

PROJECT PLAN

Main project

Dávvirat Duiskkas

Northern Sámi: *Artefacts in/from Germany* (in Lule Sámi: *Artefacts from Germany*)

Brief description of the project.

The project is intended to provide an overview of Sámi collections in German museums, link collection history and artefact-specific knowledge, and to enhance the competence in both German cultural heritage institutions and Sámi museums. The purpose is evidence-based dissemination of Sámi cultures in both historical and contemporary perspectives.

Place, date

Ájluokta, 24.09.21

Project owner:

Sámi Museum Association

Project manager:

**Cathrine Baglo
Senior Advisor**

1. OBJECTIVES AND FRAMEWORKS

1.1 Background

Provide a brief description of why the project is being initiated. Refer to the project mandate, relevant documentation and decisions that form the basis for the project.

The project was initiated by the Norwegian Minister of Culture, Trine Skei Grande, following the President of the Sámi Parliament, Aili Keskitalo's visit to Berlin and Museum Europäischer Kulturen (MEK) in 2019. MEK holds a large collection of Sámi cultural artefacts in its depositories.

It is desirable to obtain an overview of Sámi artefacts in German museums. The project will facilitate the sharing of knowledge about artefacts, dissemination of Sámi cultures and ways of life, collaboration on exhibitions, production of copies of important artefacts etc.

One of the objectives of the The Ministry of Culture is to contribute to the preservation and dissemination of Sámi cultural heritage. It is therefore desirable to facilitate the identification of Sámi artefacts in foreign collections. Germany is a key country for collaboration as many German museums hold Sámi collections. The project will facilitate the sharing of knowledge about Sámi artefacts in German museums, dissemination of Sámi cultures and ways of life, collaboration on exhibitions, production of copies of key artefacts, digitalisation of the collections with the aim of international dissemination etc. The project was proposed in the Ministry of Culture's budget proposal for 2021 as a five-year project and is described in the new Museum Report released in March 2021.

The Norwegian Parliament (Stortinget) has allocated NOK 2m in 2021 through the Ministry of Culture's (KUD) budget proposal. In the allocation letter, the Sámi Parliament is tasked with establishing a project organisation and preparing a provisional work plan/project description. The Sámi Parliament has established a steering group that is preparing a more detailed description of the project's content and objectives. The project has a mutual goal of information exchange and benefits for both the Sámi and German museums.

Abbreviations used in the project plan:

Sámi Parliament = SD

Norwegian Museums Association = NMF

Sámi Museum Association = SML

Museum Europäischer Kulturen = MEK

1.2 Impact goals (Why)

Describe the impacts or benefits the project owners aim to achieve by implementing the main project. These will most often first occur a while after the implementation of the main project. The impact goal will often be in relation to the strategic goals of the undertaking.

- Obtain an overview of Sámi artefacts in German collections and establish good collaboration mechanisms for administering this aspect of Sámi cultural heritage for the benefit and enjoyment of the Sámi population, German collection owners and the general public.

1.3 Outcome goals for the main project (What)

Describe what will have been produced once the project has been completed (deliverables, time and costs).

The project has the following outcome goals:

- 1: identification and a good overview of Sámi artefacts in German museums
- 2: mutual competence and knowledge development for all parties
- 3: establish a network between German and Sámi museums
- 4: investigate the provenance and acquisition history of Sámi artefacts in German museums and collections.
- 5: dissemination of elements of living cultural heritage and contemporary Sámi cultures

1.4 Frameworks and delimitations

The stated prerequisites and frameworks provided by the contracting authority and/or the premise setter for the project, e.g., concerning the total time frame, dates, costs, resource use etc. Specify what is not to be included in the project.

The financial framework for the project is NOK 2m annually. The project has a duration of five years.

2. PROJECT ORGANISATION

Describe the project organisation with relevant roles.

KUD has facilitated and funded the project and the Project Owner is the Sámi Parliament.

The Sámi museums are directly involved and affected by the project and are actively participating in the steering group via the Sámi Museum Association.

The Sámi Museum Association, represented by the Norwegian Museums Association has a collaboration agreement with the Sámi Parliament. NMF has employer's liability for a senior advisor who is responsible for the day-to-day work and implementation of the project. The Sámi Parliament reports to the Ministry of Culture.

Steering group:

The project has a steering group composed of the following members:

- Birgitta Fossum, Saemien Sijte, Chair
- Sissel Ann Mikkelsen, Sámi Parliament
- Jorunn Jernsletten, Tana and Varanger museumssiida
- Oddmund Andersen, Sámi Museum Association
- Sunneva Sætevik, Ministry of Culture

The steering group's role is to be an active resource for the project and is to contribute to including and embedding the project in the Sámi museums. The group will meet 4–6 times a year during the start-up phase. There may be fewer meetings once the project is well underway and in case of changes/change in needs. The group is not to exercise detailed control.

