting processes and procedures, etc.)



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viii. Can there be extraordinary sessions?

There are no provisions for extra ordinary sessions in the Rules of Procedure

ix. Do you appoint sub groups or sub committees? **N/A**

If so for what duration and for which tasks?

c. Decision-making

i. Who prepare draft decisions?

Draft Resolutions/Decisions are proposed in the Working Documents prepared by the Secretariat. States Parties/Members of the Committee may propose Draft Resolutions/Decisions.

ii. Until when can member states suggest new draft decision or amendments?

Draft resolutions and amendments may be proposed by the participants and shall be transmitted in writing to the Secretariat of the Committee, which shall circulate copies to all participants. As a general rule, no draft resolution or amendment shall be discussed or put to the vote unless it has been circulated sufficiently in advance to all participants in the working languages of the Committee.

iii. Are observers allowed to participate and/or speak?

The same rules as for the participation in meeting apply. Observers may participate with no right to vote and requesting the authorization of the Chair to intervene.

iv. How are decisions adopted?

Resolutions/Decisions or recommendations re adopted primarily by consensus. However, if there is no consensual agreement they may also be adopted by vote.

#### **4. Relation to General Conference and Executive Board and to other intergovernmental organs**

a. Do you formally submit proposals for the programme and budget of UNESCO (C/5)?

a. If yes, how? N/A

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- b. How do you follow-up the General Conference's resolutions?  
Follow-up of General Conference's Resolutions is ensured in the framework of the implementation of the CLT Conventions relevant items under discussion on the Agenda. For specific requests addressed by General Conference to the General Assembly, follow-up is ensured through inscription of a specific item on the Agenda (e.g. follow-up of 38C/Resolution 101).
- c. Do you give input to the Executive Board in your field of competence?  
Regular inputs are provided to the Executive Board via contribution to Working Documents and/or elements of answers/discussions during debates.
- d. Do you report on your activities to the General Conference and/or to the Executive Board more than once during each four year programme period?  
The Committee submits a report on its activities at each of its sessions.
- e. How do you follow-up the Executive Board decisions?  
Follow-up of Executive Board decision relevant to the work of the Committee are discussed during the Committee meetings.
- f. Does a specific framework exist to collaborate with other international and intergovernmental bodies?  
To ensure a more structured approach to cooperation between Cultural Institution in Egypt and abroad exchange of information and common programmes of cooperation may be envisaged to enhance cooperation, coherence and synergies among Museums and Academic Institutions. The main purpose is to identify opportunities for better synergy in common areas of cooperation. This has been done in numerous occasion in the framework of both projects (Aswan and NMEC)

**5. Any others comments regarding the governance of international and intergovernmental bodies**

**6. Please provide the reference and if possible hyperlink to the relevant statutory documents, including General Conference Resolutions establishing the bodies and relevant Executive Board decisions**

<http://www.unesco.org/new/en/culture/themes/museums/museum-projects/international-campaign-for-nubia-museum-and-nmec/executive-committee/>

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QUESTIONNAIRE TO BE FILLED OUT BY THE SECRETARIATS OF UNESCO'S INTERNATIONAL AND INTERGOVERNMENTAL BODIES

**UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION**  
**INTERNATIONAL CAMPAIGN FOR THE ESTABLISHMENT OF THE NUBIA MUSEUM IN**  
**ASWAN AND THE NATIONAL MUSEUM OF EGYPTIAN CIVILIZATION IN CAIRO**

**EIGHTEEN SESSION OF THE EXECUTIVE COMMITTEE**

Paris, 27 March 2015

**FINAL REPORT**

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## 1. INTRODUCTION

- 1.1 The 18<sup>th</sup> Session of the Executive Committee of the International Campaign for the Establishment of the Nubia Museum in Aswan and the National Museum of Egyptian Civilization (NMEC) in Cairo was held in Paris on 27 March 2015.
- 1.2 The representatives of five countries (Czech Republic, Egypt, France, Sudan and Switzerland) elected by the General Conference of UNESCO at its 37<sup>th</sup> Session, participated in the meeting. Representatives from the International Center for the Study of the Preservation and Restoration of Cultural Property (ICCROM), the International Council of Museums (ICOM), the International Council on Monuments and Sites (ICOMOS) and the International Federation of Landscape Architects (IFLA) attended the meeting as observers (see [Annex 1: List of participants](#)).

### *Opening Session*

- 1.3 The UNESCO Director General, Irina Bokova, introduced the session, addressing the Minister of Antiquities of the Arab Republic of Egypt, the Ambassador to UNESCO and Chairperson of the Executive Board, as well as the representatives of the five members of the Executive Committee, namely Czech Republic, Egypt, France, Sudan and Switzerland. She welcomed and thanked them for their participation in the 18<sup>th</sup> session, along with the observers, representing long-standing institutional partnerships in the International Campaign. She welcomed and introduced the new Director of UNESCO Cairo Office, Dr Ghaith Fariz. She recalled that the International Campaign for the establishment of the two museums followed the Nubia Salvage Campaign, ran since the Sixties to the Eighties, and resulted in the preservation of numerous ancient temples and thousands of artefacts. This Campaign represented a revolutionary idea, opening new ways of thinking about humanity and common heritage, contributing to chart a new vision of safeguarding universal heritage, thus paving the way to the adoption of the Convention for the protection of World Cultural and Natural Heritage in 1972. She also called upon the need to renew this spirit in heritage protection, especially in the current year when the UN was adopting the post-2015 Agenda and attacks against heritage, in the name of an exclusive vision of heritage, were challenging this vision of universal heritage. She further recalled that heritage was under pressure by urbanization, unsustainable forms of development and the raising impact of climate changes.
- 1.4 The UNESCO Director-General recalled that the Executive Committee for the Nubia Salvage Campaign was transformed in 1980 into the International Campaign to establish the Nubia Museum in Aswan and the National Museum of Egyptian Civilization in Cairo. Since then, through seventeen sessions, the Executive Committee has shown to be an effective tool to coordinate the Campaign and allocate funds. The inauguration of the prize winning Nubia Museum in Aswan in 1997 was a highlight of this work. She explained that through the reports by the UNESCO Secretariat, the Egyptian and Sudanese authorities, the 18<sup>th</sup> session would have focused on the developments since the 17<sup>th</sup> session. She then highlighted that many activities were conducted, in particular in terms of skills upgrading and staff empowerment; an interagency mission was conducted by UNESCO in 2014 to evaluate the achievements, while a roadmap was drafted with ICOM and ICCROM. She emphasized that a lot still remained to be accomplished and that NMEC deserved greater attention by stakeholders, being the first museum devoted to Egyptian civilization as a whole and symbolizing the need to protect heritage in Egypt in all its diversity. She concluded recalling that since 2009 the seats of 15 member states of the Executive Committee were not all filled for candidacy, and she called-upon all members states to deepen their commitment to successfully carry out this

Campaign, which was important as symbol of a shared determination to protect and transmit such heritage, as source of mutual understanding, creativity and dynamism that was precisely the UNESCO's mission.

- 1.5 H.E. Dr Mamdouh Mohamed Gad El Damaty, Minister of Antiquities of the Arab Republic of Egypt, thanked the UNESCO Director-General, the UNESCO Executive Board, the participants, and observers. He in particular expressed his most heartfelt thanks to UNESCO for holding the 18<sup>th</sup> session, highlighting the long-lasting cooperation between Egypt and UNESCO, of which the activities conducted within the framework of the International Campaign, were the proof. He further confirmed the willingness of the Egyptian authorities to pursuing in this cooperation, to meet the set objectives of the International Campaign. While the Nubia Museum was opened in 1997, the project for the establishment of NMEC in the last four years was slowed down, and works were resumed only since mid-2014.
- 1.6 He then informed that the Egyptian authorities were considering a partial opening in the forthcoming months, particularly with regards to the reception area and some halls, as well as workshops and a temporary exhibition on Egyptian crafts over the centuries, contributing to the safeguarding of intangible heritage. In addition, the storerooms of NMEC should function as central warehouse for many artefacts scattered from all over Egypt, and especially from areas not yet being well protected, such as Central Nile and Delta among others. As representative of the Egyptian Government, the cooperation with UNESCO was emphasized as being of special importance to meet these goals and open the NMEC. He further highlighted the willingness to pursue the rehabilitation of the Nubia Museum in Aswan, to have, together with NMEC, the desirable impact on the Egyptian society and to fight alongside with UNESCO, against obscurantism that were documented in the Arab region. He concluded reiterating his thanks to UNESCO, and in particular to Cairo Office Director, Dr Ghaith Fariz, and the Culture Advisor, Prof Chiara Dezzi Bardeschi. The opening speech was followed by the projection of a video on NMEC, featuring the main achievements. This video was part of the material disseminated, with UNESCO Cairo Office support, during the economic forum held in Sharm El Sheikh (13-15 March 2015), with a view to attract potential future investments into NMEC.
- 1.7 H.E. Ambassador Mohamed Sameh Amr, Chairperson of the UNESCO Executive Board, welcomed the Minister of Antiquities, the UNESCO Director-General, and the participants to the 18<sup>th</sup> Session of the Executive Committee of the International Campaign for the establishment of the Nubia Museum and the NMEC. He thanked the UNESCO Director-General for her personal commitment to the preservation of Egyptian cultural heritage and for having dispatched emergency missions, especially those to the Malawi Museum in August 2013, the Museum of Islamic Art in January 2014, and the inter-agency mission in September 2014. He expressed Egypt's gratitude for coordinating the rehabilitation of the Museum of Islamic Art in Cairo and promoting the NMEC project. This gratitude was extended to the five member states attending the session and the observers, for their continuous commitment. In particular he highlighted the important cooperation with ICOM and ICCROM, in the inter-agency mission of September 2014, which he had directly witnessed, as member of that mission. He thanked ICOM and ICCROM for the enhancement of local capacity in Egypt, together with UNESCO and the Government of Egypt, and welcomed IFLA in the Executive Committee of the International Campaign, emphasizing the role which IFLA was called-upon to play, in terms of expertise for the NMEC landscape project.
- 1.8 He then recalled the special significance of the 18<sup>th</sup> session, being the first meeting held since 2009. Much need to be done to ensure the successful completion of this

project. Having highlighted that this year coincides with the celebration, as milestone achievement, of the 70-year anniversary of UNESCO, he remarked that the lessons learnt from the Nubia Salvage Campaign, the first large scale International Campaign coordinated by UNESCO and the first successfully putting into practices the principles of international cooperation, shall renew the commitment to join forces to preserve common heritage and improve tolerance and culture of peace. While recognizing that the situation in Egypt has sometime hindered steady progress toward the completion of the NMEC project, the Egyptian Authorities remain firmly committed to moving forward with this ambitious project, as clearly witnessed the meeting granted by the Prime Minister of Egypt to the UNESCO delegation in September 2014 and the Prime Minister's subsequent visit to NMEC. The 18<sup>th</sup> session would offer an excellent opportunity to make strategic decisions on how to direct the International Campaign towards its completion.

