

Kean Kim, Joseph Lo (Luo Jian-jin)

Formulated survey methodologies for evidence-based interventions to generate meaningful strategic plans for various UN agencies in Asia. Crafted detailed reports with recommendations for policies and programmes, specializing in the area of culture and development such as cultural industry, out-reach programmes for community re-vitalisation, confidence building and cultural diplomacy.

Proficient at all stages of project cycle from inception, monitoring and evaluation upon completion. Skilled in project management based on Result Based Management to create annual work plans, concept notes, identify indicators and targets, plan and manage budgets as well as supervising personals from diverse cultural backgrounds.

Designed, developed and successfully delivered trainings to a wide range of participants ranging from illiterate rural artisans to government officials.

Recently graduated with Doctor of Philosophy and nominated for the annual outstanding research prize award. The research focused on the markers of authenticity in order to find a balance between protection and conservation of the community's identity with openness to innovation from outside.

Personal Information

Permanent Address: 2 Dean Cottages, Dean Road, Newstead, Melrose, Scottish Borders, TD6 9RN, Scotland, United Kingdom

Contacts: Cellphone. +44-7425151448 Email: kkjlo1205@gmail.com

Nationality: Singapore

Specific Areas of Expertise

Markers of Authenticity of Community-based, Culturally-bound Projects

- Researched on the markers of authenticity of Mosuo (China), Bhutanese and Harris Tweed (Scotland) hand-woven textiles by identifying the limits of culturally acceptable change when faced with transformation of traditional crafts towards more contemporary products. Findings are pertinent in conservation, restoration of tangible heritage, innovating intangible heritage (performance arts), production, promotion, branding and sales of cultural artifacts and services, especially when expanding into non-traditional markets. The insights will support the transition of traditional cultural expression towards contemporary representations in a credible and confident manner.
- 'Investigating Markers of Authenticity: The Weavers' Perspective. Insights from a Study on Bhutanese Hand-woven Kira Textiles', has been peer reviewed and published by the Journal of Cloth and Culture on 20 May 2016. To link to this article: <http://dx.doi.org/10.1080/14759756.2015.1119576>

Research, Data Collection and Surveys

- Chief architect, formulated and drafted:
 - *Artisan Baseline Survey and Community-Based Culture Mapping*. To understand the supply side of the craft industry and to identify problems and bottlenecks in order to target interventions in the most effective way (Bhutan, Indonesia, China, Vietnam, Mongolia).
 - *Myanmar-made Textile Industry Survey*. To identify the supply chain, industry cluster and evaluate the status and the health of the industry so as to formulate a set of recommendations for development interventions.
 - *Local Consumption of Cultural Goods and Services*. To comprehend the demand sector of the industry in order to provide a holistic picture of the cultural industry (China).
 - *Production Cost Comparison Study of Laos and Bhutanese Hand-woven Textiles*. To understand and identify the high production cost of Bhutanese textiles (Bhutan, Laos).
 - *Pre- and Post- Training Questionnaires*. To assess and measure the impact of technical interventions through trainings and workshops (Bhutan, China, Vietnam, Mongolia).

- Combined research methodology to elicit tacit culturally constructed knowledge from the community's perspective. To identify markers of authenticity through the voices of community-based artisans (China, Bhutan, Scotland).

Cultural Industry

- Examined and co-authored Bhutan's first *Cultural Industry Baseline Report* (2009).
- Analysed, drafted and presented of recommendations based on data collected from above surveys ((Bhutan, Indonesia, China, Vietnam, Mongolia).
- Investigated various development paradigms for cultural industry development and conceptualized 2 main models (commercial and culture based) for development of the artisan sector (China).
- Delivered demand and supply surveys for craft products, making recommendations to enhance capacities for artisans to meet the demands of the hospitality sector (Laos).
- Examined the high production cost of the hand-woven textiles sector in Bhutan.

Design and Delivery of Technical Trainings; Capacity Building

- Main author and trainer in formulating *Culture-based Product Development and Design Training, Community-based Craft Production Planning and Well-Being* workshops (Bhutan, China, Vietnam, Mongolia).
- Conducted introductory workshops for *UNESCO Award of Excellence for Handicrafts and Quality Criteria* (Bhutan, China, Mongolia).
- Designed and conducted workshops for artisans to benchmark craft quality excellence and skills standard (Bhutan, China, Mongolia).
- Established and institutionalised benchmark systems to set standards of quality of handicrafts at national level (Bhutan).
- Conceptualized and delivered judging criteria, coordinating the organization of successful national design competitions (Bhutan).
- Drafted syllabus and conducted trainings in silver-smithing, weaving, creative tie-dyeing and natural dyeing technical training workshops (Bhutan, China).
- Formulated and delivered technical and product design trainings to Chinese ethnic minorities in Yunnan Province through Yunnan Arts Institute (China).

