INTERNATIONAL TRAINING PROGRAMME
EVALUATION REPORT

OCTOBER 2025

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Contents

INTRODUCTION 4
Development of the programme 4
This year's programme 5
SURVEY OF FELLOWS AFTER THE BM PLACEMENT 6
Responses 6
Introductory information 6
Departmental programme 13
ITP course book 18
Accommodation 19
Object in Focus project 20
Overall views 24
SURVEY OF FELLOWS AFTER THE PARTNER PLACEMENT 31
Introduction 31
preparation 31
Programme 36
Overall views 41
SURVEY OF PARTNERS 45
Responses 45
Organisation 45
Engagement 49
Overall views 51
SURVEY OF FACILITATORS AND SPEAKERS 55
Responses 55
Organisation 55
Potential changes 58
SURVEY OF DEPARTMENTAL REPRESENTATIVES 62
Introduction 62
Monthly meetings 62
Role 63
Structure 65
Outcomes 66
The future 68
SENIOR FELLOW INTERVIEW 69
Introduction 69
Was it difficult to get the agreement of the organisation to attend? 69
Was your role clear? 69
Was your role appropriate? 69
Did the fellows treat you with appropriate respect? 69
Did you get enough support? 70
Was the workload right? 70
Was being a senior fellow a useful experience for you? 70
Did the experience help you develop skills as a trainer? 70
Did the experience use your time well? 71
Did your role as a senior fellow give you insights into how ITP or the role of the Senior Fellow should be changed? 71
What do you want for your relationship with the BM in the future? 71
CONCLUSION 72

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INTRODUCTION

DEVELOPMENT OF THE PROGRAMME

The British Museum established the International Training Programme (ITP) in 2006. The programme was initiated two years previously as a result of contact from the Supreme Council for Antiquities of Egypt, latterly the Ministry of Tourism and Antiquities, who sent seven curators to London for six weeks.

Recruitment is through government bodies, individual museums and academic bodies, open applications or sometimes from other collaborative programmes. In 2006 the programme was funded by the British Museum, and, from 2007 to date, has been funded externally through donations and sponsorship.

There were, and still are, three core elements to the programme:

- A training programme at the British Museum which includes presentations, workshops and visits to other museums and cultural institutions.
- Time in a British Museum department based on participants' specific areas of interest.
- And a placement at a UK partner museum.

In 2020 the Marie-Louise von Motesiczky Charitable Trust pledged a further fund to support the continued development and delivery of the ITP until 2025. Additionally, through successful appeals to the British Museum Members and Patrons, and with gifts from the American Friends of the British Museum, as well as legacies and renewed grants from trusts and foundations, the ITP is now able to continue to plan and develop further post-fellowship opportunities for its global network. The extended programme included:

- ITP+ short courses
- ITP Senior Fellowships
- Research Fellowships
- Research and conference grants
- Digital engagement
- ITP Advisory Board
- Collaboration with the Museums Association Conference
- Temporary displays in the UK
- Other professional and personal development.

In 2021-2022, the programme was restructured to reflect the constraints of the pandemic and the opportunities to develop online teaching. Changes included:

- Introducing nine online learning modules.
- A condensing UK programme.
- Introducing new formats into the UK programme: small group sessions, fellow-led sessions, a social media day and a museum project day.

The 2021 onsite programme didn't have a senior fellow.

The 2022 autumn programme was split into two parts:

- In August, the 2022 cohort completed their own online distance e-learning course - a more streamlined version of the 2021 e-Learning.
- In September, fellows came to the British Museum for the on-site programme, which continued the structure of allowing greater choice in following individual interests. The format included small group sessions and a museum project day as well as a senior fellow and a senior fellow workshop.

In and after 2023, the programme returned to the timing in summer, delivered without the elearning element.

2026 will mark a major milestone for the International Training Programme. As well as celebrating our 20th programme and our 20th anniversary, the Museum is delighted that the ITP has attracted renewed major funding for a further five years, taking it up to 2030, with generous support from an anonymous donor.

THIS YEAR'S PROGRAMME

There were 20 fellows for 2025.

The partner museums for ITP in 2025 were:

- Lincoln Museum & Nottingham University Museum
- Glasgow Museums
- Manchester Museum, Manchester Art Gallery and Whitworth Art Gallery
- Norfolk Museums Service
- North East Museums.

By 2025, the ITP global network embraced 393 fellows from 65 countries and 212 institutions.

SURVEY OF FELLOWS AFTER THE BM PLACEMENT

RESPONSES

All 20 fellows filled in the survey.

INTRODUCTORY INFORMATION

Views of the introductory information were entirely positive. Comments emphasised the breadth, clarity and value of the information.

"All the relevant details were shared in a clear manner and were hugely helpful."

"It was really great to have all the useful material sent before attending the ITP."

"The introductory pack gave me a very clear overview of the programme's structure, schedule, and expectations and useful information. It was especially helpful to know about accommodation, travel details, and the overview of the British Museum departments and UK partner placement."

"I was very satisfied with the information I received before arriving. It's better if the information is brief and to the point, since too much detail can be more confusing."

"Introductory information was more than I expected. It was nice to see information included about the larger London area. To me, that meant that ITP staff cared about our entire experience during the programme and sought to make sure we had a good time during our free hours as well."

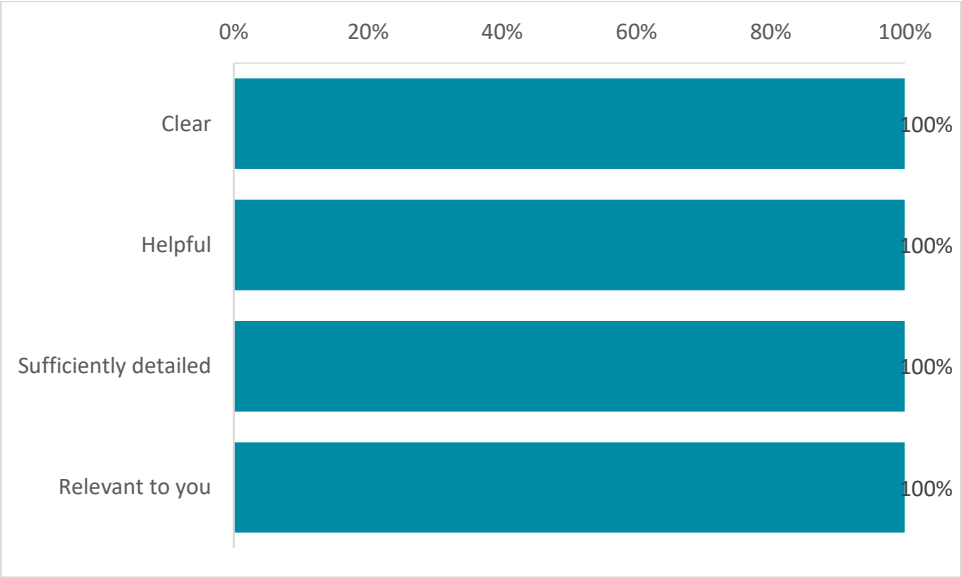
"The introductory information sent by the British Museum before our travel to the UK was exceptionally well-prepared, detailed, and reassuring. It reflected a high level of organisation and care, which helped us feel well-oriented and confident even before arriving."

"All the previous documents and meetings were adequate in order to get here and understand everything that we would experience during the following six weeks."

Four fellows mentioned additional information they would have appreciated, which were:

- Departmental schedule and programme schedule.
- What to prepare for the *Object in focus* exercise.
- Information on the daily allowance and current prices (on average) so they understood how much money to bring.

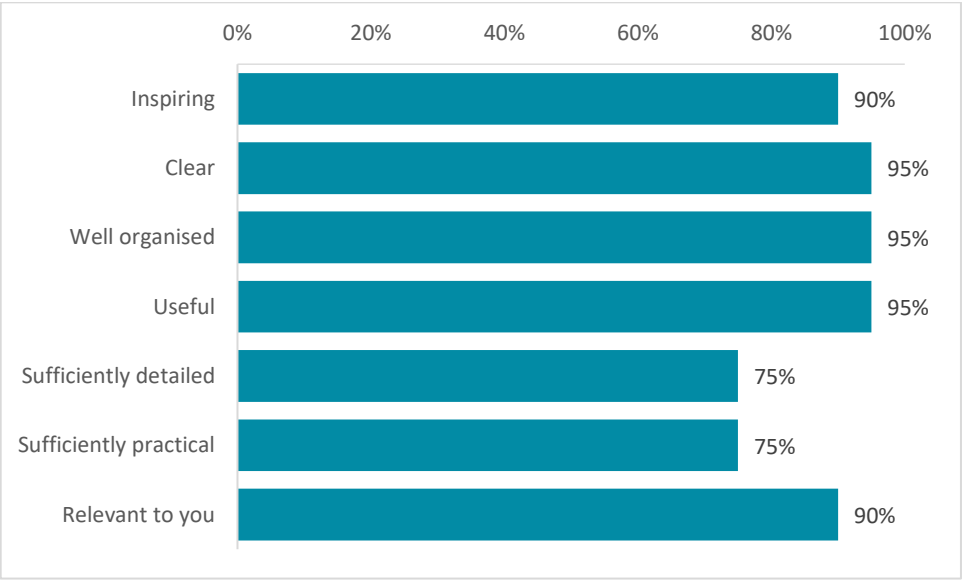
FIGURE 1: WHAT DID YOU THINK OF THE BM INTRODUCTORY INFORMATION ABOUT THE UK PROGRAMME? (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



GROUP SESSIONS, SEMINARS AND WORKSHOPS IN THE BM

Group sessions, seminars and workshops were rated as clear, well organised, useful, inspiring, relevant sufficiently detailed and sufficiently practical.

FIGURE 2: WHAT DID YOU THINK OF THE SUBJECT SPECIALIST SESSIONS? (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



Fellows commented positively on the:

- Breadth.

"The sessions were overall very inspiring and useful. I enjoyed how they covered a wide range of topics, which gave me the chance to step outside my own area of work and see things from the perspectives of fellows who have very different roles in the museum. Being required to attend all of them turned out to be a positive thing as it pushed me to learn about areas I might not have chosen on my own, but which I found surprisingly enjoyable."