- 1.9 As chairperson of the Executive Board, he then added that the governance audit was conducted on the functions of UNESCO statutory bodies, including its conventions and their inter-governmental bodies, and the report would have been submitted to the next Executive Board in few weeks. The conclusion and recommendations of that report which includes the NMEC Committee would need to be taken into account in view of the completion of the NMEC project. The cooperation with UNESCO and its partners was considered vital for the Egyptian Authorities in fundraising, expanding the Egyptian museums sector, and international networking. He highlighted that major institutions, such NMEC and Grand Egyptian Museum (GEM), could have played a key role in the region, especially in the field of training, given the paucity of Arabic-speakers museum experts, and that human resources were requested especially with a view to increase preparedness and response capacity for heritage at risk. He concluded wishing successful deliberations and inviting to Egypt the participants, to see the on-site progress made at NMEC.

#### ***Election of the Chairperson, vice-chairpersons, rapporteur, adoption of the Agenda***

- 1.10 The representative of Sudan, Dr Abdulrahman Ali Mohamed, proposed the Minister of Antiquities of Egypt as Chairperson. Dr Ali Mohamed's proposal was accepted unanimously.
- 1.11 At his turn, the Minister of Egypt proposed Sudan as Vice-chairperson. H.E. Jean-Frédéric Jauslin, representing Switzerland, proposed France as second Vice-chairperson. The proposals were unanimously accepted.
- 1.12 Prof Miroslav Verner, representing Czech Republic, was elected Rapporteur.
- 1.13 The agenda was adopted as follows:
- i. Opening session
  - ii. Adoption of the agenda
  - iii. The National Museum of Egyptian Civilization
    - (a) Report by the Egyptian authorities
    - (b) Report by Secretariat
    - (c) Discussion and decision of the follow up of activity
  - iv. The Nubia Museum
    - (a) Report by the Egyptian authorities
    - (b) Report by the Secretariat
  - v. Sudan
    - (a) Report by the Sudanese authorities
    - (b) Report by UNESCO
    - (c) Discussion and decision of the follow up of activity
  - vi. Recommendations.



- 1.14 Dr Mechtild Rössler, Deputy Director, Division for Heritage, made a quick comment on the documents provided by the Secretariat, in particular specifying that the French version was not an official translation and that the translation into Arabic was made possible thanks to the Egyptian authorities.

## **2. THE NATIONAL MUSEUM OF EGYPTIAN CIVILIZATION IN CAIRO (NMEC)**

### **2.1 REPORT BY THE EGYPTIAN AUTHORITIES**

- 2.1.1 The report of the Egyptian authorities was delivered by Prof Khaled El Enany, General Supervisor of the NMEC. He showed a PowerPoint presentation prepared specifically for the meeting to illustrate the museum site in al-Fustat district (South of Cairo), giving onto the natural lake 'Ain al-Syra. In December 2014, the Egyptian Prime Minister, upon a recommendation put forward by the Minister of Antiquities, established a Committee to create a cultural zone around this lake, as annexed to NMEC. He showed the progression of the construction works, since 2004, of the building as well as the outdoor parts of the museum, designed for festivals and cultural activities, and including an in-situ historic dye factory of the Fatimid period (XI century). He then focused on the more recent progresses, especially the completion of the reception building. The latter was organized on two floors, with the main lobby, the cafeteria with a direct view over the lake, the 480 seats theater, meeting rooms, and a conference centre with a room for 200 delegates; at the ground floor, it hosted the cultural centre, a 330 seats cinema, shops, escalators, parking spaces for 450 cars and tour buses. He then described the museum main building designed, over three floors, with temporary and ten permanent galleries thematically or chronologically organized, to display about 15,000 cultural artefacts from different periods and geographical areas, representing both tangible and intangible cultural heritage of Egypt. The middle story entailed administrative areas, the business centre, control rooms, and the training centre for the museum staff, while the basement hosted the largest storage areas in Egypt, the laboratories, already partially equipped, and the printing house.
- 2.1.2 He then gave an overview on the achievements, in line with the four recommendations of the 17<sup>th</sup> session. Concerning Recommendation 1, between 2009 and 2014 the Egyptian authorities worked on the construction of the museum building, overseen by a scientific and then a supervising committee. In 2011, the events linked to the Revolution slowed down the construction, till the second part of 2014, when the project went back on track again. The administrative barriers were overcome and all payments were processed: phase I was completed costing about 400 million EGP, while phase II, including the electromechanical and interior works in the reception building, was finalized at the 95%, for a total amount of 370 million EGP. The third phase, amounting to 100 million Euros, did not start yet, due to the lack of funds: it covered the decoration of the exhibition galleries, with showcases and multimedia works, outdoor exhibition and electromechanical works. The NMEC should have gradually opened the exhibits, with the first exhibition hall in summer 2015, over 1,100 sqm available for the visitors, and possibly a second gallery. These last works could have enabled the partial opening of the museum, hopefully by July 2015, with a temporary exhibition on handicraft ("Egyptian Crafts and Industries through the Ages"). Handicraft was considered a topic at the very heart of the NMEC mission; the temporary exhibition would have focus on the four sub-domains of pottery, woodwork, textile and jewellery.
- 2.1.3 Concerning the landscape, the NMEC started in 2010 a series of consultations with Cairo governorate authorities. The consultations were interrupted in 2011, but resumed recently, as recommended by the Prime Minister in December 2014.
- 2.1.4 He then illustrated the security strategy for the museum, for which 66 guards were appointed to protect the museum from the lake side. The NMEC started already to work

with the tourism police and the police in charge of the transport of the artefacts from the different sites' storerooms to the NMEC storages. The delivery areas for the artefacts, packing/unpacking and other facilities were functioning.

- 2.1.5 With reference to Recommendation 2 on capacity-building, some courses were implemented with UNESCO. Instead, it had not yet been possible to define the organizational chart with the number of staff to be recruited, since this would have to wait until the partial opening of the museum. He reported that so far 270 staff was appointed, among which 17 administrators, 35 curators, 33 conservators, 78 scientists, 7 information technology employees, 8 engineers, 26 workers and 66 security guards. It was considered fundamental to promote a stronger commitment by the staff into the plan and in future scenarios, to achieve in the 'soft' opening.
- 2.1.6 With regard to Recommendation 3 on documentation and collections, he reported that the works did not much advance due to the funds unavailability. Field visits were conducted by the museum's Cultural Heritage Department, and 361 crafts in Egypt were inventoried. Partnership with the National Archives was in course of study.
- 2.1.7 For Recommendation 4 concerning partnership and promotion, he reported that NMEC signed partnership agreements with several institutions, like the Georgia Museum, the French Institute of Oriental Archaeology in Cairo, while agreements with the Museum of Civilization in Quebec and the National Centre for Scientific Research of Egypt were underway. Discussion with the CNRs in France was focusing on the creation of an Egyptian-French Centre for Egyptian Numismatic Studies at NMEC. He further mentioned that the establishment of NMEC Friends' Association was in process. In cooperation with UNESCO, several activities and fellowships were delivered for NMEC staff, including CIDOC summer schools since 2011, among others. In November 2014, the ICOM headquarters was established in NMEC.
- 2.1.8 With UNESCO's assistance, documentary film, flyers, and promotional material on NMEC were produced and distributed on a flash-drive during the Sharm el-Sheikh forum. In addition, the work through a scientific committee, meeting on weekly basis, was looking at devising a common vision for the three larger museums in Cairo (NMEC, GEM, and Tahrir Museum). The latter was considered a priority, as well as the launching of the 3<sup>rd</sup> phase of the NMEC building project.
- 2.1.9 The forthcoming month timetable was then sketched, announcing the opening of NMEC storerooms in May 2015, the reception building in summer 2015, the restoration labs in early 2016, the four exhibition galleries by the end of 2016, and the opening of the entire museum in 2017-18.
- 2.1.10 Concluding the presentation, Prof El Enany summed-up the needs, to meet the set goals of the NMEC opening: UNESCO's technical support and expertise (especially towards an international fundraising campaign under UNESCO umbrella; support in project management and to identify a concept for the reception building; support to the organization of a major event in summer and the production of the exhibition catalogue); capacity building (intensify the training of NMEC personnel towards NMEC 'soft' opening); information & technologies (IT master plan and website update), and safeguarding of tangible and intangible heritage (intangible cultural heritage collections and acquisition of traditional tools, products and elements of the intangible cultural heritage collections to be displayed in the temporary exhibition).

## **2.2 REPORT BY UNESCO SECRETARIAT**

- 2.2.1 Dr Mechtild Rössler introduced the Secretariat report, accounting all activities implemented by UNESCO from July 2009 to February 2015. She recalled that the recommendations adopted in 2009 were subsequently revised through email consultation and finalized in January 2011, along with the revised final report of the 17<sup>th</sup> session. The Secretariat of the international Campaign, including the staff of

Cairo Office, and the Egyptian Authorities implemented the recommendations through mutual cooperation. The overall expenditures under the budget code 301EGY4072 administered by the Executive Committee were 2,384,820.77 USD, from 2009 to 31 December 2014. A detailed table of the expenditures by activities was given in annex to the secretariat report.

- 2.2.2 In particular for NMEC, she specified that, as recommended by the 17<sup>th</sup> session, the Special Account 402EGY4001, reserved for the support of NMEC activities, was used to supplement the activities of the International Campaign relating to NMEC and for which no budget was set aside in the recommendations. The account 402EGY4001, which was not administered by the Executive Committee, did not have yet a periodic accountable mechanism. But in October 2012 it was agreed, during a meeting in Paris between UNESCO and the Egyptian Minister of Antiquities, to set-up a Steering Committee to oversight the project. Although the mentioned Committee has not yet been established, the narrative reports and the financial status of the projects under the general fund were regularly submitted to the Egyptian authorities through the Permanent Delegation to UNESCO, and an annual financial reporting to the authorities on the expenditures for both the two culture based UNESCO accounts for Egypt was conducted in September 2014. She added that an annual review meeting should be organized either in Cairo or Paris, with the presence of colleagues from Headquarters and Cairo Office, with a view to jointly review activities financed under the Special Account 402EGY4001. She then informed the participants on the outcomes of the meeting held on 26 March, between UNESCO and the Minister of Antiquities, to discuss the way forward to set this annual review mechanism.
- 2.2.3 Mrs Nao Hayashi, Museums Programme Coordinator, Division for Heritage, provided an update on the activities carried out for NMEC under the International Campaign since the 17<sup>th</sup> Session of the Executive Committee. She started introducing that between 2009 and 2011 the project was implemented within the target and timeline set and considerable speed by the Egyptian Authorities. UNESCO also had carried out several activities to support soft aspects of the project implementation, mainly capacity building and technical expertise. The events after January 2011 unavoidably slowed down the implementation of some recommendations. Moreover, the main priority at that time was to assess and protect the Egyptian heritage against the exposure to risks and damages. In the post 2011 events, there was also a considerable change in terms of priorities. To reflect this different context, the project document 'Assistance to NMEC' (special account 402EGY4001) was revised, while the management of the two accounts concerning the campaign and NMEC were decentralized to Cairo Office in 2012. In 2014 new staff was appointed in NMEC and an inter-agency mission was conducted in September 2014, led by UNESCO with ICOM, ICCROM and the Arab Regional Centre for World Heritage, represented by Dr Mounir Bouchenaki. This mission resulted in a set of recommendations concerning the enhancement of the institutional capacity-building programme, especially towards NMEC management, and train newly recruited museum staff. The Egyptian Prime Minister's visit to NMEC in 2014 marked the completion of phase I and was followed by the government decision to envisage a soft opening in 2015. The feasibility of an international fundraising campaign for the completion of the museum requiring a strong political commitment was also raised. The mission also discussed the need to revisit the overall vision and mission of NMEC, with a view to ensuring its attractiveness and distinctive character among other museums in Cairo such as the GEM, the Museum of Islamic Art and others and to make it more relevant in light of evolving national and international situation.
- 2.2.4 She then summarized the activities implemented by UNESCO, against each recommendation, starting from the general provisions. With reference to UNESCO

assistance, she detailed the staff dedicated to the project, till December 2014. She stressed that even after the decentralization of the International Campaign to Cairo Office, UNESCO Headquarters continued to play a considerable role in backstopping the activities implemented in Egypt and coordinating specific activities such as meetings in Paris with the Minister of Antiquities, the organization of September 2014 inter-agency missions to Cairo, the organization of an international conference on the Egyptian Museum in October 2014, as well as the 18<sup>th</sup> session of the Executive Committee. She then detailed about the organization of the 18<sup>th</sup> session meeting that was postponed first from 2011 to spring 2013 through email consultations and then to 2015. The new members of the Executive Committee were elected at the 36<sup>th</sup> session of the General Conference. She informed about the ceiling cost of the organization of this session, amounting to 33,000 USD, not yet integrated in the financial report annexed to the Secretariat Report, and on other on-going expenditures, still less than the ceiling amount.