Policy Recommendation

- Composed, planned and wrote "Proposal for the Transformation of Saunders Weaving School into a Centre of Excellence" (Myanmar).
- Drafted comprehensive framework linking rural craft development to UNESCO World Heritage Sites (Vietnam).
- Authored policy recommendations for social and economic development for Ethnic Minority areas (China).

Project Management and Co-ordination

- Conceptualized and drafted inter-UN agency cooperation framework and work plans (Bhutan, China).
- Analyzed, harmonized and integrated consultants' reports into a comprehensive framework for cultural development (Tibet, China, Bhutan).
- Drafted project proposals, concept notes, ToRs, press releases, reports and Annual Work Plans (Tibet, Bhutan, Bangladesh).
- Identified and mobilized resources for training workshops from private donors and foundations (Tibet, Bhutan, China).
- Worked in close partnership with the local/national governments, NGOs and private sector in the development of cultural industries (Tibet, Bhutan).
- Facilitated and evaluated the work of international and national consultants, technical advisors, trainers, interns and volunteers (Bhutan, Tibet).
- Liaison with local and international media to initiate awareness of project activities through media campaigns and dissemination of information through partner institutions, project websites, press releases, etc. (Bhutan, Tibet).

Examples of Community Engagement and Outreach Actions

- Chief architect for pilot testing the *Youth Culture Diversity Lens* (China).
- Introduced and mainstreamed culture diplomacy activities as the main pillar for Confidence Building programmes for post-conflict regions (Bangladesh).

- Conceptualized and drafted *National Living Treasure* TV Programme (Bangladesh)
- Research on Culture Governance (Bangladesh).
- Institute Roadmap for establishment of Phaengmai School of Design (Laos).
- Invited member of jury panels for international craft competitions (*UNESCO Award of Excellence* in North-East, South-East, South and Central Asia, 2004-2013; Nantong International Contemporary Craft Biennale 2014, International Creative Pattern Design Competition, Hangzhou, China 2014).
- Chaired and presented papers at numerous conferences, most recently at the World Craft Forum, Dongyang, China 2014.

UN Agency Experiences

- United Nations Volunteers (UNV) – Tibet
- United Nations Development Programme (UNDP) - China
- United Nations Development Programme (UNDP) – Bhutan
- United Nations Development Programme (UNDP) – Bangladesh
- United Nations Development Programme (UNDP) – Myanmar
- United Nations Educational, Scientific and Cultural Organization (UNESCO) – Bangkok, Thailand
- United Nations Educational, Scientific and Cultural Organization (UNESCO) – Hanoi, Vietnam
- United Nations Educational, Scientific and Cultural Organization (UNESCO) – Jakarta, Indonesia
- United Nations Educational, Scientific and Cultural Organization (UNESCO) – Islamabad, Pakistan
- United Nations Educational, Scientific and Cultural Organization (UNESCO) – Beijing, China (For China and Mongolia projects)
- United Nations Industrial Organization (UNIDO) – Thimphu, Bhutan
- International Trade Centre (ITC) – Vientiane, Laos

Academic Conferences and Seminars

- Heriot-Watt University, School of Textiles and Design Staff Seminar
Topic: Introduction of Bhutanese Hand-woven Textiles, December 2008
- School of Oriental and African Studies, University of London, UK.
Conference Title and Period: 'Endangered Textile Traditions', 18 – 19 January 2013.
Topic Presented: Mosuo Textiles of Yunnan, China
- Royal College of Arts, School of Design, London, UK.
Post-Graduate Seminar, June, 2013.
Topic Presented: Experiences in Culture-based Product Development and Design with Rural Artisan Communities
- China Academy of Fine Arts, Hangzhou, China.
Seminar Title and Period: 'Design and Technology', 15 – 18 October, 2014.
Topic Presented: Examining The Dynamics of the Relationship Between Craft/Folk Art, Design and Technology
- Central St Martins, University of Arts, London, UK
Staff Seminar, July 2015.
Topic Presented: Exploring the Transformation of Traditional Crafts into Contemporary Products: Experiences and Lessons Learned
- British Council, Yangon, Myanmar
Conference Title and Period: CRAFT FORWARD - Perspectives on crafts and artisan communities in Myanmar and Southeast Asia, 15 – 16 January 2016.
Topic Presented: Structure of Culture-based Creative Industry
- UNESCO, ROME, ITALY
Conference Title and Period: Cultural Heritage and Development Initiatives – A Challenge or a Contribution to Sustainability? 25 – 27 May 2016
Topic Presented: Asset or Liability? Changes of Perception on Cultural Heritage through Capitalization (and Re-Capitalization) as a Means of Culture Protection for the Development of Cultural Industries