"For me personally, all the sessions were useful, because my questions were answered and, in the end, we also had the chance to meet museum specialists from different departments, so that we could stay in touch and collaborate with them in the future."

"Honestly, the group sessions, seminars, and workshops at the British Museum were very well-organised, clear, and ran smoothly and professionally. There was a good variety of topics, covering all aspects related to our daily work in museums. The content was useful and included practical details that could be applied in a real work environment. While some sessions were more theoretical, there was a good balance overall between theory and practice."

"Overall, I found the sessions at the British Museum highly engaging and beneficial. I was particularly impressed by the content and structure of the group sessions, seminars, and workshops. The hands-on sessions stood out as the most valuable for me, as they provided practical insight that complemented the theoretical discussions. I also appreciated the inclusion of topics related to my areas of interest."

"The sessions were very well organised and covered all the museum fundamentals."

- Practical application.

"The programme matched my professional and personal requirements and helped me to apply my skills."

- Discussion.

"The discussion groups and workshops at the British Museum were characterised by their active, scientific and effective spirit, as they discussed various topics that we need in our work."

"I appreciated how the sessions were delivered. The speakers were professional and communicated the information clearly and simply. There was also space for open discussion and exchange of ideas between participants, which made the sessions more engaging and valuable. For me, the experience was inspiring, especially seeing different approaches and ways of thinking within museum work, which encouraged me to reflect on areas I could improve or develop in my own institution."

"The conversations that came out of sessions that were not relevant to me gave me new perspectives and information."

Half the fellows would have liked more practical or interactive sessions.

"I believe that because of time restraints it was hard to be sufficiently detailed and practical. Apart from that I would say that the sessions were amazing."

"Adding a few practical sessions or an opportunity to learn from the curators while they were working on their next project would have been great."

"I wished that some of the seminars and theoretical information were applied practically through the workshops."

"They were very informative, useful, engaging and inspiring, however in some cases it felt that certain workshops could have taken longer time in order to allow more conversations. In addition, some of the workshops, although very useful and engaging, went into very specific details for someone who doesn't work in that field."

"Some sessions were a little rushed. With so much content packed into just one or two hours, it could feel overwhelming, and there wasn't always enough time to ask questions or clarify things. Also, because the fellows came from such diverse backgrounds, the discussions could occasionally feel somewhat confusing or less focused."

"Sometimes I wished for more practical exercises to apply what we learned."

"However, some were easier to follow than others and some really understood us as an audience of museum professionals and not the general public (some didn't)."

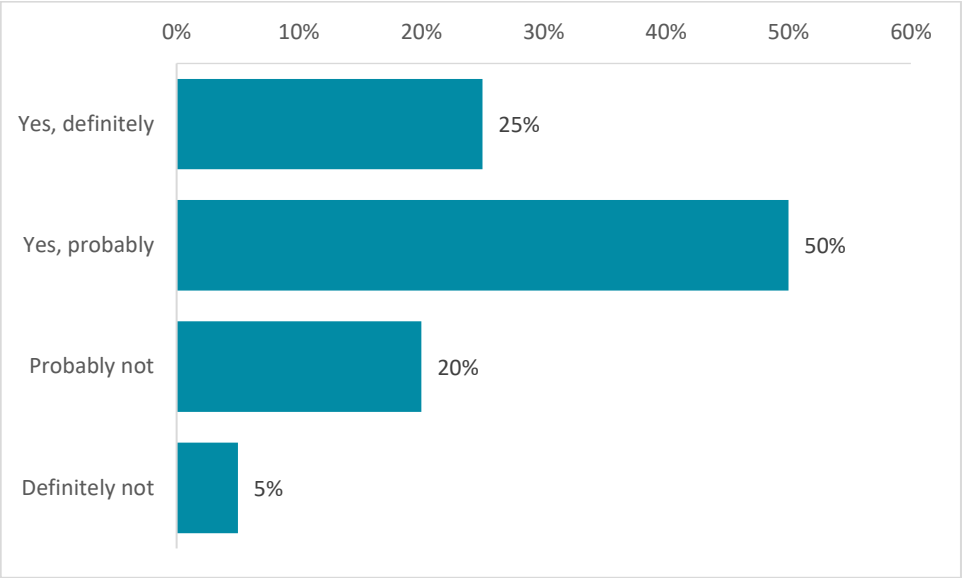
"Sometimes I had a hard time understanding special terms in English. Some lectures were too theoretical, but I understand that it couldn't have been otherwise given the time."

"I would have preferred more practical training in these areas alongside the theoretical content. A stronger emphasis on applied learning would have made the experience even more impactful. Additionally, I believe the sessions could be even more effective if delivered in smaller groups, allowing for more interaction, discussion, and hands-on participation."

"The departments presenting content could be more engaging. Having presentation back-to-back isn't ideal. Some form of practical theory incorporated into the daily sessions would work well to help break the day."

75% of fellows said there was enough time for questions and discussions. Comments were mainly about the behaviour of other fellows: that some people talked too much, and some fellows wanted more time to ask questions and share their experiences.

FIGURE 3: WAS THERE ENOUGH TIME FOR QUESTIONS AND DISCUSSIONS?



"Although all the presenters and speakers encouraged questions during and after their presentations, the time for discussions always felt less."

"I would have liked some more time to contextualise and to engage in deeper conversation with the facilitators and fellow participants regarding challenges faced within museum institutions on more conceptional issues i.e. around exhibition curation, environmental and the social responsibility of museums."

"I felt that the time for questions and discussions was not always sufficient. Questions came from people with very diverse backgrounds, which sometimes made the discussions feel a bit scattered. Another challenge was that in some sessions, a few fellows tended to ask repeatedly without giving much space for others. I felt it would have been helpful if the session facilitators had managed this more actively, to make sure everyone had at least some chance to ask their questions. Otherwise, many of us had to follow up by email afterwards, which is not quite the same as raising a question in the session, where you can benefit from shared discussion and immediate feedback."

"In some sessions, there wasn't enough time for Q&A. But whenever I had a specific question, I asked after the session, and that worked perfectly fine for me."

"There were some lectures that I found myself getting frustrated and giving up. I also understand that this problem might be unique to this year. However, it might be helpful to have a short note or slide to mention classroom etiquette to the entire cohort - to be mindful of others. If not, then the speakers and or ITP staff need to support facilitating questions to make sure everyone can ask at least one question."

"More time to digest and decompress after each session would be ideal."

"Sometimes there were so many questions from other participants that I couldn't ask my own questions."

"I understand the ITP focuses on developing leadership and a broad understanding of how a museum functions; however, dedicated sessions for participants to present and discuss their own work would have been highly valuable. In future iterations, dividing us into smaller, interest-based groups (conservation, community engagement, collections management, learning, etc.) would help, as not everyone is equally interested in every topic, and focused breakout discussions would enable deeper, more meaningful exchanges among fellows."

"The structure of the sessions can be relooked. Maybe 60% of the time can be for the presentation by staff and the rest can be for Q&A. Sometimes the questions asked were about things that had already been discussed so a better way to meditate that should be found. Perhaps a paper can be passed around during the presentation and participants can write their main questions on that so the presenters can go through them after the presentation. Similar questions can be grouped and answered and questions that are already answered in their ppt can be pointed out instead of wasting time on readdressing those."

"I hope we can have more time, not just for asking questions, but also for sharing experiences across various aspects of our work. After all, every museum, including those represented by us participants, has its own unique insights and lessons learned. It would be even better if we could be given a bit more time for this kind of sharing."

We asked which sessions were most useful. Answers were:

- All (4)
- Archiving (3)
- Collection care (6)
- Communication (2)
- Community participation and audiences (7)
- Conservation (5)
- Curation (2)
- Data (1)
- Documentation (5)
- Exhibitions (5)
- Interpretation (5)
- Leadership (5)
- Learning (1)
- Legal (1)
- Loans (1)
- Partnership (1)
- Photography (1)
- Research (1)
- Retail (1)
- Risk management (1)

- Storage (3)

We asked which sessions were not useful. Eight fellows emphasised that all sessions were useful, even if not directly relevant to their current practice.

"I don't think any of the subjects were completely "least useful" to me, because each session gave me something new to think about. That said, some topics were less directly related to my own role and responsibilities. Still, I found them worthwhile because they helped me understand how different teams in the museum work, and how their perspectives connect with mine."

"Some highly technical conservation topics were less relevant for my role in education and community work, although they were still interesting."

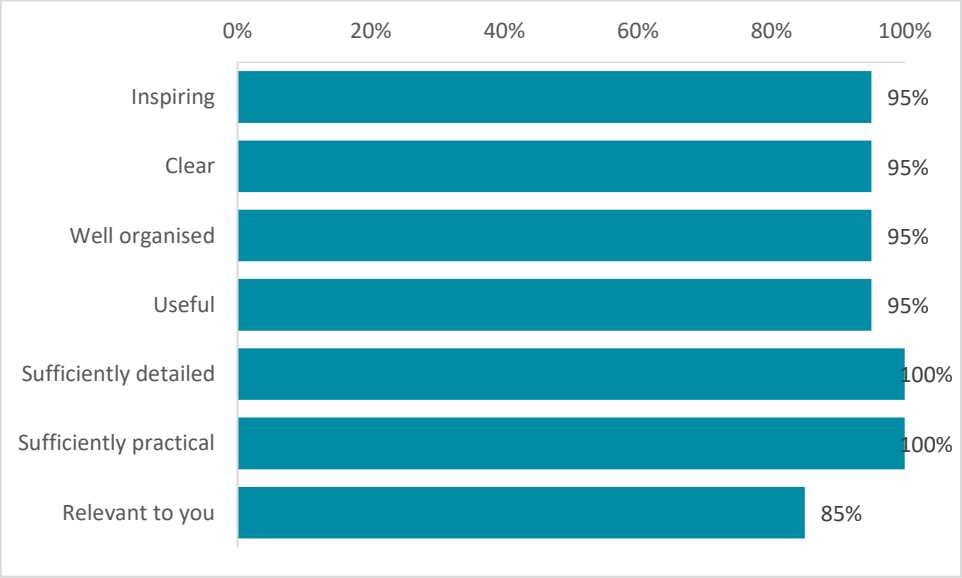
"Honestly, there wasn't any part that wasn't useful for me, even if it wasn't directly related to my work, it was still inspiring.