2.2.5 Concerning the evaluation report, she noted that it was foreseen to evaluate the entire Campaign activities. Since the Campaign was still on-going, the final evaluation report was not commissioned naturally and the recommendation should have been reconsidered in view of the Campaign's closure.

2.2.6 Mrs Hayashi then moved to the activities implemented in view of the establishment of NMEC. The recommendations covered four distinctive topics namely, expertise (1); capacity building (2), documentation and the collections (3), partnerships and promotion (4). Under recommendation 1, she listed UNESCO's engagement in providing technical assistance to NMEC through a number of missions, such as the one led by three conservation experts from the British Museum in October 2009 for the conservation and display scheme of the royal mummies. Two technical missions were dispatched to Egypt to assist in respond to the increased threats to cultural heritage sites and institutions in 2011. The first UNESCO-ICOM mission resulted in reviewing the objectives of the activities under the special account. The second mission, jointly organized by UNESCO and INTERPOL, aimed at advising the Egyptian Authorities on security requirements for museums and sites in Egypt. As a result of this mission and in attempt to train professional and relevant stakeholders in dealing with emergency situations and prevent illicit trafficking of cultural property, two closely linked projects were developed, also with co-funding from the Swiss Confederation. The Secretariat thanked the Swiss representative for this generous contribution. Furthermore, in January 2015 two NMEC staff members benefited from the regional training course on risk management organized in Cairo by UNESCO Cairo Office, in cooperation with ICCROM-Athar and ALECSO. An important study was also commissioned in the field of spatial analyses of NMEC architectural building plan, in order to advance the policy and operational planning of the museum and to review the museological programme and the exhibition design developed by the NMEC scientific committee and the contracted firm Arata Isozaki and associates. However, the detailed designs, based on the previously submitted schematic plans, remained to be produced in 2015, while the Egyptian Authorities were confirming the soft opening in the year. UNESCO Cairo Office was further exploring the possibility of training 20 NMEC staff in two progressive levels of museum exhibit training to be organized in Cairo in 2015 in cooperation with the Egyptian Exploration Society and the British Council. A review of the documents and the drawings of the museum was also conducted by a security consultant in 2011 to ensure the conformity to security requirements of the design suggested for the museum. In connection with these studies, a project assessment was commissioned to Lord Cultural Resources between July 2011 and August 2012, with a view to produce an updated project schedule and project delivery strategy, cost estimate, operating budget and risk analysis, including the necessary financial and human resources. The assessment

concluded the existence of funding gap for 100 million USD and proposed options for the gradual completion of the project with specific cost and time implication. It also suggested three different scenarios and underlined the need for Egyptian Authorities to take responsibility alongside UNESCO's technical assistance for the completion of the project. Based on this study, in 2012 The Minister of Antiquities requested UNESCO to launch a fundraising campaign.

- 2.2.7 In 2011, UNESCO commissioned also a draft outreach strategy and donor landscape mapping; with a view to assist the Egyptian authorities in planning the fundraising activities, emphasizing the importance of aligning recommended strategy with the budget assessment, as provided by Lord Cultural Resources. It also recommended developing a long-term outreach and fundraising plan as well as launching the fundraising activity with a Gala event.
- 2.2.8 She added that UNESCO also took steps towards the training of the security staff who was appointed in 2011 or recently, to attend the security and safety courses organized by the Egyptian Ministry of interior. Mrs Hayashi also drew attention to the two pending activities which should be resumed: the first, is the detailed study for landscaping, giving the importance of creating the cultural zones around the lake and next to the museum; the second is the IT master plan which was suspended since 2011 for the setting up of NMEC's IT department.
- 2.2.9 She moved then to Recommendation 2 on capacity-building. In this regard, UNESCO contracted an Egyptian educational specialist in 2009 for elaborating needs assessment and to define the competencies, profile, tasks and required experience to ensure that the NMEC staff was operational before the soft opening. This consultant also provided survey of the existing university courses in museology in Cairo. Based on this assessment, a museology training programme tender was drafted in 2010 and launched in 2012 for the implementation of a two years module on museology. This international bidding was won by a consortium led by the L'université Française d'Egypte (UFE) in Cairo. The course was later reduced to 3 months, to further include study visit and full master degree for selected successful trainees. UFE also provided 1 month course in museum studies for 10 curators from NMEC in April 2014. In the meantime, UNESCO assisted in the elaboration of over 400 job descriptions and a draft organizational chart. In addition, English training programme was provided to 139 NMEC staff from 2011 to 2013, as well as the International Computer Driving License (ICDL) training to 74 staff in 2012. UNESCO also helped several NMEC staff to apply for international fellowships, scholarships and specialized seminars.
- 2.2.10 Concerning Recommendation 3 on documentation and collections, the major assistance by UNESCO focused on the setting-up of a collection management database to consolidate NMEC's scientific operational capacity and the collection of elements of intangible heritage, enriching the future display of NMEC. In 2010 the software Ke EMu was initiated in NMEC and the data migration to the new software was prepared but not launched. Since the Ministry of Antiquities intended to adopt a common database for the three museums (NMEC, GEM and the Egyptian Museum in Tahrir), as stated in the report by the Egyptian authorities, she confirmed that once the decision was taken, UNESCO would have provided the required assistance. With regards to the intangible heritage collection, in 2011 UNESCO and the Egyptian Society for Folkloric Tradition explored ways to collect elements of Egyptian contemporary wealth and contents for exhibition. What NMEC needed to portray was the cultural diversity rather than a homogenous national identity and that was exactly what the scenario proposed by the scientific Committee was reflecting.

- 2.2.11 With regards to partnerships and promotion, she confirmed that several public events were hosted at NMEC including the UNESCO/ICOM international conference held in October 2011 with the participation of the Egyptian Society for Folkloric Traditions and the Bibliotheca Alexandria, as well as foreigner speakers (the Louvre Museum and the Swedish Museum of World Culture among others). Furthermore, UNESCO invited NMEC staff to take part in international events related to museums, such as the UNESCO-European workshop in Amman, held in 2011. In February 2012 ICOM launched at NMEC the new emergency Red List on Egyptian artefacts, developed in close cooperation with the Ministry of Antiquities. In October 2014, the international conference entitled “Three Museums of Egypt” was also organized by UNESCO in cooperation with the Egyptian Permanent Delegation, at UNESCO Headquarters.
- 2.2.12 A promotional leaflet summarizing NMEC’s exhibition design was also produced. Furthermore, in 2013, UNESCO in close consultation with the Ministry of Antiquities commissioned a fundraising specialist to prepare a fundraising brochure, listing sponsorship opportunities for NMEC and organize a fundraising Gala event in Paris. However, the devised plan could not be implemented. UNESCO also assisted NMEC, upon the request of its Director, in producing promotional materials for the Forum “Egypt is the Future” that took place in March 2015. Some discussions were also initiated for the on-line NMEC exhibition, as well as NMEC’s website.

## **2.3 DISCUSSION**

- 2.3.1 The Chairman thanked the Secretariat and the NMEC director for their exhaustive presentations and opened the floor for discussion. The Executive Committee unanimously congratulated the Egyptian authorities and the Secretariat for the work achieved in the past year. The followed questions were raised and answers provided.
- 2.3.2 The representative of Switzerland commented that the ‘soft’ opening was a very delicate phase, since the museum would have been partially running with visitors frequenting it, while it was still working to complete the setting-up. He asked two questions about the overall provisional budget needed to complete the project, amounting to 100 million USD. The first question enquired on an overall overview of the NMEC project investments, in particular those already incurred and those still to be done. The second question concerned the operational budget foreseen by the Egyptian Authorities for the ‘soft’ opening in 2015 and the forecast budget needed for the NMEC opening in 2018, and in particular the number of expected visitors for the ‘soft’ and then the full opening of the museum.
- 2.3.3 Prof El Enany replied that the NMEC provisional budget, still speculative in nature, amounted to 100 million USD for the full opening scheduled in 2018. With respect to the incurred investments, the first completed phase amounted to 400 million EGP, namely about 45 million euros, while the second phase, which was almost fully paid for, amounted to about 400 million EGP. The current made investments amounted hence to 90 million euros, for phases I and II. The forecasted amount of 400 million EGP was figured by the advisor and the project manager, Al-Ghazali Koseiba, who worked on the plan since 2004. In terms of the forecast budget for the temporary exhibition, covering 11,000 smq, he specified that the provisional budget amounted to 2-3 million euros. Concerning the number of expected visitors, the study conducted for UNESCO by Lord Cultural Resources in 2012, produced during a time of major crises in the tourism sector, forecasted 700,000 visitors per year, thus 2000 visitors per day. According to the same study, only the operational running costs for the museum would have reached 7 million EGP per month (wages, power, water, restoration material, etc.).