Academic Teaching Experience

Heriot-Watt University, School of Textiles and Design, Galashiels, Scottish Borders, Scotland, UK. Organised and delivered on “Hand-woven Textiles of Asia: Introduction”, 2010 – 2015.

Publications

- *Bhutan's Hand-woven Textile Cultural Heritage: A New Perspective of Conservation through Cultural Industry Development*; The Druk Journal – Bhutan and Modernity: Responding to Change; Summer 2016
- *Investigating Markers of Authenticity: The Weavers' Perspective. Insights from a Study on Bhutanese Hand-woven Kira Textiles*. Peer reviewed; Journal of Cloth and Culture; 20 May 2016
- *Village Map of Borobudur, Cultural Mapping and Artisan Baseline Survey Report*, UNESCO Office in Jakarta, Indonesia. Available at: http://www.unesco.org/new/en/jakarta/about-this-office/single-view/news/borobudur_cultural_mapping_report_and_artisan_baseline_survey/#.VRCh5k1yZ9C
- *MDG Achievement Fund, China Culture and Development Partnership Framework: Chinese Ethnic Minorities Participatory Artisan Survey and Needs Assessment Report 2009 / 2011*. UNESCO Beijing Office, China Arts and Craft Association, Joseph Lo. Beijing, China.
- *Bhutan's Culture Industry Sector Development Baseline Report 2009*, co-authored. Ministry of Culture and Home Affairs, Royal Government of Bhutan, Thimphu, Bhutan

Professional Experience As Short-Term Consultant (2008 – 2017)

Period *May 2017*
Employer School of Art and Design, Yunnan Arts University
City/Country Kunming, Yunnan
Main Responsibility and Major Achievements As a follow-up from last year's training programme, I was invited by the Dean of School of the Art and Design to conduct a hand-woven textile technical and design training for the Wa, Lishu and Yi ethnic communities in Yunnan province. While at the university, I also worked with 3rd design students to formulate their final year design project by focusing on translation of Wa hand-woven textiles for Wa ethnic group's own markets rather than adapting traditional craft items for external non-local markets.

Period *November 2016 – April 2017*
Employer Smithsonian Institute, Washing DC
City/Country Chengdu, Xining, Beijing, China
Main Responsibility and Major Achievements In 2016, I was invited by the Special Project's Programme Director to accompany her on a monitoring and evaluation mission to visit project partners. The aim of my mission was to recommend additional intervention activities that will strengthen the capacities of project partners and build a sustainable foundation for cultural enterprises such as exploring the development of local markets. In terms of strategic partnership, I introduced the Programme Director to Chinese Arts and Craft Association (CACA), UNESCO, UNDP, State Ethnic Affairs Commission (SEAC) and with other organisations who are involved in ethnic minority development and crafts industry. We also visited design and crafts retail outlets in Chengdu and Beijing to assess the retailing of design-led, hand-made markets. I also identified potential museum partners (Southwest University of Nationalities), design college (Jingchen College of Sichuan University) and set up introductory meetings to explore possible collaborations.

Following-up from the November 2016 mission, I was contracted by Smithsonian Institute to develop and execute a series of training to Tibetan artisans in Sichuan and Qinghai provinces as a means to expand their cultural products for local domestic markets. This training was linked with CACA and WCC's Award of Excellence programme 2018 where participants of the training will submit these newly developed products for judging.