Topics mentioned as less useful to individual fellows were:

- Documentation (3)
- Conservation (1)
- Curation (1)
- Interpretation (1)
- Specific galleries (2)

The day trips to museums were rated as sufficiently detailed, sufficiently practical, inspiring, clear, well-organised useful and relevant.

FIGURE 4: WHAT DID YOU THINK OF THE DAY TRIPS TO THE MUSEUMS OUTSIDE THE BRITISH MUSEUM? (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



Comments were that the day trips were:

- Enjoyable.

"It was exciting and important to see different sites."

"I found them very enjoyable. I especially liked that we had these outings about once a week—it felt like a refreshing break from the regular sessions, but still a meaningful and relevant part of the training."

"If the trip is to an archaeological site, such as Stonehenge or others, we learn about the history of these sites and, in addition to the information, we enjoy the beautiful nature."

"The museum visits outside the British Museum were some of the best parts of the program. They were well organised and going as a group made it more fun. It was very helpful to see how the different places work and how they set up their exhibitions."

- Useful for learning.

"All of the day trips were very inspiring and helped to understand museum and heritage sector from different perspectives."

"I really enjoyed the day trips outside the British Museum. It was beneficial to see how different institutions approach their work. Experiencing these various models and principles gave me a broader perspective beyond my home institute and the British Museum 's approaches."

"For me, day trips are the most beautiful days because they add new information to my knowledge about the intended place, whether it is a museum, an exhibition, or stores, as in the stores of the British Museum."

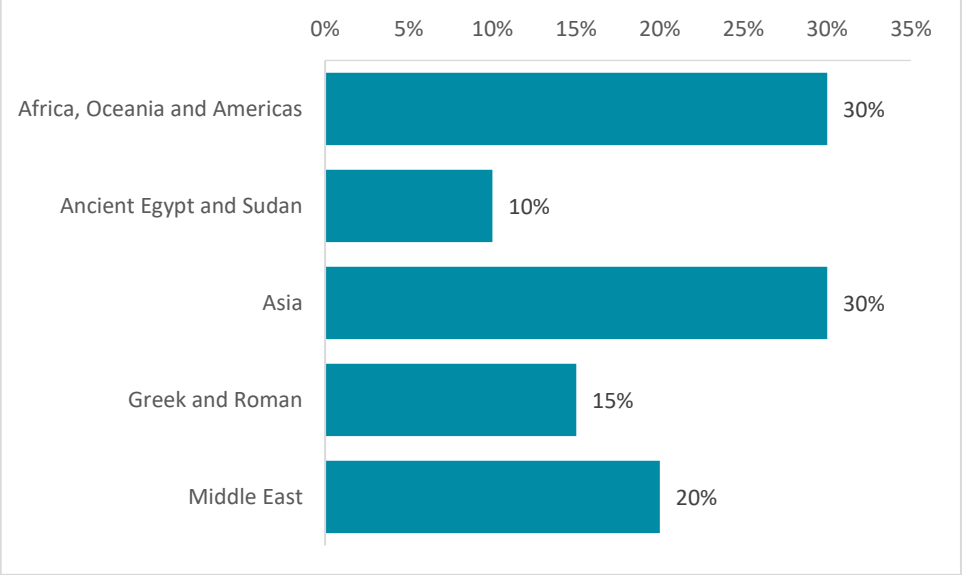
"These visits were not just ordinary tours; they included thorough explanations about each institution and how it operates, adding a practical dimension and deeper understanding of museum and heritage work. Moreover, communication with staff was facilitated even after the visits through emails whenever we had questions, which enhanced the learning experience."

One respondent wanted more detailed information during the visit, and one wanted less (so they could observe for themselves).

DEPARTMENTAL PROGRAMME

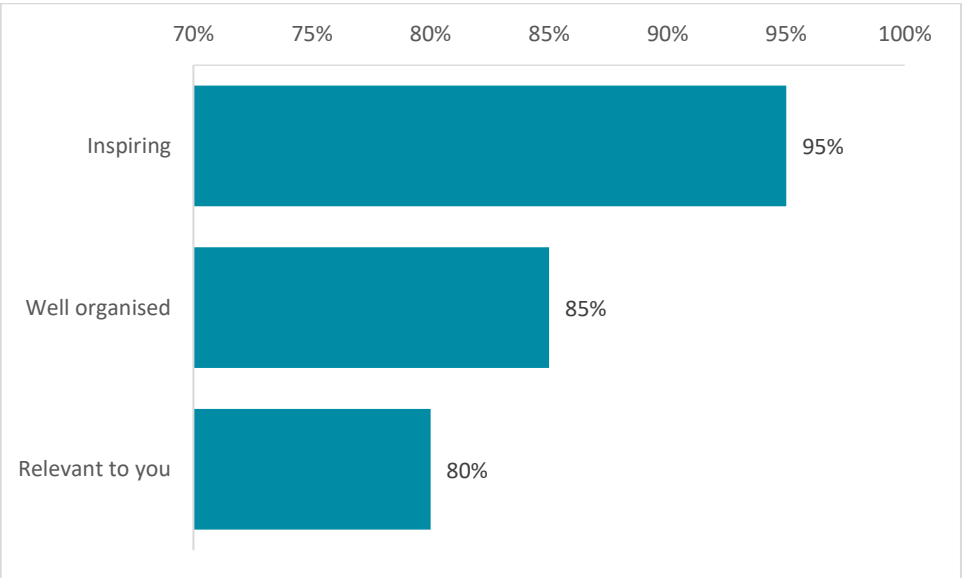
Fellows were placed in these departments.

FIGURE 5: HOSTING DEPARTMENT



The departmental programme was rated as inspiring, well organised and relevant.

FIGURE 6: WHAT DID YOU THINK ABOUT YOUR DEPARTMENTAL PROGRAMME? (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



Comments emphasised the:

- Organisation and care.

"The Departmental lead was amazing. I can't put into words how grateful I am to have had her as our host. She was personable, kind, and extremely knowledgeable."

"Organised, efficient and well delivered. Considering the current changes within the department, the Departmental lead was exceptional in hosting us and at times went over and beyond in organising last minute request. As I have a cultural approach to caring for

objects, I was worried that this would cause some issues, however, this was not the case, and it was more so embraced and encouraged. My time with the department was wonderful, I hope my presence brought inspiration to the team. Thank you all."

"I found the departmental programme to be well-structured, relevant, and thoughtfully designed. It reflected our professional backgrounds and offered a valuable balance between theoretical knowledge and practical application."

"Outstanding, by far the highlight of my ITP experience. The Department delivered a programme that was exceptionally coherent, generous, and rigorously curated. Sessions, behind-the-scenes access, and the study visits were all purposeful and flawlessly organised; the guided tours through partner institutions, galleries, stores, and labs, combined deep expertise with a truly welcoming, collegial spirit. I left every activity with concrete takeaways I can apply at home."

"The experience was both very valuable and enjoyable for me. The time spent with the BM team was educational, instructive, and fun. I am also very grateful for their warm, genuine, and helpful attitude."

- Learning.

"I gained a clearer understanding of how exhibition ideas are developed—from the initial concept through to planning, coordination between departments, content development, and final implementation. It was insightful to see how each step is handled professionally and collaboratively. In terms of documentation, I had the opportunity to explore the MI+ system in more depth, which is used for collection registration and documentation. I learned how it supports structured data entry, object tracking, and accessibility for research. It also highlighted the central role that documentation plays in museum operations. Overall, the programme was inspiring, engaging, and directly applicable to my current role. It offered fresh perspectives on best practices in both exhibition planning and collection management."

"Everything I wanted to see or learn in my department was organised. We were able to ask any questions. The time spent in my department was very useful."

- Mixed relevance.

"My experience with the Departmental programme was mixed—some sessions were very relevant and inspiring, while others felt less so. At times, it seemed that the speakers hadn't been fully briefed, which made the sessions less clear. For example, I understood the objective of some sessions — that we should learn about the principles behind managing highly specialised collections — but in practice, the sessions turned into simply standing in front of objects and listening to the details of them. That part was less useful to me, since I felt I could do that on my own. What I really hoped for was more structured input on the underlying approaches and methodologies.

"It is a bit of upsetting that we had to wait until the last moment – and not enough time - to see the collections from our countries."

"Although the department made every effort to hold useful sessions, I think compared to the other departments, we could have had more off-site visits."

"The curriculum is excellently organised, but it would have been nice if there were practical materials from my particular area. I thought the British Museum didn't have any pieces from my area but realised, later on, that it did."

The department session was excellent, as it provided us with introductions to many projects. However, I would like to know more about the how and why behind these projects. Additionally, for the many introductions regarding the collection, we believe it would be far better to conduct them in the storage room.

Fellows were asked about the strengths of the Departmental programme. Apart from the points provided for the previous question, comments had these themes:

- Relationship with British Museum staff.

"Getting to know the people of the department and spent time with them, share challenges and highlights of our work as museum professionals."

"The BM team was very knowledgeable and happy to share their experience."

"The staff were welcoming and open to discussions, which made it comfortable to ask questions and share ideas."

"The greatest strength of the programme was the opportunity to work with experts who are truly passionate about their field. Knowing that many members of the department have participated in archaeological excavations in my country at different times brought us together on many common grounds. I found our exchange of knowledge and interactions to be very productive and constructive. I believe these connections will also create opportunities for us to develop joint projects in the future."

- Discussion with other fellows.

"One of the real strengths of the Departmental programme was the opportunity it created for us to share our perspectives and experiences with one another. Having fellows from different regions of the area in the same group meant that our discussions were rich and diverse - we could see similarities and differences - and learn from how others approach their collections and practices."

"Excellent organisation and ability to create social bonds between trainees through from different cultures and civilisations."

"Participants from various countries share insights into their own cultures based on these artifacts, which made for an excellent cultural exchange."

- Relevance.

"The work done by the BM team is truly inspiring. During our time in the department, I was able to learn about the current programs but also to think about possible future collaborations with the British Museum."