- 2.3.4 He then turned to the issue of the lack of funding and in particular the paucity of incomes of the Ministry of Antiquities in the current period, as well as the possible solutions to ensure the completion of the museum setting-up. He considered that the reception building was a cultural area with retail spaces, cinemas and theatre, restaurants and cafeteria which could have generated incomes; the 'soft' opening would have insisted on the temporary exhibition area, located between the museum exhibition halls and the front building hosting the reception area. The opening of the cultural area in the reception building, together with the open-air area around the lake, would have enabled generating some incomes for the museum, while contributing to support some running costs and construction costs for the full permanent opening of the museum. The location of the temporary exhibition in between the reception area and the museum's building, would have allowed physically separating the area of the museum, offering the opportunity to make work the front building, without affecting the operations in the museum for its completion. Opening the temporary exhibition would have also contributed to refresh the public attention on NMEC, stimulating interest and perhaps investments. A concept study was requested to UNESCO to assist in identifying the best scenarios and modalities of concession of the cultural area, maintaining the museum ambiance. Discussion in this sense with the Cairo Office was started already. He considered important that the cultural area be managed by a specialized management company, while the supervision should have been kept under the museum oversight.
- 2.3.5 Dr Alfredo Pérez de Armiñán, Assistant Director-General for Culture, commented that if the cultural centre was operated independently from the museum, this would not have generated the desired incomes for the museum. The desired output could have been guaranteed only if the museum was maintaining the over-sighting and decision making role on the running of the cultural centre.
- 2.3.6 Prof El Enany added that in the current state of the tourism deflation in the country, the cultural area would have played a relevant role for NMEC, since the latter would have in first instance seek to address the Egyptian civil society and in particular families, functioning as cultural entertainment area, rather than foreign tourists.
- 2.3.7 The ICOMOS representative enquired about the deep funding gap amounting to 100 million USD, against the 95% implementation rate of the project.
- 2.3.8 The NMEC director replied that the two in hand contracts were signed in 2004 and 2010, before the inflation and the big drop in value of the Egyptian Pound. He detailed that the 95% of implementation referred not to the entire project but to the works related to phase II, while phase III estimated to 100 million, entailed works over 25,000 sqm exhibition halls, moving about 50,000 artefacts, multimedia work, all very costly interventions. The initial estimate for the temporary exhibition amounted to 40 million EGP, which had then to be halved, and was again under study to achieve a reasonable sustainable estimate.
- 2.3.9 Mrs Nao Hayashi, UNESCO Secretariat, added that the study by Lord Cultural Resources, commissioned by UNESCO in 2012, resulted in a thick report. The numbers that were provided had three scenarios: the first scenario was the minimal basic project, the second operational targeting funds, the third a full operational running institution, nurtured with funds provided by investments. After the completion phase, the study identified the need to ensure that HR management be operational, with about 260 staff, and long term operation targets, which nowadays would need to be reviewed, according to the current figures, as per the case of more staff. She added that the museum opening could focus on a more local visitor basis pending the recovering of the international tourism.

- 2.3.10 The representative of France emphasized the relevance announced in the Egyptian authorities' report, to seek the adoption of the same database software in several museums including GEM. This was especially relevant, since NMEC, being not an Egyptology museum, was supposed to interact with several domains of collections, thus to communicate with other museums, using several category-related documentation systems.
- 2.3.11 The Director of NMEC pointed out that with respect to the museum database software, this specific issue was looked by a Committee made of, in addition to the managers of the three museums as mentioned into the secretariat report (NMEC, GEM and Tahrir Square Museum), the Museum of Islamic Art, the Coptic Museum as well as the Minister's assistant for the museum sector and the head of provincial museums. This was the first time in Egypt that there was a global approach and overall view to identify a sole database system to document and manage collections in museums, storages and sites. Beside Ke EMu which was previously selected by UNESCO, there were two additional companies which made proposals and that could have been suitable to offer an appropriate database system. The adoption of a single database would have enormously benefited the country.
- 2.3.12 The representative of Sudan thanked the Egyptian colleagues for the progress in NMEC and enquired about the security measures, especially in terms of risk preparedness vs terrorist attacks, recalling the latest sad events which occurred in Mosul and Tunis. With regards to the quest for funding, he further observed that the marketing, molding and selling of replica could have also been contributing to generate incomes. He concluded commenting on the importance of identifying the services, especially the logistic ones, which could have been outsourced.
- 2.3.13 With respect to the security of museums and sites in Egypt, the Chairperson informed that there was a general security system relying on a close cooperation with the Ministry of Interior. In fact, under the Ministry of Interior, a police force specifically dealing with the security of sites and cultural institutions was strengthened in the last years, with an increase in the number of staff dedicated and specifically trained for this purpose. Besides the NMEC guards, there were hence 67 police staff belonging to this central service of the Ministry of Interior, and working together with the museum's security staff. A video-surveillance system was also in place in the museum. Moreover, the Ministry of Antiquities intended to adopt in all museums and archaeological sites, especially Giza, a new security system, only few days ago tested for the first time in Luxor. This system, implemented in cooperation with a Spanish company, combined fixed and portable cameras, warning the alert also when the concerned museum was closed. In regards to the products that NMEC intended to produce and sell in the museum area, he informed that crafts workshops would have been specifically promoted, to produce on the museum-site and sell quality and uniquely branded products, to avoid competition on the market.
- 2.3.14 NMEC Director added that during the Prime Minister's visit in December 2014, NMEC was advised to hire a specialized agency for administration, maintenance and operations of the museum. He also provided further details to reply to the question of the representative of France concerning the NMEC collections. A high committee made-up by the directors of the three museums of Tahrir Square, GEM and NMEC, was working to clearly define the concepts of the three museums, and accordingly the artefacts to enter in their collections. NMEC concept and its thematic displays were very clear as well as the artefacts identified, for exhibit in NMEC. Yet, remained to clarify what the other two museums would have agreed to separate from their



collections, and move to NMEC. This was particularly the case of Tahrir Square museum, being the historical museum.

- 2.3.15 The Chairperson added some clarifications on the vision and scenarios of the three afore-mentioned museums. In particular, the collections hosted in the Tahrir Museum would have been distributed, taking account to the Tahrir, GEM and NMEC' missions, over the three museums, in addition to the museums in the Egyptian provinces.
- 2.3.16 Prof Verner enquired about the planned exhibit of the Sahure blocks with invaluable reliefs which were discovered in the 19<sup>th</sup> century by the Egyptian team, and in particular whether they would have been displayed in GEM or in Tahir museum.
- 2.3.17 The Chairperson replied that the high committee made-up by the three museums decided to keep the Sahure blocks at Tahrir museum, but to display the other groups of artefacts from Abusir, especially the new discoveries, at GEM or NMEC, according to their missions.
- 2.3.18 The NMEC director added a practical example on the case of the new discovery from Abusir, which as new discovery, should have been displayed at GEM, but because of the thematic aspect, the Nile, could be equally displayed at NMEC. The role of the high committee was then to clearly assign the collections to the museums, to reach a clear view for all of them.
- 2.3.19 Emphasizing the vital role of the NMEC exhibition and the rich Egyptian culture, IFLA representative enquired about the landscape as envisioned in the forecast budget and its timescale. Landscape should have been included among priorities, being indissolubly linked with the image of the museum already from a far view, and given the natural quite slow timing for plants to grow.
- 2.3.20 NMEC director explained that the design for the green area was ready, including details on the plant kinds. Supplying water from the Nile remained instead a serious concern. Upon demand of the Minister of Antiquities, few days before he met with Cairo Governorate officials, to identify a temporary solution before the summer, to irrigate the area, so to ensure that the green area could be completed before the 'soft' opening. As initial estimate, about 3 million euros were calculated for the collection of water from the Nile, been the NMEC site about 2 km far from the river. As alternative solution, the Ministry of Antiquities was exploring, with the Prime Minister's office and Cairo Governorate, the possibility to pump additional water from Fustat garden, located just behind the NMEC site. Instead, the selection of objects for the outdoor exhibition was not approached yet by the high committee for the three museums.
- 2.3.21 Dr Mechtild Rössler, UNESCO Secretariat, underlined how the real feature of NMEC was its exceptional location at the lake which could be a real attraction for international visitors as well as local communities, stressing on the long-term use of the open-air space. Since the water of the lake could not be used for irrigation, there was a fundamental question of the sustainability of the landscaping to be approached and during the inter-agency mission it was proposed to study the possibility to use plants requiring minimal amount of water, with a view also to reduce the high costs -3 million only forecast for the opening- and look into the long-term. She welcomed IFLA advice, on this specific issue.
- 2.3.22 ICOM representative congratulated the achievements at NMEC, that she had the chance to personally witness in September 2014, being part of the interagency mission visiting the NMEC site. Bearing in mind the complexity of the project which was going beyond a museum focus project, since a complex combination of the

museum with the cultural centre, the theater and craft workshops, she enquired about the management of this institution, which first however remained a museum, and in particular on the agency to take over the organizational part of the museum and how the museum was considering to work with this body.

- 2.3.23 NMEC Director highlighted how NMEC was indeed a complex context, more similar to the 'cité de sciences model', rather than to a traditional museum. Because of its complexity, the Prime Minister himself had stressed the need to well study, before the opening, the management structure, and delegate services to an agency that could have administered the whole project. Delegating services to a manager agency would have also made easier running the proper maintenance and delivery of other specific services. In GEM for instance, this model of an agency managing the museum was already applied. The same model could have been applied to other services. For instance, because new staff could not be hired since the last two years, the outsourcing to an administrating agency could have also been applied to the sophisticated print house hosted in NMEC. Only some functions were supposed to be delegated to a service provider for an initial number of years, while at the museum would have retained its scientific role. Guidelines would have then helped NMEC to manage these services directly, once properly launched.
- 2.3.24 The NMEC director remarked the critical need for significant support in fundraising, going beyond the production of brochures and flyers, especially in the preparatory period towards the 'soft' opening. In addition, concerning the training, he noted how the staff was totally demotivated, due to the temporary contractual basis they had been working for the last five years and the drops in wages, in addition to the need for proper training, to upgrade their skills with periodical training, possibly with international trainers and scholarships abroad, to align with international standards; there was also a need for very practical and in-hands training. Louvre museum was invited to assist in a crash course on temporary exhibition, and in this regard, a meeting was held, at the presence of the Minister of Antiquities, the day before. Managing collections also was considered a fundamental domain for staff training. He concluded questioning about closing the campaign, and the advantages of this closure, fearing negative, rather than positive, effects on the project.
- 2.3.25 Following-up to the concerns on training expressed by the NMEC director, Dr Bouchenaki, ICCROM representative, emphasized the utmost importance of proper training for the museum staff. He noted that a serious trial for the successful completion of the project and the full running of the museum was represented by the challenge to make operational an ambitious museum, with a wide number of departments and specialties. Having being following the NMEC and Nubia museum project since 1982, he recalled the similar challenge faced for the Nubia Museum, for which, together with ICOM, a comprehensive training programme was implemented, flanked by a programme of visits to large museums, to enable the staff of the Nubia museum to be acquainted with the daily work and tasks of staff in large museums. The lessons learnt from this experience could have benefited the NMEC project, for which the current location was much better than the initial one proposed in the land of the current opera house: the current location certainly played a fundamental role in attracting interests and visitors. Training remained for the number of specialties seriously needed. UNESCO institutional partners, and in particular ICCROM and ICOM, could have really assisted in boosting a comprehensive capacity building programme for the museum staff, including training and visits abroad.
- 2.3.26 The Chairperson trusted that ICOM could support, as a follow-up to the initial discussion had between himself and ICOM, in boosting the training programme for NMEC staff, and invited ICOM to liaise with NMEC director.