Period	<i>April 2015</i>
Employer	UNDP/ The China International Center for Economic and Technical Exchanges, Ministry of Commerce for UNDP China Projects
City/Country	Hezhou County, Guangxi Province, China
Main Responsibility and Major Achievements	I was invited by the Hezhou County government to upgrade their Yao ethnic minority products as tourist souvenirs for their growing tourism market. I worked directly with Yao embroiders and School of Design, Hezhou University by translating traditional products into life-style items for both the tourism and local markets. I conducted a quality benchmarking and control workshop to assist producers in improving their product quality.
Period	<i>March 2015</i>
Employer	China Arts and Crafts Association (CACA)
City/Country	Nanjing, Xianyu and Donghai Counties, China
Main Responsibility and Major Achievements	I was selected as part of WCC/CACA evaluation panel to confirm and validate CACA's National Level Master Artisan Programme in Nanjing and also part of the validation team to confirm the nomination of WCC's Craft Cities programme for Donghai (for crystal carving) and Xianyu (for production of classical Chinese furniture). During the discussion session, I highlight the role and responsibilities for Craft Cities in terms of ensuring that the raw materials obtained are sustainability harvested/extracted.
Period	<i>February 2015</i>
Employer	School of Art and Design, Yunnan Arts University
City/Country	Kunming, Yunnan
Main Responsibility and Major Achievements	I was invited by the Dean of School of the Art and Design, Yunnan University to deliver a series of lectures on cultural-based product design and development for Chinese ethnic minorities. This was part of a larger programme to up-scale the capacity of Yunnan's cultural industries.
Period	<i>January 2015</i>
Employer	UNDP/ The China International Center for Economic and Technical Exchanges, Ministry of Commerce for UNDP China Projects
City/Country	Mouding, Yunnan (China)
Main Responsibility and Major Achievements	I worked with Yi embroiders of Mouding county assisting them in up-dating their traditional products for contemporary non-local markets. We researched traditional embroidery and applique methods to explore the possibility of reviving these methods for contemporary application. The door-curtain submitted for UNESCO/WCC Award of Excellence 2016 was nominated to represent China for final Award of Excellence judging at Kuwait 2016.
Period	<i>November - December 2015</i>
Employer	UNDP/ The China International Center for Economic and Technical Exchanges, Ministry of Commerce for UNDP China Projects
City/Country	Kathmandu (Nepal)/ Chuxiong (China)
Main Responsibility and Major Achievements	I initiated a humanitarian initiative through linking a Chinese ethnic minority group with a Nepali pashmina to fund raise for the April 2015 Nepali earthquake victims. This is the first ever UNDP cross-border collaborative craft project between Nepal and China. Working with my networks in the private sector, US\$100,000 was mobilized for this initiative.
Period	<i>August - October 2015</i>
Employer	UNDP Myanmar
City/Country	Myanmar
Main Responsibility and Major Achievements	I conducted a Myanmar-made textile industry survey in order to assess the status of the industry and to recommend programmes to support the development of the industry. The result was a UNDP project document to transform a 100-year old weaving school (Saunders Weaving School) into a Centre of Excellence.

Period	July 2015
Employer	UNDP/The China International Center for Economic and Technical Exchanges, Ministry of Commerce for UNDP China Projects
City/Country	Chuxiong (Yunnan), Hainan/China
Main Responsibility and Major Achievements	Chuxiong (Yunnan): I developed a community-based participatory survey for the Yi ethnic minority group in order to understand local consumption of cultural goods and services. The survey found that many of Yi's cultural practices were endangered and recommended that documentation were urgent and necessary. Hainan: The mission was to assist in the development of back-strap hand-woven textile products and design and to formulate a marketing plan enabling the community to market their products directly to hotels and resorts. I developed a method to weave double-cloth on back-strap looms. This is a landmark development as it has not been attempted before.
Period	October 2014
Employer	UNDP/The China International Center for Economic and Technical Exchanges, Ministry of Commerce for UNDP China Projects
City/Country	Beijing/China
Main Responsibility and Major Achievements	I conceptualized 2 main models (commercial and culture based) for development of the artisan sector. I also facilitated the discussion with participants to identify which model best suits their context for craft development.
Period	March 2014
Employer	UNDP/The China International Center for Economic and Technical Exchanges, Ministry of Commerce for UNDP China Projects
City/Country	Beijing/Walabie(Yunna)China
Main Responsibility and Major Achievements	Amalgamating a wide range of natural dyeing practices, I formulated a simplified method for natural dyeing and conduct the natural dye training for the weavers from the Mosuo, Dai and Li ethnic group. The natural dyed scarves and shawls woven by the Mosuo Community was awarded the UNESCO/WCC Award of Excellence for Handicrafts (2014).
Period	October 2013
Employer	World Bank / China Association of Ethnic Economy for World Bank Project
City/Country	Guilin, Beijing/China
Main Responsibility and Major Achievement	I executed a spot diagnostic examination to identify the most urgent needs for evidence-based interventions for the Yao ethnic minority group. My recommendations included documentation of endangered cultural skills, knowledge and tradition, and to dialogue with local authorities and academic experts to identify the most significant items for recording.
Period	October 2013
Employer	UNESCO Bangkok Office
City/Country	Beijing, Golok(Qinghai)/China
Main Responsibility and Major Achievements	Working together with local stakeholders and the UNESCO Project Consultant, I drafted advisory note for future technical interventions and identified areas for UNESCO's future assistance.
Period	September 2013
Employer	UNESCO Beijing Office
City/Country	Ulaanbaatar and Kharkhorin/Mongolia
Main Responsibility and Major Achievements	I facilitated a Roundtable Meeting with the 13 Governors to discuss and finalize the Action Plan for strengthening the cultural industry sector in the Orkhon Valley. My key contribution was to provide members with a strategic planning framework as a tool to think and plan strategically.