"The team created excellent tailored programmes for the fellows combining workshops and visits to universities, museums, and the British Library, which allowed me to recognize and

evaluate the current work on conservation of Latin American heritage in the UK. In addition, it was a unique opportunity to learn about education practices in the UK regarding heritage and history."

"Above all, working with the BM was transformative. Its projects are not only inspiring; they are strategically important for shaping a genuinely decolonial, community-centred future for cultural initiatives in my country. The team's research models, partnerships, and ethics (shared stewardship, co-authorship with communities, equitable interpretation, and cross-border collaboration) offer a compelling roadmap that I am eager to learn from and adapt in my own institution."

"In short, the time spent with the BM team exceeded expectations on every front: excellent content, meaningful travel and guided visits, and an atmosphere of openness that turned learning into collaboration. I am deeply grateful, and I will carry these methods, contacts, and insights directly into my work."

"A clear message was that we as fellows were relevant for the objectives of the Department in general. We felt that we were working as peers in relevant projects, in our case the Object in focus was something that one could feel as a real action for the future."

- Customisation.

"From the very beginning, the Departmental lead did her best to set up meetings based on my interests. It was clear that they did their best to tailor our experience to us. They were fantastic hosts/guides."

"Delivering more specialised information and sessions in line with our work and interest."

- Learning.

"One of the strengths of the departmental programme was the opportunity to visit some of the department's galleries and to receive explanations about the display concepts in certain sections. Another strength was the theoretical engagement through discussions on innovative display methods and diverse topics. In addition, having the department's curator and our mentor, was a valuable aspect that greatly enriched the programme."

- Sensitivity.

"Open to indigenous knowledge."

We asked if there are any ways in which the departmental programme should be changed. Comments were:

- Nothing needs to change.

"The programme exceeded my expectations."

"The days spent with the Department were well balanced. I wouldn't advise of any changes."

- Split time between departments.

"I would be very interested in having the opportunity to spent time in other departments as well in order to explore aspects of their work relevant to my practice i.e. exhibition making and to see how they approach this."

- Increase the time in Departments.

"Overall, the programme was very good. However, I believe adding more departmental days would be beneficial. This would facilitate mutual knowledge exchange between the department staff and participants and allow participants to gain a better understanding of the department's daily operations and working environment, providing a deeper and more hands-on experience."

"I wish the time had been longer to relieve the pressure of information on us."

- Clarify the objectives for each session.

"Sometimes it felt a little unclear what the session was meant to achieve, which left fellows looking a bit blank and unsure how to engage."

- Customise the content even more.

"It could be helpful to plan the sessions so that the content is more relevant and tailored to the fellows attending. Some sessions felt less engaging because the topics didn't fully match everyone's background or area of interest. Aligning the sessions more closely with the participants' roles and experiences could make the programme even more effective and meaningful."

- Include more practical sessions.

"Perhaps include more opportunities to observe public tours or educational activities."

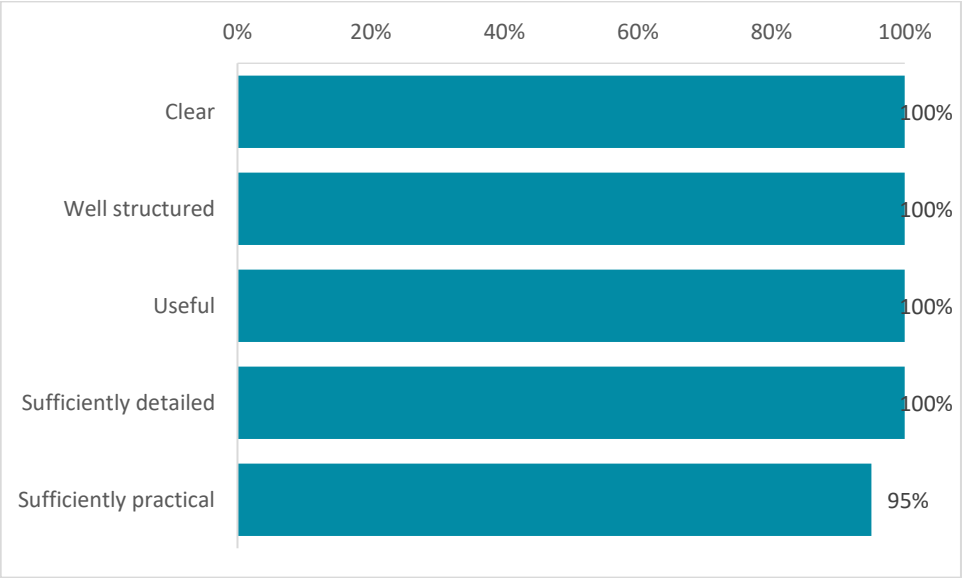
"It is possible to add more practical exercises that would allow us to consolidate the knowledge gained."

"From my perspective, I would have preferred more practical participation. At that time, there was a future plan for the development of some galleries. I would have appreciated the opportunity to be involved, even in a small way, in tasks such as drafting proposals for gallery development, contributing to the documentation and registration of objects, and other similar museum-related activities."

ITP COURSE BOOK

Fellows described the ITP course book as clear, well structured, sufficiently detailed, useful, and sufficiently practical. Comments emphasised the value of the ITP course book during the programme but also as a record to help record learning. A couple of fellows asked for an electronic copy of the book, and more information on the bios of the speakers and background on departments or a list of references.

FIGURE 7: WHAT DO YOU THINK OF THE ITP COURSE BOOK? (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



"I think the ITP course book is an excellent and well-structured guide. It gave me a clear understanding of the programme and helped me feel prepared and connected from the start. I appreciated how organised and informative it was, without being overwhelming. Overall, it made my experience smoother and more meaningful."

"The ITP course book was very handy as it served as a strong support tool, helping us to follow the sessions, understand key points, and consolidate what we learned. It was practical, relevant, and a good guide to complement the programme."

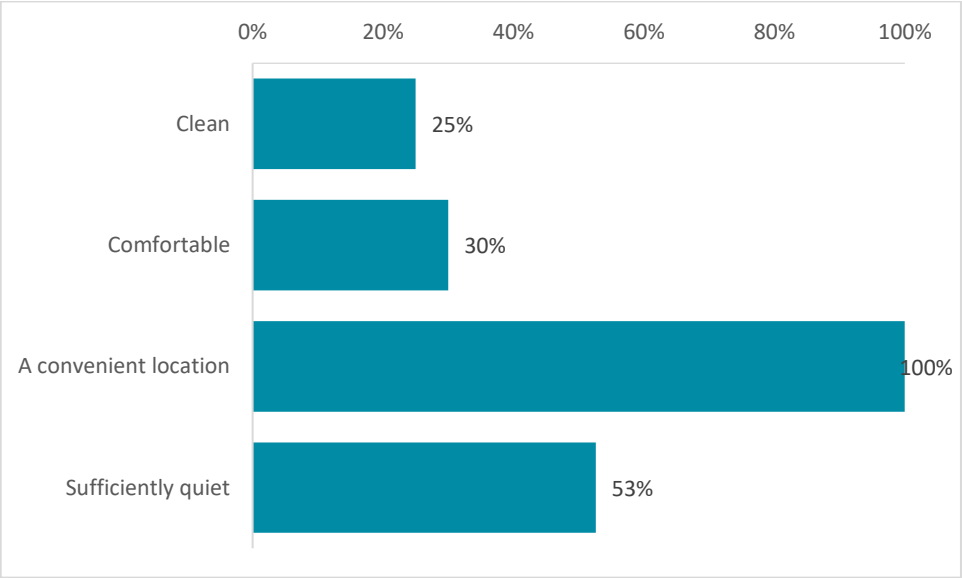
"One of the best things is the organisation of the course book, as it contains a detailed explanation of the programme, times, and activities. The book is considered the core of the ITP programme."

"The course book was a very good guide and reference during the programme. It helped me keep track of sessions and reflect on my learning."

ACCOMMODATION

Accommodation was rated as conveniently located and fairly quiet, but not particularly clean or comfortable. Comments were that: rooms were small, mattresses were uncomfortable, ventilation was poor, kitchens were poorly equipped, staff were unhelpful, lifts were broken, as were washing machines, and other occupants were noisy.

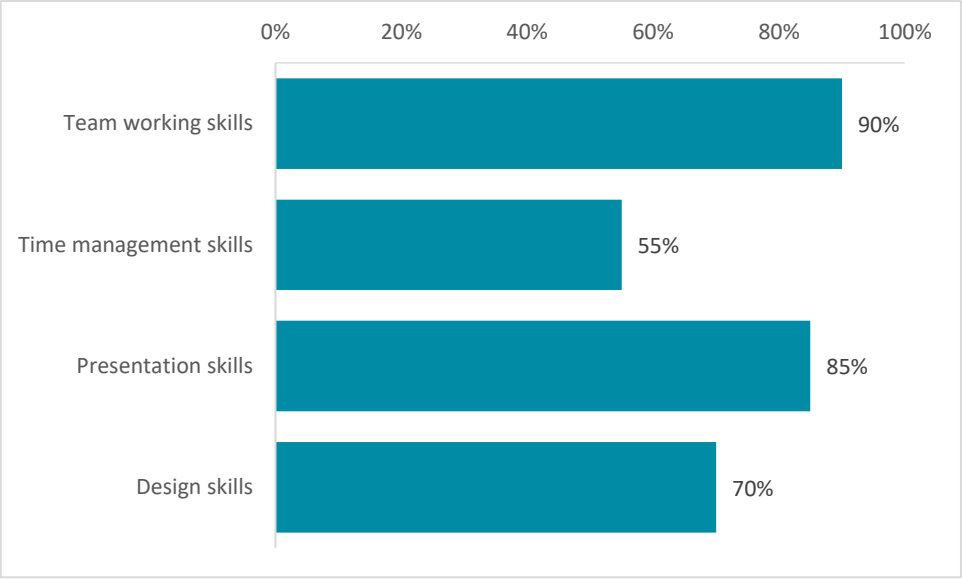
FIGURE 8: WHAT DID YOU THINK OF YOUR ACCOMMODATION? WAS IT: (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



OBJECT IN FOCUS PROJECT

All fellows said the *Object in focus* project developed their skills, especially their team working and presentation skills.

FIGURE 9: WHAT SKILLS DID YOU DEVELOP FROM THE OBJECT IN FOCUS TRAIL?