Observers:

- Silje Arnekleiv, Counsellor at the Norwegian Embassy in Berlin
- Liv Ramskjær, Secretary General of Norwegian Museums Association

The Sámi Museum Association's representative in the steering group is responsible for briefing, receiving input and clarifying with the Sámi museums during the project.

Sámi Museum Association/Norwegian Museums Association:

The appended agreement with the Sámi Parliament of May 2021 emphasises among other things: "NMF/SML shall guide and follow up the work performed in the project and collaborate with the project owner and possibly other collaboration partners regarding the more detailed facilitation, implementation and follow-up of the collaboration."

"NMF undertakes to maintain close dialogue and collaboration with the Sámi museums, the Sámi Parliament and the Ministry of Culture, as well as the project's steering group, which determines strategies and plans for implementation, and possibly collaboration and participation in various fora and networks."

3. PROJECT FOLLOW UP

3.1 Decision points

Is there a need for decision points beyond the two mandatory points? If so, what should be assessed and what documentation/information needs to be available.

Create a list of decision point meetings with dates and what decision basis (documentation) must be available.

The project manager has the day-to-day responsibility for follow-up in conjunction with SML/NMF, which also ensures broad participation in, and engagement for, the project on the part of Sámi museums that are not directly represented in the steering group.

3.2 Status reporting

Is there a need for/requirement of fixed status meetings in the project? What are the requirements for reporting to and from status meetings?

The project manager is responsible for reporting in writing, and NMF is responsible for financial reporting. Such reporting is to be submitted to the Sámi Parliament well in advance of reporting to KUD.

Status reports are to be submitted to the steering group at the steering group meetings. The Sámi Parliament submits annual reports to KUD.

3.3 Milestones

List important milestones with dates and names of tasks/outcomes that are to have been performed/attained.

The milestone plan will be adjusted once the project manager is established.

No.	Date	Situation/Event	Responsible	Other
1	March-April	Meeting with MEK, participation in digital workshop with MEK	The steering group	
2	15 April 21	Agreement entered into between SD and NMF regarding employer's liability	SD and NMF	
3	15 May 21	Vacancy announcement of project manager position	The steering group and NMF	
4	1 June 21	Hiring of project manager	NMF and the steering group	Office space at one of the Sámi museums
5	15 October 21	Project manager commences work		
6	1 October 21	MoU agreement entered into	Project manager, steering group	
7	Nov 21	Fact-finding trip to Berlin/MEK/other museums	Planned by project manager	Project manager, steering group and others
8	Nov-Dec 21	Identification in Berlin	Project manager	
9	Dec-Jan, annually	Reporting Steering group meetings	Project manager	
10	June, annually	Steering group meetings		
11				
12	Dec 25	Completion, reporting	Project manager, steering group	

4. TARGET GROUPS, STAKEHOLDERS AND COMMUNICATION STRATEGY

A simple stakeholder analysis with possible communication plan. The project owner is responsible for external communication (may be delegated in specific cases), whereas the project manager is responsible for internal communication in the project organisation.

4.1 Stakeholders/target groups

A stakeholder is an actor that may affect or be affected by the project. If there is a risk of stakeholders being affected by the implementation of the project, a stakeholder analysis should be conducted.

Activities that are to contribute to addressing stakeholders should be included in the project plan.

Actor	Actor's interests relating to the project	Degree of influence in relation to the project	Project measures/activities
The Sámi museums	Contribute with considerable knowledge	High	
MEK	Contribute with considerable knowledge	High	
German museums	Contribute with knowledge	High	
Siida and Ájtte	Contribute with considerable knowledge	Medium	

4.2 Communication strategy

Describe how the project is to communicate with the most important stakeholders. Describe the goal of the communication, the most important message, suitable communication form and who is responsible for implementing the measure.

Actor	Goal	Message	Communication form	Responsible
The steering group, SML, NMF	Hiring of project manager	Positive development for the Sámi communities/Sámi museums	Social media, websites, PR and marketing	The steering group
The steering group, NMF, KUD	Fact finding trip to Germany	Knowledge exchange	Social media, websites, PR and marketing	Project manager
Project manager	Continuous dialogue with German museums/MEK, Sámi museums	Maintain progress in the project	Email, tel.	Project manager

5. RISK ASSESSMENT

Describe the most critical risk factors.