Period	<i>March 2013</i>
Employer	UNESCO Jakarta Office
City/Country	Yogyakarta/Indonesia
Main Responsibility and Major Achievements	I conduct an induction workshop to introduce and train the concept of Community-based Participatory Cultural Resource Mapping for community leaders. I researched best-practices of Cultural Mapping to designed a data collection methodology that is suitable to local context. I analysed the results and drafted the recommendations. I also helped to edit the report. The publication of report is now available at http://www.unesco.org/new/en/jakarta/about-this-office/single-view/news/borobudur_cultural_mapping_report_and_artisan_baseline_survey/#.VKQv_RY3CfR
Period	<i>November 2012</i>
Employer	International Trade Centre
City/Country	Luang Prabang, Laos
Main Responsibility and Major Achievements	I executed a demand-led study with local hotels and restaurants to identify items that local community producers could supply. I advocated a supply-chain analysis with the aim of identifying possible matches with current market requirements, and the capabilities of local producers.
Period	<i>October 2011</i>
Employer	UNESCO Beijing Office
City/Country	Beijing/China
Main Responsibility and Major Achievements	I formulated and developed the Youth Culture Diversity lens as a means for youth organizations to organize and host events introducing local Beijing culture to foreign visitors. This Youth Culture Diversity lens now adopted as a tool by various youth NGOs in Beijing.
Period	<i>March 2011</i>
Employer	UNDP China
City/Country	Beijing/China
Main Responsibility and Major Achievements	I drafted the Technical Advisory Note as a key input into the creation of the project document for UNDP China's engagement with Chinese ethnic minorities. I am proud to acknowledge that this Technical Advisory Note has set the foundation for UNDP's engagement with Chinese ethnic minorities.
Period	<i>February 2011</i>
Employer	UNESCO Beijing Office
City/Country	Beijing, Chengdu, Lishan (Guizhou) and Luxi (Yunnan)/China
Main Responsibility and Major Achievements	I conduct a training workshop to introduce the concept and practice of social responsibility and workers' well-being to Chinese ethnic minority crafts workers. This was the first ever practice of self-monitoring for social responsibility and well-being that was introduced to rural entrepreneurs and workers.
Period	<i>May – June 2010</i>
Employer	UNESCO Hanoi Office
City/ Country	Hanoi and Hoi-An/Vietnam
Main Responsibility and Major Achievements	My work was to recommend management framework for the conservation, development of the cultural sector in Quang Nam Province. The result was the creation of a strategic plan to link craft development of artisan communities around the World Heritage Sites of Hoi-An to its tourism plan. The presentation of this strategic plan was of considerable significance as it brought together, for the first time, Government agencies from different departments (tourism, labour and small industries) and NGOs to cooperate towards the achievement of a common goal.
Period	<i>August 2009 – April 2010</i>
Employer	UNESCO Beijing Office
City/Country	Beijing, Lishan (Guizhou), Luxi (Yunnan)/China
Main Responsibility and Major Achievements	My main responsibility was to undertake a needs assessment of the cultural development sector in Yunnan and Guizhou and to formulated a strategic plan that included identification of a sequence of activities and time-line, and the

Achievement establishment of indicators and targets to achieve project outcomes. I also conducted the Culture-based Product Development and Design workshop which prepared artisans to participate in the UNESCO Award of Excellence for Handicraft programme, 2010. The strategic plan was welcomed and adopted by all UN agencies and also by local implementing partners while those artisans who participated in the training workshop and had submitted their crafts for the UNESCO Award of Excellence for Handicraft programme and were awarded the Certificate of Excellence.