"One of the most important benefits of this project was the incredible opportunity it gave participants to showcase their skills in designing an exhibition at the British Museum. I think it was a great honour. In addition, we had a unique opportunity to receive guidance from specialists at one of the best museums in the world while designing an exhibition."

"The *Object in focus* project provided me with a valuable learning experience by allowing me to work with diverse disciplines from different countries. Through this project, I gained a

deeper understanding of the importance of teamwork and witnessed the power of bringing together different perspectives. Additionally, I discovered skills and qualities in myself both professionally and personally that I had not fully recognised before. This increased self-awareness has contributed to my personal development and raised my expectations for my professional career, enabling me to approach my future goals with greater clarity and purpose."

19 of the 20 fellows were happy with the quality of their *Object in focus* project. Comments emphasised the support from the ITP and the importance of teamwork.

"It was great to work with a group. We explored different ideas, did research together, and learned how to look at one object from many perspectives. Writing the label and introductory panel, and preparing the presentation, helped us think carefully about how to share information with the public in a clear and engaging ways."

"Our team worked very well together. We divided responsibilities without stepping on each other's toes yet supported one another to make the project as perfect as possible in everyone's eyes. It was a great example of teamwork. I received helpful advice from my teammates, which gave me new perspectives on writing panels, and was very valuable."

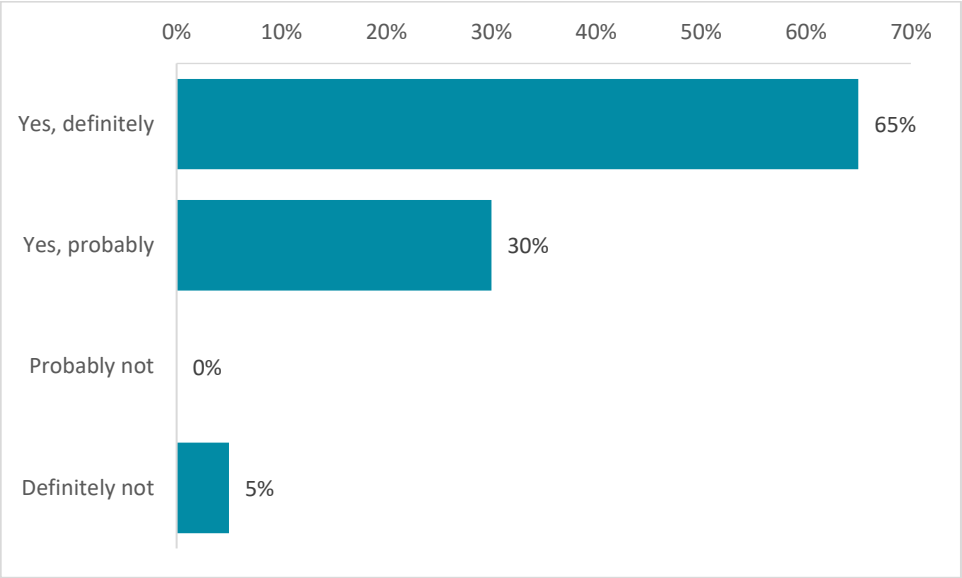
"I put a lot of ideas to work as a team of four people, and we were surprised to find that there were two people who did not do anything that was agreed upon. It was uncomfortable for me and another person, which affected the result and the required quality."

"The ITP team was incredibly supportive throughout the process. They gave us the space to make our own decisions while also providing guidance whenever we needed it. They responded to our requests promptly and provided us with all the materials, tools, and printing support required to bring our ideas to life. Their collaboration played a big role in the success of the final display."

"I was very satisfied with the project because my partner and I were able to apply the ideas we had envisioned, as well as some of the methods we had been trained on during the programme. What increased my satisfaction even more were the visitors' comments, as they expressed their appreciation and highlighted the success of our project."

"I had a very positive and productive collaboration with my team members during the project. Each of us brought different skills and experiences to the table: creative and fun ideas, a logical approach, and my own practical and imaginative contributions came together to produce a well-structured, balanced, and successful presentation."

FIGURE 10: WERE YOU HAPPY WITH THE QUALITY OF YOUR OBJECT IN FOCUS PROJECT?



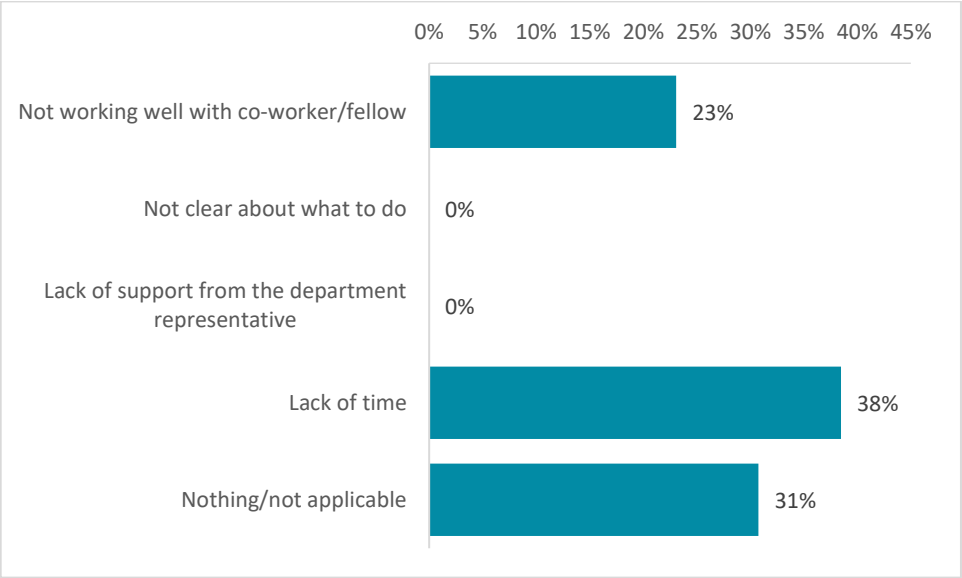
Three fellows referenced challenges in the process: lack of time and difficulty with people in their groups.

"I think I did my best during the project. At first, it was a bit challenging to work in a short time and adapt to a new team and environment. But thanks to good teamwork, we managed everything well and completed the project successfully."

"It would have been good to know about what all materials we can ask for and if there are any budget constraints. I was not aware that we could ask for stands and other things which on the presentation day I found out that we could ask for."

"I am very satisfied with the final outcome and quality of our project, but the process was not very pleasant.

FIGURE 11: DID ANYTHING STOP YOU GIVING YOUR BEST IN THE OBJECT IN FOCUS PROJECT?

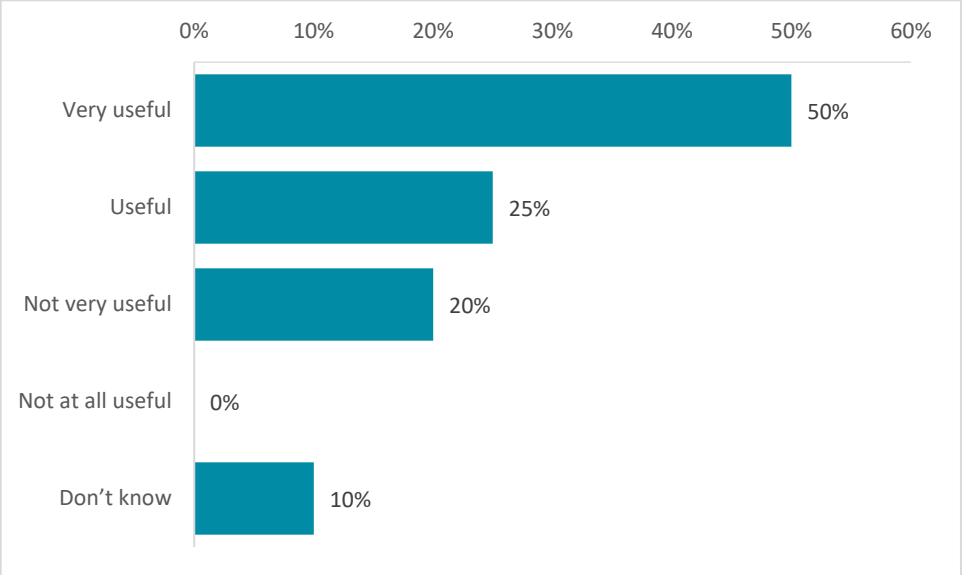


Fellows were asked what advice they would give other fellows on designing their *Object in focus* projects. Answers had these themes:

- Plan well with clear timelines.
- Enjoy the process rather than being stressed.
- Ensure clear communication within the group.
- Be open to different perspectives.
- Focus. Don't over-extend yourself. Pick a few things you can do well. Don't think of *Object in focus* as a reflection of all your time at ITP.
- Think about the audience. Don't just describe the object, also engage visitors in the exhibition. Ideas can be presented in draft rather than as the final form.
- Ensure each group member takes equal responsibility. Divide tasks fairly, support each other and be open to feedback.
- Balance creativity and practicality.
- Evaluate the efforts and challenges of each member after the project.
- Think about the design of cases and lighting, not just about the presentation.
- Document the final outcome.

75% of fellows said the Senior Fellow role was useful. A couple of fellows didn't interact with her.

FIGURE 12: WHAT DO YOU THINK OF THE SENIOR FELLOW ROLE?



"The Senior Fellow role is important because they help and guide new fellows. They share their experience. It is a good chance to practice leadership and support others."