- 2.3.27 The participants highlighted that, in view of optimizing the in-hands training for NMEC staff, it was advisable that the organizational chart of the museum staff and the job description could be first finalized, ahead of the 'soft' opening. The NMEC Director specified that, by law, the organizational chart of the museum staff could not be validated ahead the opening of the museum. In addition, the Chairperson noted that in the last years new recruitment of staff was halted by the Government.
- 2.3.28 The representative of Switzerland asked the Secretariat about the kind of technical assistance UNESCO could have provided to NMEC in regards to the intangible heritage collection. The Secretariat informed that the assistance was already on-going and that it consisted of training and technical assistance.
- 2.3.29 Moreover, the Senior Culture advisor at the Cairo office explained that UNESCO was assisting NMEC in view of the 'soft' opening, in particular in the identification of the intangible heritage collections to be displayed, in the acquisition of tools and gathering of data and archival records on intangible cultural heritage as well as in producing videos on the process and production of traditional craft. All this material would have been associated to the temporary exhibition. UNESCO could have further looked at strengthening partnership with intangible cultural heritage associations, like the Egyptian Society for Folkloric Tradition, which could have been further involved in the NMEC project.
- 2.3.30 The NMEC director added that the assistance project to NMEC (402EGY4001) also allocated about 200,000 USD to the acquisition of the intangible heritage collection for NMEC. He also reported about a meeting held in the previous week with the Egyptian Society for Folkloric Traditions, concerning their offer to transfer all their archives on intangible cultural heritage to NMEC. If the proposal would have met an agreement, the transfer of the association's archives to NMEC would have constituted a new separate project, requiring additional funds.
- 2.3.31 Dr Mechtild Rössler, UNESCO Secretariat, replied to the question about the advantages of closing the International Campaign for the two museums, which referred to a recommendation of the 17<sup>th</sup> session of the Executive Committee concerning the conduction of an evaluation, for which the Committee had to agree upon its follow-up.
- 2.3.32 Mrs Nao Hayashi, UNESCO Secretariat, reaffirmed that the recommendation was specifically mentioning the conduction of an evaluation in view of the conclusion of the campaign. Concerning the fundraising and the partnership development aspects which were raised by the NMEC director, the Secretariat understanding from the previous session was that the Egyptian authorities established a fundraising committee for the NMEC project and that UNESCO provided technical support to assist this national fundraising committee. She enquired whether this fundraising board was established and how is it operating.
- 2.3.33 Prof Chiara Dezzi Bardeschi, UNESCO Cairo Office, provided some additional details regarding the closing of the Campaign. In addition to the specific recommendation of the 17<sup>th</sup> session concerning the evaluation in view of the completion of the NMEC project, the rules of procedure of the Executive Committee, approved in 1981, were specifically stating that the campaign should have remained operational until completion of the two museums. The specific recommendation of the 17<sup>th</sup> session was contemplating the evaluation in view of the closing of the campaign, also because NMEC was expected to be completed in 2011. In this sense, the museum was instead not yet completed and the campaign could not be closed accordingly. It

was however important to start defining the campaign exit strategy, while adjourning the evaluation report at the end of the campaign. She then suggested considering the suitability to have the forthcoming session in one or two-year time, and to define already the location, in line with the new programme towards the full opening in 2018.

- 2.3.34 The Chairperson confirmed that the campaign should remain open until the completion of the Museum construction. He also proposed to set aside up to 100,000 USD to strengthen training and capacity-building for the NMEC staff, in view of matching the set targets of the 'soft' opening and the daily museum running.

### **3. THE NUBIA MUSEUM IN ASWAN**

#### **3.1. REPORT BY THE EGYPTIAN AUTHORITIES**

- 3.1.1 Eng. Mahrous Said, Director of Nubia Fund, provided an update on the activities undertaken in favour of the Nubia Museum since July 2009. He started recalling that the Nubia Museum was a clear testimony of the long-standing cooperation between Egypt and UNESCO. The Museum, designed by architect Mahmod el Akim, was inaugurated on 23 November 1997 and received the Agha Kahn Award for Architecture in 2001. The visitors amounted to 65,000 against 110,000 during the last five years, is witnessing a considerable change due to the recent events in the country.
- 3.1.2 In particular, he showed the precious documents, archival material and maps, contained in the documentation centre, before and after the training course organized by UNESCO and the efforts to properly store these documents. The documentation centre was established after completing the rescue campaign which was the result of several operations; many of these documents were in poor conditions and stored in improper conditions. In 2013 UNESCO Office in Cairo organized a course for archiving and the digitalization of these documents. There was a need to continue this process, especially in terms of digitalization of collections, provision of proper equipment (computers, scanners, and printers), software and training of technical staff, among other tools.
- 3.1.3 He then turned to the museum's library. It contains a total of 1737 books, registered and under registration (English/Arabic), among which 52 books needed restoration interventions. The museum was seeking to expand further this library, and engage in more training for the staff, to acquaint specialized skills as well as principles on Nubia archaeology. Digitalization was considered fundamental to ensure greater access to the documentary holding, which would then need to be further scanned and digitalized. The Nubia Museum was also looking at producing some audiovisual material, to promote the Museum's collections and activities.
- 3.1.4 Concerning the conservation laboratory, the equipment was transferred to NMEC, where still was, without being used. There was a plan to return this equipment to the Nubia Museum, and the Nubia Fund to take care of its maintenance and upgrading. Once the equipment was back to the Nubia Museum, the training of the Nubia museum's staff in their use would have become imperative. In addition, the need for a portable conservation unit to perform on-site work, throughout the country, on archaeological sites was expressed.
- 3.1.5 The Chairperson closed the morning session and adjourned it to 2 pm.

#### **3.2. REPORT BY THE UNESCO SECRETARIAT**

- 3.2.1 The Chairperson introduced the third session, giving the floor to Chiara Dezzi Bardeschi, Senior Culture Advisor at the Cairo Office. She presented the achievement since 2009 against the two recommendations of the 17<sup>th</sup> session for the Nubia

Museum. While NMEC had a specific additional assistance project (402EGY4001), all implemented activities for the Nubia Museum were covered by the International Campaign Fund 301EGY4072; the expenses, since 2009 to end of 2014, were summed-up in the table, as prepared by the Secretariat, annexed to the Secretariat Report. In line with the two recommendations, the activities implemented were framed within a phasing-out assistance strategy. Recommendation 1 concerned the Nubia Museum more in general and gathered several aspects (entailing the conduction of an external evaluation, the setting-up of the conservation Lab, the conduction of a joint assessment, the production of a bibliography on Nubian studies, the delivery of English courses, technical assistance to the exhibition spaces and educational outreach), while recommendation 2 focused on the documentation centre of Nubian studies settled at the museum, but not yet open to the public. In particular, Recommendation 2 focused on the procurement of the storage furniture (payment and legal action) and the delivery of conservation training workshops. According to the table annexed to the Secretariat report, on the 60,000 USD allocated for the implementation of Recommendation 1, only 28,293.88 were spent, while 32,971 USD were spent on the 62,000 USD allocated for Recommendation 2.

- 3.2.2. In fact, two issues mainly hampered the implementation of Recommendation 1. The first concerned the transfer in 2009 of the conservation equipment, from the Nubia Museum to NMEC, upon the decision by the Minister of Culture of Egypt. The second concerned the on-going legal dispute with the supplier of the storage furniture for the documentation centre. Consequently, in December 2010 certain modifications to the recommendations were proposed by the Secretariat and approved in January 2011 by the members of the Executive Committee through an email consultation, with a view to use the remaining amount of the funds earmarked for the equipment, for the training of the museum staff in digitization and care of archives and rare books.
- 3.2.3 More in details on Recommendation 1, she explained that the requested evaluation could not be conducted, since the activities were not completed yet. The available sum of 25,000 USD for maintenance and repair of the labs equipment and training could not be used, since the pending decision on the return of the equipment to the Nubia Museum: this equipment was still in NMEC, packed and not yet installed. Assistance was provided in terms of identifying needs for the exhibition spaces, and in particular for a new lighting and air conditioning system. UNESCO was however still awaiting a full report by the Aswan Museum/Nubia Fund on this regard. The *Nubia Bibliography: From 2001-2012* was completed in July 2012 updating the Bibliography published on the UNESCO website in 2002; it was ready for publication on the UNESCO, Nubia Museum and the Sudanese National Corporation of Antiquities and Museums (NCAM) websites. With the support of a museum education specialist, UNESCO developed an educational resource for children, based on key museum objects: *Let's visit... the Nubia Museum. An introduction for children, their families and friends*, was published in 2014 (10,000 copies), in English and Arabic. A second educational publication, on the history of Nubia, was not yet finalized and waiting the approval of the Minister of Antiquities.
- 3.2.4 With regard to the activities implemented in line with Recommendation 2, the unresolved lawsuit filed in 2010 by the supplier of storage furniture for the Nubia Museum's documentation centre against UNESCO blocked the implementation of the sub-recommendation concerning the use of funds originally intended for the payment of the amount due to the furniture provider. The case was still pending, after that the supplier, in the last correspondence with UNESCO confirmed the wiliness to repair the defective goods, provided that UNESCO fulfilled its contractual obligations as well, but demanded that the furniture be assessed by an evaluator. Basic training was then delivered in conservation of the paper-based documents (7-26 May 2013), with a

view to create a working group dedicated to the management of the documentation center and the preservation of its contents. The course was followed by three coaching sessions, during which five staff were trained to handle, clean and store correctly paper and archival holding. This training also resulted in recommendations for the improvement of the archive room and conservation laboratory along with a master plan for the documentation centre (2014). In addition, basic material was provided to the Centre for paper management and care activities.

- 3.2.5 In February 2015, an archivist was contacted to conduct a training course of the staff of the Documentation Centre in archives management and cataloguing, tentatively to take place after the mission (early April 2015) by the IT specialist from NMEC. The later would have set the requirements and defined the equipment needed to run the digital catalogue. In view of opening to the public the documentation centre, she explained that it was important to continue the digitization of the documents and archival holding, and that several activities would have still need to be accomplished, in particular those initiated to set a basic conservation laboratory for paper records.