Period *April 2008 – November 2009*
Employer UNDP Bangladesh
City/Country Dhaka and Rangamati/Bangladesh
Main Responsibility and Major Achievements My main responsibility was to introduce and mainstream culture activities as the primary pillar for confidence building among victimized communities, to initiate reconciliation efforts through cultural diplomacy and to engineer income generation opportunities by investing and establishing cultural industries. I conceptualized and proposed the first ever Regional Conference on Back Strap Loom Weaving in Dhaka in 2009. I advocated for the institutionalization of the annual Chittagong Hill Tract festival in Dhaka as a means of building bridges between the tribal hill tracks communities and the mainstream Bangla community. I drafted the strategic plan for the development and marketing of hill tracks cultural products and authored the concept note for export promotion coffee table book for tribal hand-woven textiles. I proposed and drafted the concept note for National Living Treasure TV Programme for Government of Bangladesh, Ministry of Culture. I researched on the different policies for culture governance as a means of setting up a cultural commission for the Bangladesh Government. I formulated the implementation plan for the hand-woven textile industry in Chittagong Hill Tracks.

Period *August 2008*
Employer UNESCO Islamabad Office
City Islamabad and Lhahore/Pakistan
Main Responsibility and Main Achievements I had to comprehend the context and challenges of Pakistani cultural industry sector so as to facilitate a roundtable meeting to create an umbrella National Crafts Council with a mandate to promote creativity, culture and cultural industry. My facilitation at the round table meeting lead to the setting up and the implementation of a system to accredit the quality of craft skills by establishing the National Crafts Skill Standards of Pakistan.

Period *August – December 2009*
Employer UNIDO
City/Country Singapore (Home-based), Thimphu/Bhutan, Beijing/China
Main Responsibility My duties included project implementation management, capacity building for the Bhutan SEAL management team, implementation of the hand-woven textile industry survey and development of professional profiles and occupational standards for artisans. The Bhutan SEAL established the quality benchmark to recognise excellence and served to certify Bhutanese made-crafts. Today, it is still relevant and continuing. The national survey of the hand-woven textile industry in Bhutan was the first ever survey and analysis executed in this area providing a framework for the development of the industry. I also managed to translate and synchronise the budget system between UNIDO and UNDP.

Full Time Employment as Project Manager and Chief Technical Advisor

Period *November 2004 – June 2009*
Employer UNDP Bhutan
City/Country Thimphu/Bhutan
Main Responsibility My responsibilities in Bhutan were in 2 major areas.
1. UNDP Project Management
I managed the project by drafting concept notes, planned its activities, managed its budgets, executed training programmes and compiled reports to fulfill UNDP's project management requirements.

I mobilized extra-budgetary resources for training workshops from other UN agencies, private donors and foundations including the Singapore International Foundation. These extra-budgetary resources included donation in-kind as well as voluntary technical assistance, which added considerable value to the project outputs.

As part of the one UN system, I coordinated project activities with other UN agencies including UNESCO, UNIDO, WIPO and ITC, identifying synergies as well as synchronizing our work in order to avoid duplication.

I worked closely with UNDP colleagues, especially in the communications department. Externally, I ran media campaigns, liaising with local and international media to increase awareness of project's activities. I am glad to report that the projects that I managed had the most media hits.

I managed a diverse team, including volunteers, consultants as well as project staff. Guided by the needs of the project and the resources available, I developed the human resource framework, established a system to monitor and evaluated the performances of the project team.

As the project was nationally executed, I worked in close partnership with the Royal Government of Bhutan - Ministry of Home and Culture Affairs, Ministry of Labour and Human Resource, Ministry of Economic Affairs, National Statistic Bureau, local organizations such as Handicraft Association of Bhutan and the private enterprises. I cultivated a deep friendship with my counterparts including the former Prime Minister of Bhutan – Lyonchen Jigme Y Thinley.

From my time in Bhutan, I have taken away the lesson that inspiring and motivating colleagues on projects is to a large part driven by one's own passion and commitment.