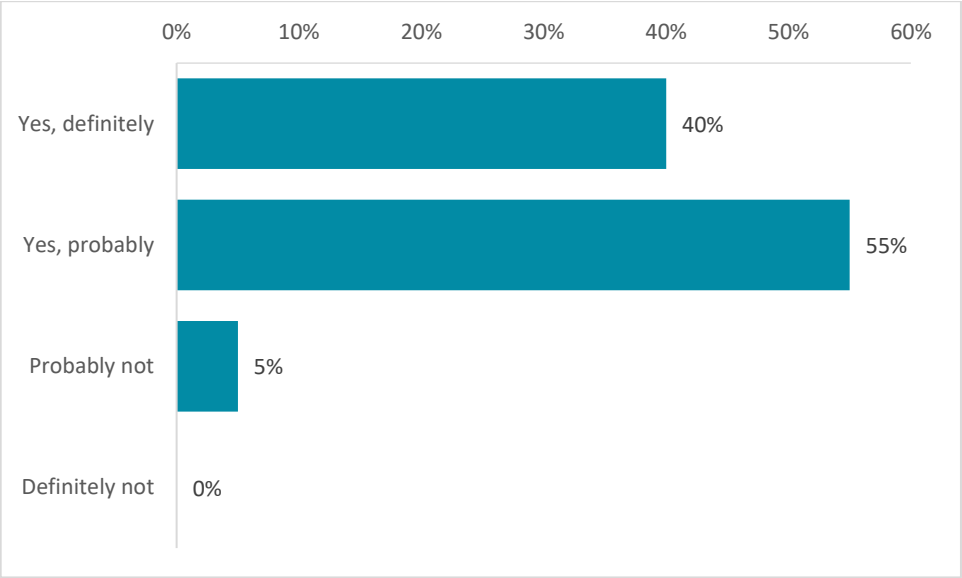
"The Senior Fellow provided guidance, support, and helped connect the group. It was valuable to have someone who had experienced the programme before. The Future of Museums session led by Chantal was excellent—engaging, well-facilitated, and practical."

"The role was very friendly and supportive in an inspiring way. Chantel carried out her role strongly and effectively, and her presence was influential and motivating. She gave me the confidence to think about and aspire to take on this role myself in the coming years."

OVERALL VIEWS

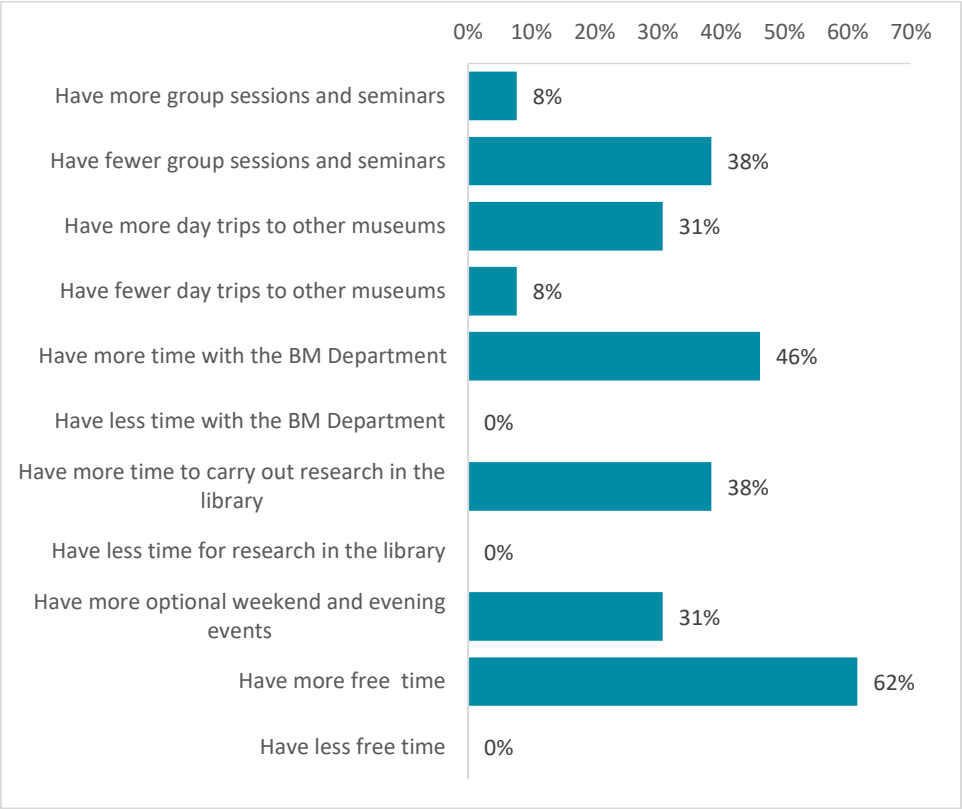
19 of the 20 fellows said the overall balance of the programme was right.

FIGURE 13: WE TRY AND MEET THE NEEDS OF INDIVIDUAL PARTICIPANTS AS FAR AS IS PRACTICAL ON A GROUP PROGRAMME. WAS THE OVERALL BALANCE BETWEEN THE DIFFERENT ELEMENTS OF THE PROGRAMME RIGHT?



13 fellows commented on possible changes in the programme. The most popular changes were to have more free time (to reflect on and discuss the learning, perhaps in small groups), more time with the British Museum department, fewer group sessions/seminars and more time in the library.

FIGURE 14: IF NOT, HOW WOULD YOU CHANGE THE BALANCE BETWEEN THE ELEMENTS?

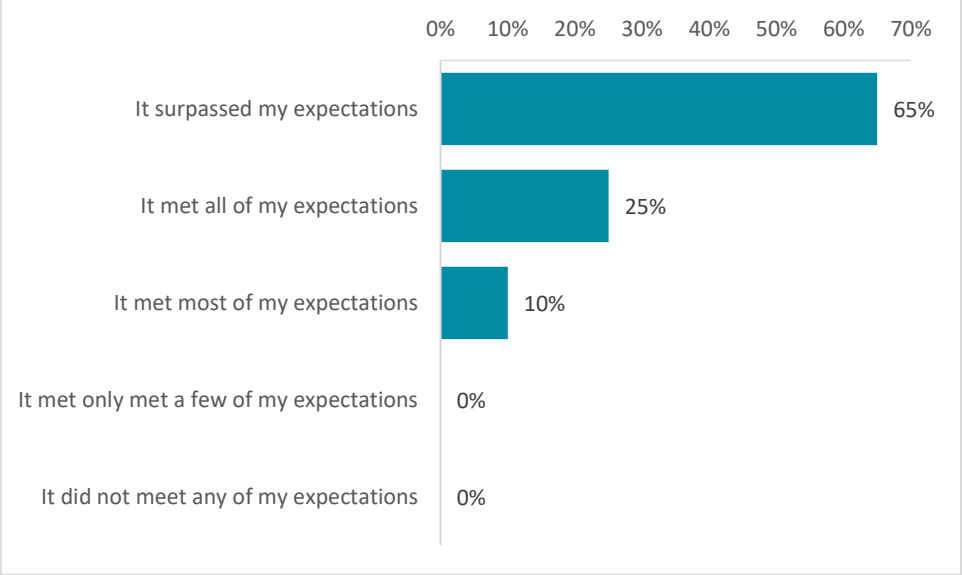


"The programme was very well designed, and it was great that participants were involved according to their individual areas of interest. Bringing participants together in different groups for various projects helped foster strong connections and effective communication. However, I believe creating smaller groups based on specific interests could provide a more professional and focused working environment."

"Overall, the project was very packed. If we could have more free time, we would be able to arrange more targeted activities and sessions based on our own interests."

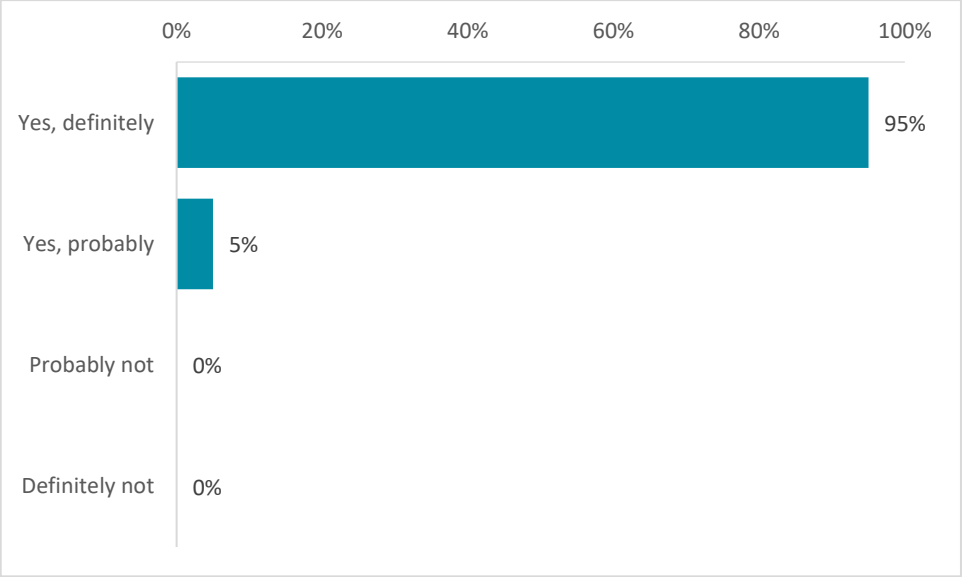
90% of fellows said the UK programme surpassed or met all their expectations.

FIGURE 15: OVERALL DID THE UK PROGRAMME MEET YOUR EXPECTATIONS?



All fellows said they felt that the British Museum genuinely cared about them and their wellbeing.

FIGURE 16: DID YOU FEEL THAT THE BM GENUINELY CARED ABOUT YOU AND YOUR WELLBEING?



"It was very inspiring to see the perfect balance of the ITP team between being professional and personal. The ITP team not only took care of the professional and academic concerns but also showed great sensitivity towards other concerns."