## **SUDAN**

### **3.3. REPORT BY THE SUDANESE AUTHORITIES**

- 4.1.1 Dr Abdelrahman Ali Mohamed, Director of the Sudan National Museum and of the National Corporation for Antiquities and Museums, provided a summary of the activities undertaken in Sudan. On behalf of the Sudan National Corporation for Antiquities and Museums he began by thanking the Egyptian authorities and UNESCO for their cooperation in particular falling in the framework of the Memorandum of Understanding signed between Egypt and Sudan in 2005, with a view to protect the Nubian Heritage in the trans-boundary area of Sudan and Egypt. He recalled that after the Nubian Salvage Campaign remarkable assets of Nubian heritage were transferred to the National Museum in Khartoum, including five sandstone temples, nowadays displayed in the museum outdoor exhibition; a share of collection resulting from the rescue excavations were gathered at the Khartoum Museum, among which a considerable assemblage from the excavations in Wadi Halfa were still stocked in wooden boxes, awaiting for display. In addition, a wealth of archival records, documents and maps were improperly kept. The 17<sup>th</sup> session of the Executive Committee allocated funds for the preservation of the Nubian Heritage in the Sudan National Museum, to repair the roof of the Nubian temples in the outdoor display; to reinforce the security of the museum and provide shelters for the collections; to organize capacity building workshops on restoration and conservation, as well as on the tradition Nubian mud brick paintings. Moreover, UNESCO and the Executive Committee requested Cairo Office to continue providing support to Wadi Halfa Museum and the storage of the National Museum of Sudan, using regular extra budgetary funding.
- 4.1.2 He then requested the Executive Committee and UNESCO to provide technical support to the following activities: (1) the Wadi Halfa Museum, which aimed at acting as twin museum, complementary to the Nubian Museum at Aswan, with a view to complete the historical picture of the culture and history of Nubia. The location of the museum was set by the joint Sudanese-Egyptian-UNESCO mission in 2005 and a design for the museum was provided. A formal partnership between Sudan and Egypt could have been used to strengthen the accessibility by Egyptian and Sudanese visitors and to develop new initiatives in tourism exchange at the boundary of the two countries, contributing to renewing tourism in the Nile Valley. Technical expertise exchanges, especially in museum curating and conservation would have found here a fertile context. (2) technical assistance and technical training, especially by ICCROM and ICOMOS, in sandstone conservation, to consolidate the Nubian Temples

remounted at the National Museum, being this construction material particularly sensible to the environment changes, impacting after the transfer from the original dry climate to the current location in the museum outdoor display, testifying a higher moisture concentration due to the close Nile; (3) improving the storage condition of the Nubian collection at the Sudan National Museum, since more than 100,000 objects were improperly stored. The storage rooms still needed to be completed. (4) completing the digitalization of the Nubian collection at the Sudan National Museum, as well as upgrading the support equipment. 30,000 objects were already digitalized, within a British Museum project started six-year ago; (5) provision of equipment for laboratories and complemented with capacity-building on conservation and museum management was considered of premium importance for the Nubian collection; (6) a spatial setting and proper record conservation was also desirable for the Petrie Library and archives of the Nubian Campaign. He concluded emphasizing the necessity to reinforce the partnership between Sudan and Egypt in the field of preservation of cultural heritage, especially regarding museums, fight against illicit trafficking and heritage protection against vandalism and intentional damage, especially that the border between Egypt and Sudan was opened and Sudan was in the process of ratifying the UNESCO 1970 *Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property*. As lesson learnt from the training held in Cairo, the Egyptian expertise could have widely aided the Sudanese professionals. He also wished, at the end of the Nubian campaign, that a special fund for the heritage in the Sudanese part be established.

- 4.1.3 The Chairperson commented that between Egypt and Sudan there could have been in the future a good cooperation for Upper Nile.

### **3.4. REPORT BY THE UNESCO SECRETARIAT**

- 4.2.1 The Secretariat report was delivered by Prof Dezzi Bardeschi from Cairo Office, who outlined the activities undertaken by UNESCO with regards to recommendation 3 on Sudan and the cooperation between Sudan and Egypt to conserve and promote the shared collection resulting from the Nubia Salvage Campaign. The activities implemented for Sudan under the Recommendation 3 of the 17<sup>th</sup> session, entailing the conduction of rehabilitation work at the National Museum in Khartoum and education workshop, for a total allocated budget of 50,000 USD. Total expenditures were amounting to 59,982 USD, according to the table annexed to the Secretariat report, entailing also the use of UNESCO additional funds.

- 4.2.2 In June 2010, only 22,771 USD on a contract of 28,771 USD, were used for work at Sudan National Museum in Khartoum, with the specific target of repairing the Nubian temples' damaged roofs and replacing the protective glass sheets, the storage furniture for the museum's main storage room, as well as the new lighting for two of the museum's galleries, for some of the Nubian temples and for the outdoor exhibition area in general. In addition were covered the illustrative panels and labels for the museum's showcases, the security reinforcement at the museum (installing metal grids on the entrances of two of the museum's galleries, repairing the main storage room's doors & locks), and the enhancement of the digitization process of the museum's objects, including the printing of 10,000 documentation cards for objects accumulated in the museum's three storage rooms.

- 4.2.3 With regard to educational outreach, 25,000 USD of the remaining sum (27,229 USD) were utilized for the participation of 16 Sudanese museum professionals into a museum educational workshop, held at the Children's Museum in Cairo on 1-5 December 2012.

### **3.5. DISCUSSION**

- 3.5.1. The Chairman opened the floor to discussion of the issues outlined by the reports.
- 3.5.2. The representative of Switzerland questioned about the over expenditure on the implementation of recommendation 3 for Sudan, asking about the procedure and the competent authority to authorize this difference in the budget of 18% of excess.
- 3.5.3. Dr Abdelrahman Ali Mohamed, representative of Sudan, replied that, the additional budget on top of the one recommended by the 17<sup>th</sup> session was not taken from the funds allocated for this recommendation, but was coming from the general recommendation governing the implementation of the thematic recommendations.
- 3.5.4. Prof Dezzi Bardeschi, Culture Advisor at Cairo Office, recalled that the Executive Committee governed the budget allocated on the recommendations. The only authorizing body for the expenditures on the Campaign Fund was the Executive Committee. This budget could be integrated, if indicated by the recommendations or as deemed necessary, by other sources of budget not regulated by the Committee, as in the case of the exceeding budget on recommendation 3, which was not coming from the allocated budget under the concerned recommendation 3, but from Recommendation 2 on general provisions, to cover missions and monitoring for the implementation of recommendations.
- 3.5.5. Dr Bouchenaki, representative of ICCROM, as former member of UNESCO who followed the sessions of the Committee till 2006, recalled that the sessions normally discuss the project outcomes and take decisions on the budget allocations and expenditure.
- 3.5.6. The representative of Switzerland requested further clarifications about this budget expenditure for Sudan which had income after the last meeting of the Executive Committee in 2009 and for which Switzerland was not consulted.
- 3.5.7. Dr Mechtild Rössler, UNESCO Secretariat, specified that the recommended allocation of 50,000 USD was covered by the budget 301EGY4072, administered by the Executive Committee, while extra expenditures were supplemented by additional funds, coming from other accounts. Prof Dezzi Bardeschi proposed to give before the forthcoming session, a full detailed report on the sources and partition of the budget over the extra source of budget to implement recommendation 3 on Sudan.
- 3.5.8. The representative of Sudan recalled that UNESCO Cairo Office had to look for additional budget for Sudan, and the expended budget from the Campaign Fund (301EGY4072) was within the amount allocated by the Executive Committee.
- 3.5.9. Dr Mechtild Rössler, UNESCO Secretariat, noted that the report by the Sudanese authorities contained several requests of assistance and asked the Sudan representative whether these were official requests.
- 3.5.10. At his turn, the representative of Sudan confirmed that the requests were official.
- 3.5.11. Concerning the conservation of the stone Nubia temples, ICCROM representative remarked that ICCROM had a regular course in stone conservation taking place every two year in Rome, and ICCROM would have been delighted to receive the candidature of Sudanese staff to this course. In addition, he would have conveyed to the colleagues at the ICCROM regional Athar centre in Sharjah, to explore the possibility to, at least partially, contribute to organizing a tailored training course for Sudanese staff on stone conservation, being this a relevant topic not only for Sudan, but for all the region.



3.5.12. The Chairperson prized the existing cooperation between Egypt and Sudan, and welcomed to explore the possibility to strengthen such cooperation, also in view of establishing the Wadi Halfa museum. The Chairperson closed then the session.

#### **4. CLOSING SESSION**

5.1 The 18<sup>th</sup> Session of the Executive Committee was closed by the Chairman, Dr Mamdouh Mohamed Gad El Damaty, Minister of Antiquities of the Arab Republic of Egypt. He thanked the Executive Committee and the UNESCO Secretariat for their work in supporting the establishment of the NMEC and Nubia Museum and expressed his satisfaction in the work undertaken in the framework of the cooperation with Sudan.

### **RECOMMANDATIONS**

#### **1. GENERAL PROVISIONS**

##### *1.1 Carry-over of budget*

###### **Recommendation 1**

The Executive Committee recommends

###### **UNESCO**

*That, as per previous sessions, there is no carryover of budget which remains either fully or partially executed from past recommendations.*

##### *1.2 UNESCO Assistance*

###### **Recommendation 2**

The Executive Committee recommends

###### **UNESCO**

- *That the UNESCO Secretariat continues to provide technical assistance, through the two codes (International Campaign Fund 301EGY4072 and special account "Assistance to the NMEC" 402EGY4001), while defining an exit strategy of the International Campaign to make the Museum fully operational;*
- *That the International Campaign remains open until the NMEC becomes operational;*
- *That a steering committee be established for the Special Account, and that an annual review meeting be organized with the aim to jointly review activities financed under the Special Account 402EGY4001, at the presence of representatives from UNESCO Headquarters.*

##### *1.3 Executive Committee Meeting*

###### **Recommendation 3**

The Executive Committee recommends

## UNESCO

- *To set aside up to US\$20,000 for the organization of the 19<sup>th</sup> Session of the Executive Committee including translation fees for the final report of the 18<sup>th</sup> Session;*
- *To organize the 19<sup>th</sup> Session in Cairo in 2017 if the context allows, with a view to associate key NMEC staff members and to review progress of the Museum site;*
- *To use English, French and Arabic for the preparation of the official reports, Arabic being taken care of by the Egyptian authorities;*
- *To provide interpretation in English, French and Arabic.*

### **1.4 Evaluation report**

#### **Recommendation 4**

The Executive Committee recommends

## UNESCO

- *To confirm Recommendation 4 of the 17<sup>th</sup> Session in view of the closing of the Campaign stating that at the end of activities undertaken under the auspices of the Executive Committee for the establishment of the two museums within the framework of this Campaign, the preparation of an evaluation report covering the achievements of the whole International Campaign be carried out jointly by the UNESCO Headquarters, the UNESCO Cairo Office and the Egyptian authorities.*

## **2. National Museum of Egyptian Civilization**

The Executive Committee recommends

- *To resume all activities (started, pending and cancelled) recommended in the 17<sup>th</sup> Session.*

### **2.1 Expertise**

#### **Recommendation 1**

The Executive Committee

Congratulating the Egyptian authorities on the completion of the first phase and progress made on the second phase of the construction work which is almost complete, despite the difficulties following the 2011 events;

Noting that the work of the third phase has not started yet (the exhibition galleries, decoration, showcases, multimedia works, outdoor exhibition and electromechanical works of the galleries), due to the lack of funds, estimated to amount to approximately 100 million dollars;

Taking note that the operational budget of the museum has yet to be confirmed;

Noting the wish of the Egyptian authorities to establish the “International Research Centre for Archaeological, Museum and Heritage Studies” at NMEC;

Also noting the creation of a Committee towards the establishment of a cultural zone around the lake next to the NMEC;

Recognizing the commitment by the Egyptian Authorities towards a “soft” opening by summer 2015, and that the architectural designs and the electromechanical works of the temporary exhibition gallery have begun in February 2015, to focus on “Egyptian Crafts and Industries through the Ages”;

*Recommends*

### **The Egyptian Authorities**

- *To provide, with assistance from UNESCO, an operational plan, with specific project timelines towards the “soft” opening, taking into account all activities to be completed to enable the opening of the temporary exhibition at NMEC, the specific requirements (security strategy, documentation and cataloguing, storage and conservation workshops), as well as determining those services to be provided in-house vs those that should be outsourced (administrative management, security, cleaning, engineering, but also other areas, such as exhibition design and graphics production);*
- *To prioritize the immediate needs of NMEC staff in order to revive their motivation as well as to meet the requirements for the requested steps towards the “soft” opening of the Museum;*
- *To take into account the importance of the landscaping of the surrounding of the NMEC, as well as the irrigation issue in view of its “soft” opening including the necessary arrangement of the lake area, in coordination with IFLA.*