2. Industry Sector Development

As the Chief Technical Advisor, I coordinated, designed and co-drafted Bhutan's Culture Industry Sector Development Baseline Report 2009. This report serves as a model for UNESCO Bangkok's Cultural Industry Data Survey. I also authored the questionnaire for the Regional Baseline Survey for hand-woven Textiles 2010.

As Bhutan was the lead country for culture within BIMSTEC (The Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation), I facilitated and coordinated the UN Inter-Agency Committee in drafting of the white paper and in assisting in the planning of the first BIMSTEC Ministerial Meeting on Culture focusing on Cultural Industries.

As cultural industry was an important driver for Bhutan's economy, I initiated and established Bhutan Culture Industry Project Steering Committee to coordinate culture industry activities within the country.

In 2005, I proposed and delivered the Bhutanese hand-woven textile exhibition in Singapore and set up a network between producers and hoteliers to market hand-woven Bhutanese textile products to tourists.

3. Skill, Technical and Marketing Support

As a Technical Expert on Crafts, I lobbied the Ministry of Economic Affairs to establish and institute The Bhutan National SEAL for Handicrafts as a benchmarking system to set standards for handicraft quality. I am happy to report that this institution is serving as one of the drivers of the craft sector and has expanded its role to include authentication of crafts made in Bhutan.

I also assisted in conceptualizing, executing and coordinating National Textile

Design and Uniform Design for Bhutan's National Carrier – Druk, specifically for the design of uniform for Female Cabin Crew. The object of this venture was to link the hand-woven textile industry with the corporate sector and to facilitate and introduce Bhutanese textiles to the world outside.

Together with The Textile Museum, I provided assistance in drafting and implementing the judging criteria for the Annual Design Competition in all categories – Traditional, Innovative and Applied.

As UNDP funded the Annual Bhutan National Craft Festival, I assisted in the planning of the event and also conducted numerous workshops with visiting rural artisans to improve on craft design and quality.

One of the most significant studies I conducted was a production cost comparative analysis between Bhutanese and Laotian hand-woven textiles, aimed at determining the reasons for the high cost of Bhutanese textiles.

Finally, as Technical Expert, I undertook many other workshops including ones on culture-based product development, tailoring, visual merchandizing, costing, creative weaving, business development and natural dyeing – all with the aim of increasing the capacities and capabilities of Bhutanese artisans.

4. Others Areas of Assistance

I was most happy to assist the Bhutanese government in the coordination, direction and choreography of the closing ceremony programme for the BMSTEC Ministerial Meeting on Culture in 2006.

In 2008, I was asked to coordinate the design and production of Ceremonial Coronation Boots for His Majesty King Jigme Khesar Namgel Wangchuck. The embroidery was done in Suzhou, China while the boots were assembled by Salvatore Ferragamo, Italy.

Major Achievements

Analysing the situation and understanding the Government's priorities (and the concept of Gross National Happiness, GNH), I created a working strategy and exerted influence at the most senior levels to include culture as a key aspect of development in Bhutan. I drafted the UNDP Bhutan Culture-Based Creative Industry for Poverty Reduction and Community Vitalization and served as the Project Coordinator. In 2009, as UNDP changed its project management structure into One UN Annual Work Plan format, I worked together with other UN Agencies to include culture as an important part of the development plan.

Period Employer City/Country Main Responsibility

August 1999 – October 2004

UNDP

Beijing, Lhasa, Shigatze, Shegar (Tibet)/China

1. Project Formulation

I conducted a skills inventory and needs assessment for the artisan community. The gap analysis and data obtained in the study was the foundation of the project document with detailed annual work plans, budgets and definition of a task force for project implementation. I also assisted in the mobilisation of financial, human and technical resources from donor agencies and the private sector, specially for the second phase of the project, funded by the Finnish Government. I also paved further support for UNDP Tibet project by introducing the project to the Dutch government in 2004.

2. Project Management

I provided on-site coordination of project activities of local partners, Chinese implementation teams and UNDP. I identified, recruited and supervised national and international consultants, trainers and volunteers, evaluating their outputs in terms of their contributions to the project objectives.

3. Development of Artisanal Industries

I implemented the first ever baseline survey for crafts in Tibet Autonomous

Region, undertaken through the Tibet Women's Federation. Based on the findings, I personally conducted trainings to address the needs of artisans (silver smiths, weavers, stone carvers and leather workers), establishing a quality benchmark system for their products. I also formulated strategic business and marketing plans to promote the sale of these products.