"The ITP team was wonderful—extremely thoughtful, caring, and responsive; always ready to support our learning, practical arrangements, and even personal matters. From the first day at Schafer House, I could feel the warmth and care they extended to us. Our British Museum colleagues were the same. Despite their busy schedules, they always made time to

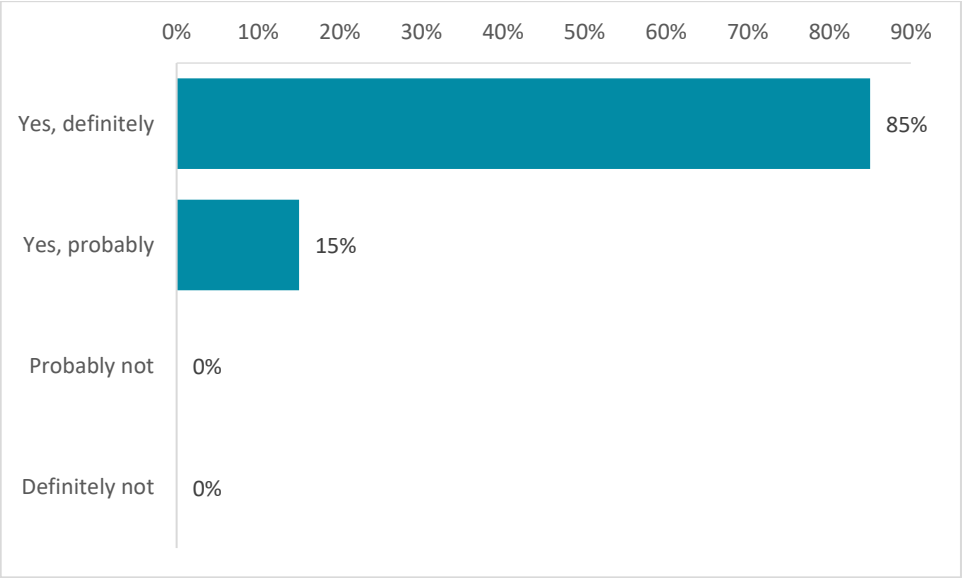
share and answer our questions—sometimes even continuing the conversation over lunch in the Museum canteen."

"When I feel safe in ITP, as if I am with my family and receive care and attention from them, these feelings do not come in vain, but rather they are real, and I have felt it."

"During the organisation of activities for this ITP program, there are numerous small details that have touched me and other participants deeply. I have also learned a great deal from the experience. I believe I will bring back these thoughtful and careful approaches—and all the efforts made by the organising team — to my museum. I will also apply them to our own projects to make them even better."

All fellows said they feel that they have a relationship with the British Museum.

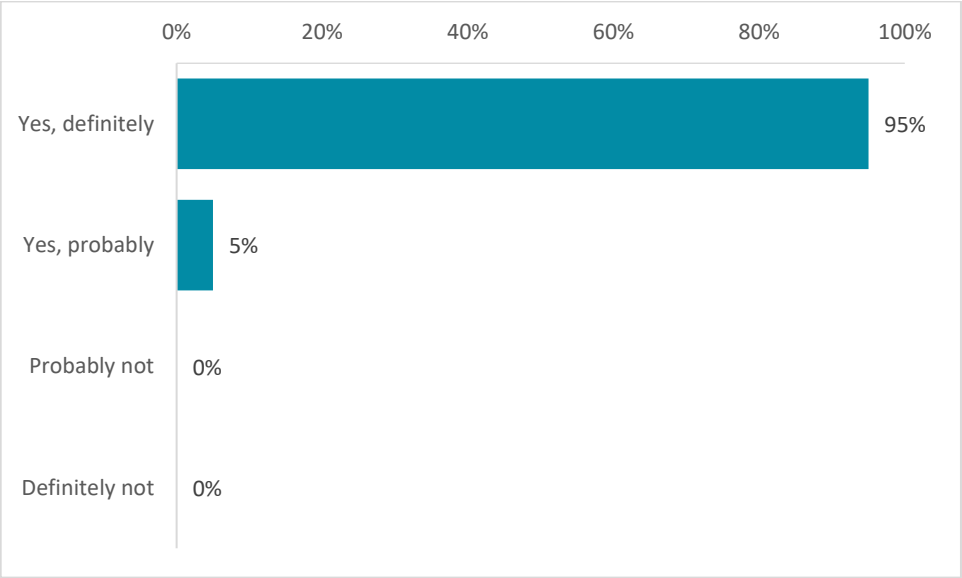
FIGURE 17: DO YOU FEEL THAT YOU HAVE A RELATIONSHIP WITH THE BRITISH MUSEUM?



"Being part of this family gives a truly proud sense of belonging. Beyond all my previous professional experiences, I have gained an interdisciplinary and professional perspective from different angles. Maintaining this relationship constructively and continuously, staying in communication, and having the opportunity to be involved in future projects has become an exciting expectation for me."

All fellows said it was useful to have curators from other countries on the ITP.

FIGURE 18: WAS IT USEFUL FOR YOU TO HAVE CURATORS FROM OTHER COUNTRIES ON THE BM ITP PROGRAMME?



"The ITP was a unique opportunity to learn about differences and similarities on heritage protection in different parts of the Global South. It was also an opportunity to learn culture and languages from other latitudes, which is key in understanding current acts on heritage conservation in different countries."

"It was a privilege to be with such diverse nationalities and communities: to learn about their social structures, governance systems, policies and critical histories; along with their unique personal perspectives of the world issues."

"Having colleagues from other countries on the ITP allowed us to exchange knowledge, compare museum practices, and understand different cultural approaches to heritage management. These international perspectives helped me reflect on my own institution's methods and inspired new ideas for improvement. The diversity of experiences enriched discussions and encouraged collaboration beyond borders, which is essential in the global museum field."

"This was one of the greatest benefits of participating in ITP."

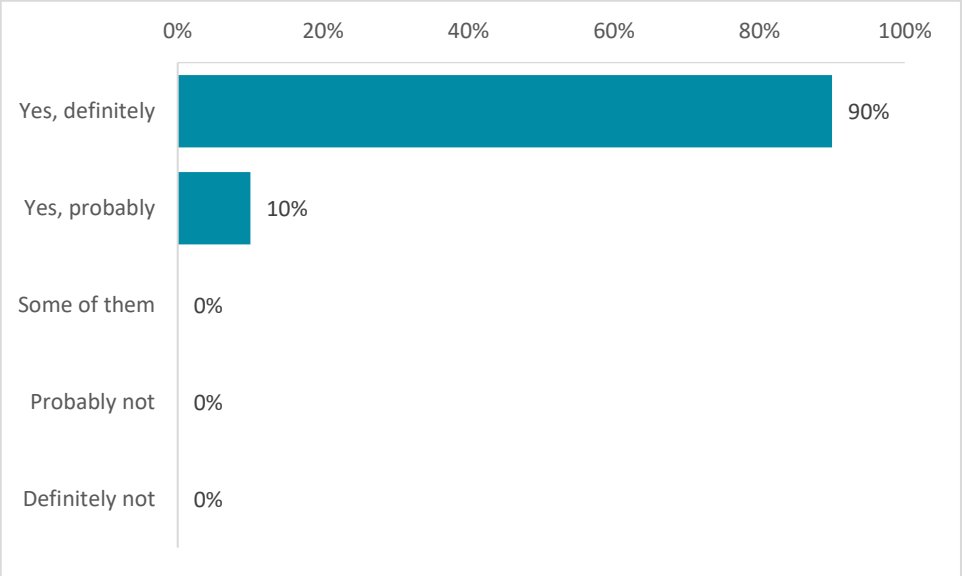
"It provides new perspectives and creates great conversation where there may be tension."

"I prefer having colleagues from other countries in the ITP programme because we share knowledge, experience, and emotions. I've learned about different cultures, which has broadened my knowledge and skills. I've made true friends and brothers in other countries, and we'll work together as a network for humanity and the world."

"The international cohort was the highlight of the programme. Meeting colleagues from different cultures broadened perspectives, but just as important was discovering how many of our challenges are shared and exchanging practical solutions. The most valuable outcome is the global network we now have, trusted peers around the world whom I can contact for advice, resources, and collaboration on issues back home."

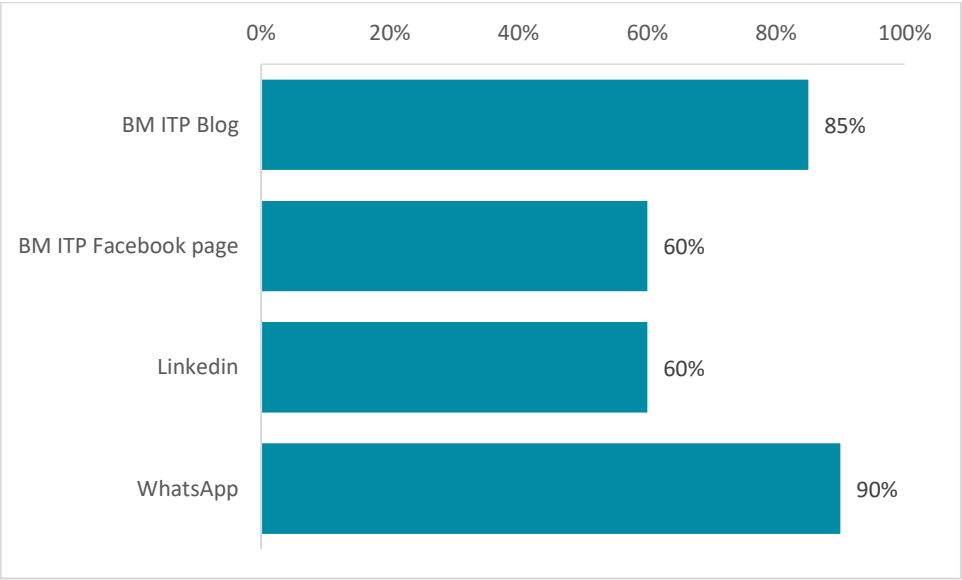
All fellows plan to keep in contact with other participants.

FIGURE 19: DO YOU PLAN TO KEEP IN CONTACT WITH OTHER PARTICIPANTS?



Fellows supported the use of different platforms as each has a different structure and role.

FIGURE 20: WHAT SHOULD THE BM DO TO HELP YOU STAY IN CONTACT WITH YOUR ITP COLLEAGUES AND DIALOGUE WITH PREVIOUS YEARS' PARTICIPANTS? WHICH OF THESE WOULD YOU USE?