Provide a brief assessment of the likelihood of the critical risk factor(s) occurring, and what impacts this might have for the attainment of the project.

5.1 Risk factors

List the risk factors that are perceived as significant for the implementation of *the relevant phase*

Risk factor	L	I	RF	Countermeasures
Inadequate overview of Sámi artefacts among German museums				-
Inadequate or unsatisfactory registration of artefacts				-
Registrations not digitalised				-

5.2 Risk management

Specify possible *critical risk* factors based on the above list. Describe measures for follow-up of the critical risk factors so that the likelihood of their occurrence is reduced/kept under better control/better followed up.

Reference is made to the above table with countermeasures. The project must be adapted in relation to the available means and viewed in relation to the tasks that are to be solved. Good financial management and overview are the responsibilities of the project manager, SML and NMF, within the funding adopted and allocated by the Norwegian Parliament.

6. IMPLEMENTATION

This chapter describes activities, resources and progress. If this is a larger project, reference can also be made to a separate progress schedule (preferably in Excel format), which can be appended.

6.1 Main activities

Describe the project's main activities with purpose, important tasks and outcomes.

Main activity	Purpose	Important sub-tasks	Outcome
Identification and good overview of Sámi artefacts in German museums	Obtain an overview of the scope	Dialogue with German museums	List of quantity and types of artefacts
Mutual competence and knowledge exchange for all parties	Good documentation and dissemination at Sámi and German museums	Collaboration between Sámi and German museums	Good artefact registrations Good dissemination
Establish a network among German and Sámi museums	Mutual competence and knowledge exchange	Establish contact between the parties	Good collaboration between the parties

Dissemination of elements of living cultural heritage and contemporary Sámi cultures	Generate knowledge of Sámi cultural heritage		Good dissemination in German museums
Investigate the provenance and acquisition history of Sámi artefacts in German museums and collections.	Investigate and discuss collection traditions in a historical and contemporary context.	Highlight information and history and generate an understanding of the significance of the artefacts for Sámi communities.	Obtain more knowledge regarding the ownership history of the artefacts and enhance German understanding of their cultural roots.
Dissemination of history relating to collection in various periods	Insight into background for selection and context for the various collections	Highlight information regarding the various collectors and persons/local communities from which they collected	Disseminate the context relating to collection, both in German and Sámi museums

6.2 Schedule and resource plan

Enter the main activities in a Gantt chart with a specification of resource use per main activity (preferably min/max.).

Main Activities	Schedule (years 21-25)						Resource Use
	2021	2022	2023	2024	2025		
Identification and a good overview of Sámi artefacts in German museums	X	x	x				100%
Mutual competence and knowledge exchange		x	x	x	x		100%
Establish a network among German and Sámi museums	X						100%
Dissemination of elements of living cultural heritage and contemporary Sámi cultures		x	x	x	x		100%
Investigate and discuss the provenance and ownership history of the Sámi artefacts in German museums and collections		x	x	x	x		100%
Sum work:							100%
Status meetings							
Steering group	Feb, March, May, Aug, Oct, Dec	Feb, June, Sept, Dec					

Milestones							
Decision points, follow from the steering group meetings							

7. FINANCE

Stipulate cost types and amounts. Establish a budget and funding plan.

The budget is established with the presumption of annual allocations from the Norwegian Parliament.

Costs		Funding	
Cost type/Cost per main activity	Amount	Funding type and source	Amount
Project manager, salary	752 000	KUD	2 000 000
Project manager, national insurance contributions 30% (holiday pay, pension and employer's national insurance contribution)	210 000		
Project manager, travel/subsistence	150 000		
Lease of office space at a Sámi museum and in Tromsø	150 000		
Norwegian Museums Association, admin.	100 000		
Steering group meetings and travel	120 000		
Loss of earnings for Sámi museums, 60 days á 2000, as well as travel	198 000		
Digital solutions, licenses etc.	100 000		
Dissemination measures	150 000		
Misc./unforeseen	70 000		
Sum	2 000 000	Sum	2 000 000

8. THE AGREEMENT

It is often important that agreements are established with the project members' (both internal and external resources) employers pertaining to what resources they will be providing, when and for how long. Specify which agreements have been entered into.

The same applies to contracts with suppliers of products and services.

The project plan can be adjusted as the project progresses. The project plan is signed by the members of the steering group.

Jorunn Jernsletten
Tana and Varanger museumssiida

Birgitta Fossum
Saemien Sijte

Sissel Ann Mikkelsen
Sámi Parliament

Oddmund Andersen
Chair, Sámi Museum Association

Sunneva Sætevik
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