Working alongside NGOs, I advocated for the creation of the 'Made-in-Tibet' brand to promote Tibetan-made crafts. In order to diversify and expand the brand beyond the borders of Tibet (after the SARS outbreak of 2002/3), I provided assistance to the community in setting up links with fashion houses in Beijing and Shanghai. I also liaised with UNESCO's Global Alliance Network to promote Tibetan crafts.

Major Achievements

Of particular significance has been for me was to work in rural conditions, witnessing the translation of project outcomes into benefits for rural communities. This experience gave me valuable insights into the challenges facing project personnel in harsh physical environments, and the need for compassionate and sensitive approaches when working with disadvantaged groups in a different cultural context.

In recognition of my work in Tibet, the Government of the Tibetan Autonomous Region awarded me the International Friendship Award for 2004.

Employment in Singapore (1989 – 1999)

- *Mido Textiles Pte Ltd (China Silk House)*
Period: 1989 - 1993
Post and Duties: Designer in-charge of design projects and member of the Creative Team involved in formulation of design themes, visual merchandising and advertising and promotions.
- *Wah-Chang International Cooperation (Banyan Tree Hotels and Resorts)*
Period: 1993 - 1997
Post and Duties: Project Officer in-charge of procurement of hotel amenities made by community groups. The evolution of this initiative led to the setting up of Banyan Tree Gallery
- *Engender – Centre for Environment and Gender*
Period: 1997 - 1999
Post and Duties: Project Officer in-charge to Banker's Foundation Livelihood Project in Singapore and Riau Islands, Indonesia.

Education

Post-Graduate

Degree Obtained/Awards: Doctor of Philosophy; Nominated for the MacFalen Prize

Institution: School of Textiles and Design, Heriot-Watt University, Scotland, UK

Period: August 2010 – May 2015

Subject/ Thesis Title: Culture and Design / Markers and Meaning of Authenticity Narratives from Mosuo, Bhutanese and Harris Tweed Weavers.

Synopsis of Thesis: This research sought to give voice to the artisans themselves by allowing them to express their interpretation of 'authenticity' through identifying the limits of culturally acceptable change when faced with transformation of their traditional crafts towards more contemporary products. Through engagement with weavers in indigenous societies (in Bhutan and the Mosuo minority group in Yunnan, China) and using Harris Tweed production in Scotland as a comparative case study, the research demonstrated how artisans can be empowered in the production, promotion and sales of cultural artifacts and services, especially when expanding into non-traditional markets. The insights will support the transition of traditional cultural expression towards contemporary representations in a credible and confident manner.

1st Degree

Degree Obtained: Bachelor of Arts

Institution: National University of Singapore, Singapore

Period: September 1985 – August 1988

Subjects: Majors: Anthropology/Sociology (including Urban Sociology and Modernization and Social Change) and Geography Minor: Philosophy

Vocational Diploma

Diploma Obtained: B/Tec Diploma (Fashion) (UK)

Institution: Epsom School of Art (now part of Kingston University, Surrey, UK)

Period: September 1988 – August 1989

Subjects: Fashion design, marketing, illustration, garment construction and pattern making.

Certificates

Certificate Obtained: GCE 'A' Levels

Institution: Catholic Junior College, Singapore

Period: January 1981 – December 1982

Subjects: General Paper, Chinese as 2nd Language, History, Literature, Geography, Economics

Certificate Obtained: GCE 'O' Levels

Institution: St Joseph's Institution

Period: January 1977 – December 1980

Stream: Arts

References

1. Dr Lisa M Macintyre

Lecturer

School of Textiles and Design

Heriot-Watt University

Galashiels

TD1 3HF

Scottish Borders, Scotland, UK

Tel: +44 (0)1896 89 2234

Email: L.M.Macintyre@hw.ac.uk

2. Mr Marek Rejman-Greene

Senior Biometrics Advisor

Centre for Applied Science and Technology

Home Office

UK

Mobile: +44 7802239119

Address: 48 Longman Court, Apsley, HPO3 9RS, UK

Email: marek.rejman-greene@homeoffice.gsi.gov.uk

3. Mr. Nicholas Rosellini

UN Resident Coordinator

UN House,

2 Liangmahe Nanlu

Beijing, 100600

PR China

Tel: +86-10-85320900

Email: nicholas.rosellini@undp.org