### **UNESCO**

- *To continue assisting the Egyptian authorities, in particular in meeting the goals of the “soft” opening with the temporary exhibition on the Egyptian crafts, and the progressive functioning of museum facilities and services, by providing expert advice, especially in the areas of operational planning, staff training in all areas such as museum management, security, curatorship, conservation and engineering, in addition to landscaping (including the study about the irrigation and trees requiring minimal amounts of water), IT Master Plan, education and public programming, and exhibition design, and to possibly finance these activities from the Special Account;*
- *To provide necessary assistance for the establishment of the “International Research Centre for Archaeological, Museum and Heritage Studies” at NMEC.*

## **2.2 Capacity building**

<b>Recommendation 2</b>
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*The Executive Committee*

Recalling recommendations 6, 7 and 8 of the 16<sup>th</sup> Session and recommendation 2 of the 17<sup>th</sup> Session, emphasizing the importance of providing staff training in computer, English language and museum exhibit, as well as long-term training in all other areas of museum management;

Considering it appropriate that further development of capacity building activities for the staff of the museum be focused on hands-on training, to assist the NMEC staff to conduct the required operations towards the “soft” opening (transfer and installment of collections in the Museum, accession, inventory, display, etc.);

*Recommends*

### **The Egyptian Authorities**

- *To finalize as soon as possible the organizational chart of the museum staff as well as the job descriptions;*
- *To explore ways to resolve the current imbalance of staff (many scientists and deficiency in engineers, staff in marketing and publishing departments) per Museum Department;*
- *To coordinate with the two specialized institutions (ICOM and ICCROM) for the development of practical training and capacity-building programmes.*

## UNESCO

- *To allocate up to US\$ 100,000 from 301 EGY 4072 for the training of NMEC staff in practical fields of museum training in Egypt and internationally, while taking into account the specific staff needs to meet the set operational plan and requirements towards the “soft” opening of the museum;*
- *To continue the implementation of a modular training programme in museology for NMEC staff based on the outcomes of the previously conducted international tender, with special emphasis on practical training, and to offer to the best trainees, opportunities to benefit from training at international museums in various fields of museum studies;*
- *To associate ICOM, ICCROM and other relevant international institutions such as IFLA in implementing practical training and capacity-building programmes.*

### 2.3 Documentation and collection

#### Recommendation 3

*The Executive Committee*

Underlining that the theme for the temporary exhibition gallery focuses on “Egyptian Crafts and Industries through the Ages”, and that the four craft domains of pottery, woodwork, textile, and jewelry, as well as elements that represent intangible heritage, have been selected by the Egyptian authorities for the temporary exhibition, with an estimated number of 300 objects from different periods;

Highlighting the need to harmonize the collection management database in light of the national strategy for museum management;

*Recommends*

#### **The Egyptian Authorities**

- *To reflect the rich cultural diversity of the Egyptian civilization onto the current scenario in progress by the Scientific Committee;*
- *To continue field visits and documentation of tangible and intangible heritage to enrich the museum’s documentation on Egyptian traditional and living heritage especially in view of the preparation of the temporary exhibition;*
- *To associate staff in research and documentation of living heritage;*
- *To resume the reflection on the development of the most appropriate collection database.*

## UNESCO

- *To continue to assist in devising methodologies on the digitalization of collected data on the living heritage and artefacts;*
- *To initiate assistance in procuring the suitable items of intangible culture and archival material to be displayed in the temporary exhibition gallery, according to the four topics;*
- *To continue to provide technical and financial assistance to prepare and film documentary and photographs for the Egyptian traditional crafts and industries to be displayed, with a priority on, the temporary exhibition gallery;*
- *To support the partnership between NMEC and the Egyptian National Archive for Folk Traditions;*
- *To assist NMEC in establishing the IT Masterplan, and the development of the museum collection management database.*

## 2.4 Partnership and promotion

### Recommendation 4

*The Executive Committee*

Congratulating the Egyptian authorities and UNESCO on the organization of a number of international and national events to promote NMEC and Egyptian museums in general;

Considering the vital need in intensifying the fund-raising efforts towards the completion of the NMEC;

Emphasizing the importance of further increasing the visibility of NMEC in view of its “soft” opening and vitalisation of the reception area as a cultural hub in Cairo;

Acknowledging that several partnerships were concluded with foreign institutions, as well as the establishment of ICOM-Egypt Headquarters at NMEC since November 2014;

*Recommends*

#### **The Egyptian authorities**

- *To establish a steering committee for NMEC, with a view to identify the concept and modalities of concession for the reception/ancillary commercial area, to be used optimally culturally and commercially;*
- *To create a fundraising committee, by associating international experts, to raise necessary funds towards the completion of the museum and promote its mission;*
- *To disseminate a clear definition of the mission of NMEC and introduce it to the Egyptian and international communities.*

#### **UNESCO**

- *To assist NMEC in establishing international partnerships in a variety of areas of museology, museum management and marketing;*
- *To assist NMEC in implementing international fundraising and awareness-raising actions;*
- *To assist NMEC in disseminating its mission and distinctive role in order to increase its relevance to local, national and international audience;*
- *To provide NMEC staff for the abovementioned purposes with possibilities of study and training visits and exchange programmes in the region and internationally in an urgent manner;*
- *To assist NMEC in updating its website and in making available promotional material, anticipating the opening of the Museum.*

## **3. NUBIA MUSEUM**

### **3.1 Activities concerning the Nubia Museum**

#### Recommendation 1

*The Executive Committee*

Emphasizing the importance of providing staff training in the field of digitalization of collections and museum management, conservation, computer and English language training, stone consolidation, as well as management and care of archival holding;

*Recommends*

#### **The Egyptian Authorities**

- To ensure the maintenance and upgrading of conservation equipment, once back to Nubia Museum in Aswan;
- To update the Nubia Museum website.

## UNESCO

- To finalize as soon as possible the ongoing publications and outreach material approved previously by the Committee at the 17<sup>th</sup> Session, such as the production of the Museum catalogue, CDs and the DVD and distribute them to the Members of the Committee through the UNESCO Secretariat;
- To conduct the IT assessment for the purpose of selecting the required IT facilities and equipment to run a database platform, to be used for the documentation, digitalization and cataloguing;
- To make available the Nubia Bibliography on the UNESCO, Nubia Museum and the Sudanese National Corporation of Antiquities and Museums (NCAM) websites, making it accessible as a web platform, which can be directly accessioned, updated and nurtured by the international scientific community.

### 3.2 Documentation Centre of Nubian Studies

<b>Recommendation 2</b>
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Acknowledging that the activities in collection and archival material management is on-going and further support in this area would be requested,

*The Executive Committee*

*Recommends*

#### **The Egyptian Authorities**

*To prepare for the opening of the documentation centre provisionally aimed at experts to consult archival material, publications and maps.*

## UNESCO

- To strengthen the small lab for the conservation of paper and books, to organize a training course in this field to explore possibility for funding;
- To develop a librarian training course, with a view to make consultable material and catalogue.

## 4. SUDAN

*The Executive Committee*

Underlining the benefits that Sudanese Museum staff and professionals enjoyed from the training courses organized in Egypt;

Recalling that Sudan and Egypt share relevant collections resulted from the Nubia Salvage Campaign, and highlighting the need to preserve these collections as a whole, also in light of the Memorandum of Understanding signed in 2005 by the Egyptian and Sudanese Authorities;

Welcomes the existing cooperation between Egypt and Sudan as mentioned in the previous sessions and recalls, in particular, the recommendation of the 17<sup>th</sup> Session regarding the Wadi Halfa Museum.

## **ANNEX 1: List of Participants**

### **Executive Committee of the International Campaign for the Establishment of the Nubia Museum in Aswan and the National Museum of Egyptian Civilization (NMEC) in Cairo**

**18<sup>th</sup> Session, Paris, 27 March 2015**

#### **1. MEMBER STATES**

##### **CZECH REPUBLIC**

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## **REPORT OF EGYPTIAN AUTHORITIES**

### **18<sup>TH</sup> SESSION OF THE EXECUTIVE COMMITTEE OF THE INTERNATIONAL CAMPAIGN FOR THE ESTABLISHMENT OF THE NUBIA MUSEUM IN ASWAN AND THE NATIONAL MUSEUM OF EGYPTIAN CIVILIZATION IN CAIRO**

Paris, 27 March 2015

## I. NATIONAL MUSEUM OF EGYPTIAN CIVILIZATION (NMEC)

### Achievements and Progress in NMEC Project during 2009-2014

#### EXPERTISE – RECOMMENDATION 1

- To provide, assisted by UNESCO, a project schedule with a clear timetable, taking into account all activities to be completed to enable the opening of NMEC,
- To continue the construction of the building, taking into consideration the surrounding landscape as well as the development of a security strategy,
- To finalize the security provisions, artifact reception area, storage and conservation workshops by the first quarter of 2010 to be ready for the entry of collections into the museum.

*After the Executive Committee meeting held in 2009, the work continued in the project on a regular basis especially in the construction works. All the meetings of the scientific committee and the administration committee of the museum also continued up until the January 25, 2011 revolution. The subsequent period of unstable political events and changing governments and directors of the museum led to the delay of the project; therefore, it was not possible to comply with any of the timetables agreed upon.*

*By the second half of 2014, the project has seen a remarkable development by paying all the pending dues and by resolving all the administrative obstacles that disrupted the work during the last few years. This has led the working companies to resume work in order to partially open the museum by summer 2015 (one temporary exhibition gallery, reception building and antiquities storerooms).*

*The following is the stages of the National Museum of Egyptian Civilization project:*

**Phase I:** *All the work of the first phase of the project is completed. This includes the construction of all buildings and parking areas and electromechanical works (with the exception of the exhibition galleries, the glass pyramid and the reception building). The money spent on the work of the first phase is about 400 million EGP.*

**Phase II:** About 95% of the work of the second phase is completed. This includes the electromechanical and interior works in the reception building, the construction of the glass pyramid, the furniture and equipment of the administrative area, the antiquities storerooms, the conservation labs, the reception building, the print house, the photograph studio, the escalators, the cinema projection machines, the cranes, the fire alarm and automatic fire fighting systems for the antiquities storerooms and the labs. The outgoing amount so far is about 370 million EGP.

**Phase III:** The work of the third phase has not started yet. It includes the exhibition galleries decoration, showcases, multimedia works, outdoor exhibition and electromechanical work. This is due to the lack of funds, which is about 100 million euros.

The architectural designs and the electromechanical works of the temporary exhibition gallery have begun beginning of February 2015. The temporary exhibition, planned to open in summer 2015, is entitled "Egyptian Crafts and Industries through the Ages". The theme chosen for the exhibition is related to the mission of NMEC as well as to the surrounding environment area (al-Fustat) which is famous for its handicrafts since ancient times, up until today. Four crafts were chosen for the temporary exhibition: pottery, woodwork, textile and jewellery. The exhibition is estimated to contain about 300 objects from different eras, a large number of pieces showing tangible and intangible heritage, as well as movies and photos that highlight the distinctive character of the Egyptian's traditional crafts and industries.

During the years of 2010 and 2011, the development of the museum's surrounding areas has begun, where several meetings were held with the Cairo Governorate to start allocating the land around the Ain al-Sira Lake to be used in NMEC's cultural activities. But unfortunately, this has also stopped after the 2011 revolution. After the Egyptian Prime Minister visit to the museum on December 2014, he has advised to resume the coordination with Cairo Governorate to end these actions.

Beside, several meetings and consultations are being held with the Ministry of Housing on resolving irrigation water problem. This is in addition to the beginning of the study of the possibilities to plant trees that require minimum amounts of water.

As for the security strategy for the museum, 66 security guards were appointed. Currently, the museum is coordinating with the Ministry of Interior to secure the premises, especially from the lake's side. That is in addition to the implementation of the Tourism and Antiquities Police requirements for securing the antiquity storerooms. By completing the necessary requirements, objects from various archaeological sites and museums will be stored in NMEC storerooms which will be the centralized antiquity storerooms for all Egypt (starting from May 2015). All the antiquities storerooms have surveillance cameras and motion detectors installed, linked to a highly specialized central control room.

*The artifacts reception area is fully prepared and secured. It includes a quarantine area, anoxia unit, nitrogen network, packing and unpacking area, compressed air system, distilled water for labs, and vapours, dust and gases absorption networks for conservation labs.*

## **CAPACITY BUILDING – RECOMMENDATION 2**

- To further develop, with the assistance of UNESCO experts, the organizational structure of the museum and determine the number of staff required based on the project schedule noted under recommendation 1 for NMEC,
- To develop, with the assistance of UNESCO experts, an operational plan for the museum to enable refinement of staffing structure, enable recruitment and define project tasks,
- To urgently appoint staff members in key positions based on the organizational structure and project schedule of the museum to enable training to take place.

*With the cooperation of UNESCO, a proposal for the organizational chart of the museum was prepared by the end of 2009. Some of the details of this proposal are currently being re-studied. It is worth noting that the organizational chart of the museum cannot be validated by Egyptian Authorities until the official opening of the museum.*

*A number of staff members have been appointed in different departments (curatorship, conservation and restoration, laboratories, administration and security). The total number of employees currently working in NMEC is 270: 17 administrators - 35 curators - 33 conservators - 78 scientists - 7 information technology employees - 8 engineers - 26 workers - 66 security guards.*

*It is worth noting that there is deficiency in the engineering, marketing, and printing house departments.*

## **DOCUMENTATION AND COLLECTIONS – RECOMMENDATION 3**

- To further pursue the collection of information about the living heritage of Egypt and start collecting ethnographical contemporary artifacts, as well as the oral histories and knowledge associated with these artifacts.
- To continue to devise methodologies on the digitalization of collected data on the living heritage and artifacts with the assistance of UNESCO.

*The full budget necessary for the Egyptian Cultural Heritage Department is not yet available. Although, the museum's Cultural Heritage Department employees have conducted field visits*

*to several places containing artifacts and information related to tangible and intangible heritage. The purpose of such visits was to monitor and document the material as well as to discuss possible ways in which the museum can benefit from and cooperate with the concerned authorities.*

*361 crafts have been inventoried nationwide, some of them are on the verge of disappearance. The reasons for that might be due to the lack of the attention to the craft or to its teachings. There are many art pieces that are good examples for the preservation of Egyptian identity either through the tangible heritage, like handicrafts, or through intangible heritage, like traditional folk songs.*

*The partnership between NMEC and the Egyptian National Archive for Folk Traditions is currently under study.*

#### **PARTNERSHIPS AND PROMOTION – RECOMMENDATION 4**

- To engage in further partnership activities with the museums and organizations already contacted and pursue a strategy for the establishment of long term cooperation,
- To capitalize on the result and experiences gained during the visits to museums and cultural institutions abroad and publish the lessons learnt on the web site,
- To establish a Board of Trustees or similar body for the purpose of fundraising for the museum,
- For this purpose to organize two promotional events in favour of NMEC, approximately one year prior to the opening of the museum,
- To promote the NMEC in Egypt and abroad with the general public and professionals in the field of museums, notably through the preparation of printed and web-based promotional material in English and Arabic for the promotion of the museum to be completed for the opening of the museum, such as a comprehensive publication on the museum and its collections, an updated website and a promotional toolkit.

*An MOU between the National Museum of Civilization in Georgia and NMEC has been signed on December 2014 and another one was signed with the French Institute of Oriental Archaeology in Cairo – IFAO (March 23, 2015).*

*The texts of cooperation agreements with the Museum of Civilization in Quebec (Canada) and the National Centre for Scientific Research of Egypt are currently underway. This is in addition to current discussions with the National Centre for Scientific Research in France (CNRS) to create an Egyptian-French Centre for Egyptian Numismatic Studies at NMEC.*

*A number of museum curators were awarded the Cultural Heritage grant from the University of London. They shared community cooperation projects as part of the grant's special activities. This has opened channels of communication with a number of community organizations and cultural institutions in al-Fustat in addition to the beginning of the first real workshop for children for Museum Education activity section.*

*Some curators in the museum travel annually to the CIDOC summer school at the United States of America to attend training sessions on documentation of artifacts.*

*Full advantage has not been obtained from the trainees, as desired. This is due to the fact that some of them have resigned (most for financial reasons or because the pace of work in the project was very slow during the last few years).*

*The Board of Trustees is not established to date, although the creation of NMEC Friends' Association is in process.*

*The scientific committee of the museum started its work again about five months ago, after being inactive for more than two years.*

*The museum is hosting some cultural events, such as the Emergency Red List of Egyptian Cultural Objects at Risk (February 2012).*

*The museum has also organized a big celebration to mark the completion of the first phase of the museum project and to examine the final stages of the second phase work, in the presence of his Excellency the Egyptian Prime Minister and a large number of ministers, ambassadors and public figures and the media (December 6, 2014).*

*During the previous months, the museum, in collaboration with UNESCO, has prepared a short documentary film about the museum, as well as print promotional materials (flyers in Arabic and English) and flash memories. The flash memories contain video, photos and information about NMEC, to be used in publicity for the museum inside and outside Egypt, where it was also distributed to the participants in the Egypt Economic Development Conference held in Sharm al-Sheikh (13<sup>th</sup>-15<sup>th</sup> March 2015).*

*All the data of the booklet about NMEC are gathered and in the process of printing it in several languages before the partial opening of the temporary exhibition (summer 2015).*

*The museum's website data is being updated.*

*During the last six months, several cultural seminars and photo exhibitions were held in the museum's training centre. This is in addition to hosting more than 50 lectures and training courses delivered by Egyptian and foreign scholars in various fields to enhance the scientific capacity of the employees of NMEC and of the Ministry of Antiquities and also for young researchers and students.*

*Eight educational workshops took place in the Museum Education Centre at NMEC in the presence of pupils from al-Fustat area to spread cultural awareness in the surrounding area.*

*In the last few months, a large number of researchers and representatives of Egyptian and international scientific institutions have visited NMEC, as well as delegations from France, Italy, Germany, England, Switzerland, Georgia, the Czech Republic, the United States of America and UNESCO and ICOM organizations.*

*The headquarters of ICOM-Egypt was established at NMEC since November 2014.*



## **THE MOST IMPORTANT CHALLENGES FACING NMEC PROJECT**

- *Introducing NMEC, its mission and activities to the Egyptian and international communities.*
- *Training the existing employees and appointing new highly qualified personnel.*
- *Revision of the organizational chart and the job descriptions of the employees.*
- *Finalizing the museum scenario (in collaboration with the Cairo Egyptian Museum in Tahrir and the Grand Egyptian Museum).*
- *Identifying the concept of the reception building of the museum to be used optimally (culturally and commercially).*
- *Supplying the financial resources needed for the third and final phase of the project.*
- *Studying the possibility of having funds for the operation and maintenance of the whole museum, especially after the opening, and to make sure of hiring a specialized management company that has expertise in large entities administration to allow the appropriate level of quality in the provision of services and business development, operation and maintenance and have flexibility in marketing work that is appropriate for the museum.*

**A TIMETABLE FOR THE COMPLETION OF THE WORK OF NMEC**

**2015-2018**

<i>Date</i>	<i>Work needed to be accomplished</i>
<b>May 2015</b>	<i>Opening of the antiquities storerooms (eleven storerooms) to start transferring artifacts from al-Fustat storerooms and from various Egyptian archaeological sites storerooms.</i>
<b>Summer 2015</b>	<p><i>Opening of the reception building. This includes conference room, lecture hall, theatre, cinema, 5 classes for Museum Education Centre, VIP lounge, big gift shop, lakeside cafes and restaurants, 42 shops and garages.</i></p> <p><i>Opening of the print house for the museum.</i></p> <p><i>Opening of the temporary exhibition "Egyptian Crafts and Industries through the Ages".</i></p>
<b>Beginning of 2016</b>	<i>Opening the conservation laboratories.</i>
<b>End of 2016</b>	<i>Opening the 4 exhibition galleries of the museum: Core exhibition, Mummies, Nile and Capital Museum.</i>
<b>2017-2018</b>	<i>Opening the entire museum.</i>

## THE MOST IMPORTANT REQUIREMENTS FOR THE NEXT PHASE OF NMEC PROJECT

### ➤ **Technical Support and Expertise**

- *The establishment of an international fundraising campaign under the auspices of UNESCO in order to complete the project and to support NMEC until it is opened to visitors as soon as possible.*
- *Continue to provide support by UNESCO in the development of the museum and by providing a private expert advice in the areas of project management and start doing a feasibility study and identify the concept of the reception building for the museum (cinema, theatre, shops, etc.) to be exploited to the fullest.*
- *Establishment under the auspices of UNESCO of the “International Research Centre for Archaeological, Museum and Heritage Studies” at NMEC.*
- *Provide technical and financial support to organize a major event to celebrate the partial opening of the project in the summer of 2015.*
- *Provide support to print the booklet about NMEC, as well as the catalogue for the temporary exhibition foreseen to open summer 2015.*

### ➤ **Capacity Building**

*Intensify the training of NMEC personnel during the next short period of time in all disciplines according to their fields: Engineering, Conservation, Curatorship, Scientists, Marketing, International Relations, Administration, Security, etc.), with the recommendation to train them internationally (abroad or by foreign experts).*

### ➤ **Information Technology**

- *Providing the necessary support to prepare a full vision for the needs of the Information Technology for the whole museum (IT Master Plan) and to start buying the equipment needed in the next stage.*
- *Update the official website of the museum.*

### ➤ **Tangible and Intangible Heritage**

- *Urgently provide technical and financial support to prepare and filming documentary films and photographs for the Egyptian traditional crafts and industries in order to be displayed in the temporary exhibition gallery foreseen to open summer 2015.*
- *Urgently provide technical and financial support for documenting and buying traditional objects that will be displayed in the temporary exhibition, then in all the other galleries of the museum (the traditional culture department does not contain any pieces till now).*