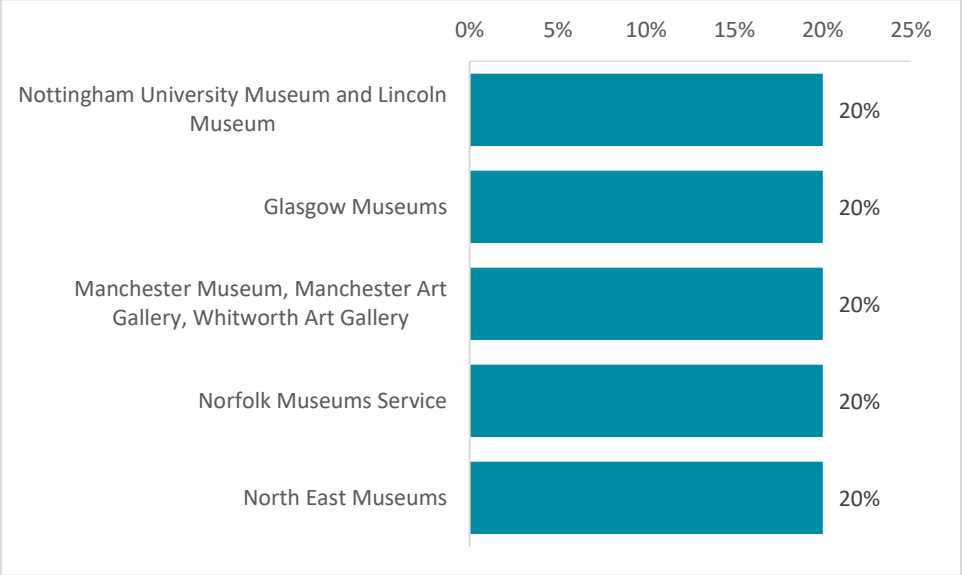
"I believe using multiple platforms together would be the most effective way to stay in touch with ITP colleagues and previous years' participants. The British Museum ITP Blog is useful for in-depth updates and articles. LinkedIn works well for building a professional network and sharing developments. WhatsApp is great for quick and friendly communication within smaller groups. In addition, Instagram could also be a powerful option to strengthen connections, as it is widely used and very popular."

SURVEY OF FELLOWS AFTER THE PARTNER PLACEMENT

INTRODUCTION

All 20 fellows responded to the survey. The partner museums are as in this chart.

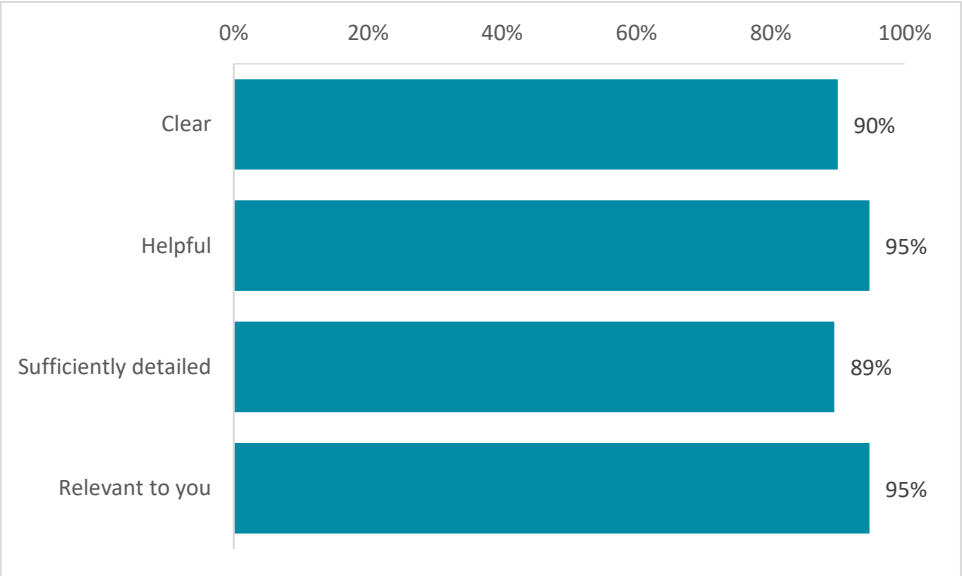
FIGURE 21: WHICH UK PARTNER MUSEUM DID YOU GO TO?



PREPARATION

The advance information was judged to be helpful, relevant, clear and sufficiently detailed.

FIGURE 22: WHAT DID YOU THINK OF THE INFORMATION YOU WERE GIVEN ABOUT YOUR UK PARTNER MUSEUM PLACEMENT? (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



Comments were:

- Information provided was useful.

"The information I received before the placement was very clear, well-structured, and easy to follow. It gave me a good overview of the partner museums, the objectives of my placement, and the activities I would be involved in. This helped me feel confident and well-prepared before starting."

"The information was clear and helpful and help me to get skills and trying to apply when I get back to my work

"The information from the ITP was very good. But since the partner museums covers several museums, reading from the information alone wasn't as clear as visiting in person."

"It was clear, and all the information was useful."

- Museums' websites were useful.

"I only received the email with the links to the websites of the museums. I wasn't able to attend the online session."

"Having accessed in advance the official websites of the relevant UK partners through the provided information, I have gained a preliminary understanding of these museums, as well as a basic understanding and plan for the upcoming course sessions."

"Not much detailed information was shared in advance. However, the website of the museums was shared which gave a general overview of the museums' functioning and collection and the city."

One fellow suggested the information should be sent out earlier.

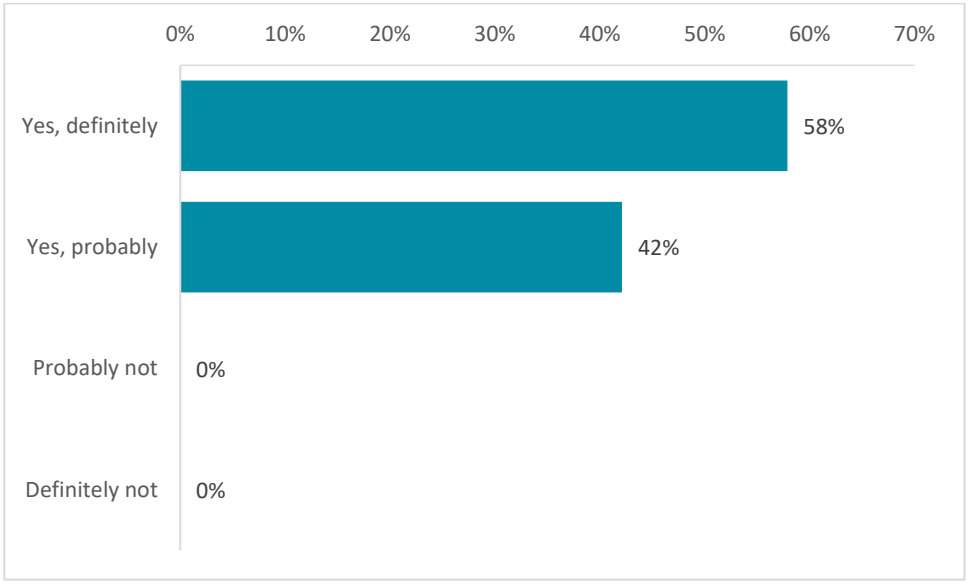
"With all the information coming to us a few weeks before travel, it was a little overwhelming to go through it all. But it would be nice if a small document with all the things happening in the partner museums can be shared in the future. Then, during the call, the participants can discuss if they would like to see certain exhibitions or talk to certain curators/staff based on their interests. This will help the participants make an informed decision of what they would like to do for sure and what can be missed."

One fellow asked for more biographical information on presenters.

"It would be great if the speakers' and session coordinators' bios/ work experiences are also shared with the fellows allowing them to know the speaker and topic in advance."

All the fellows said they were given all the information they needed.

FIGURE 23: DID THE INTRODUCTORY INFORMATION TELL YOU EVERYTHING YOU NEEDED TO KNOW?

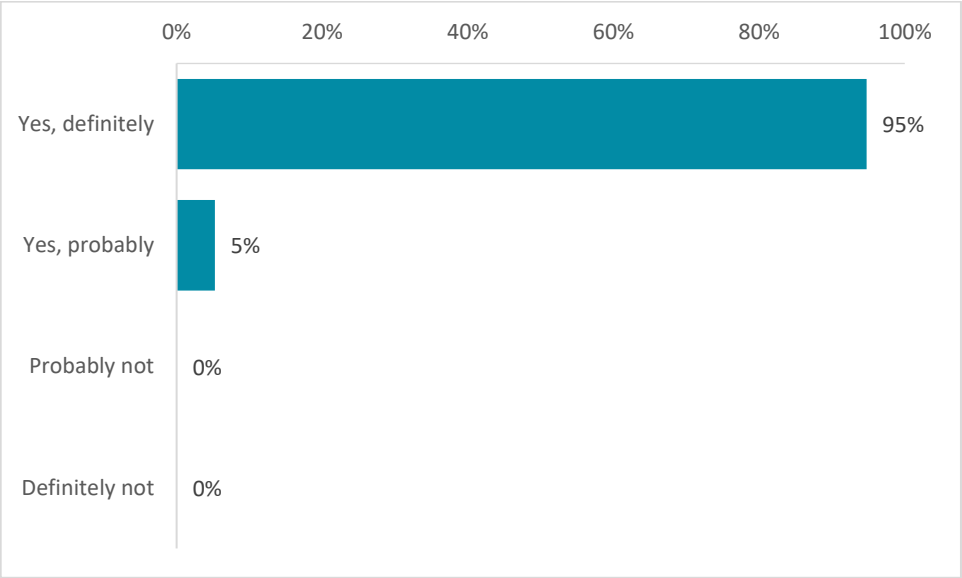


"I found the information provided about my UK Partner Museum placement to be very clear, detailed, and helpful. Before arriving, I had access to the full schedule, which gave me a strong sense of what to expect throughout the visit. What I appreciated most was how well-organised everything was—each activity had a set time, a clear objective, and a specific person responsible for leading it. Even though the schedule was quite packed, it never felt chaotic. The structure allowed us to get the most out of each part of the experience without feeling overwhelmed. The level of planning and coordination reflected the professionalism of the team, and it made the visit both enjoyable and meaningful. Overall, the information I received beforehand truly helped me feel prepared and allowed me to fully engage with the experience."

"The introductory information included everything I needed — from the complete daily programme, Coursebook 2025 and contact details to practical information about the working environment. I arrived with a clear idea of what to expect."

All respondents were happy with the choice of their UK partner museum. Comments emphasised the relevance of the museum to participants' interests.

FIGURE 24: WERE YOU HAPPY WITH THE UK PARTNER MUSEUM WE ALLOCATED TO YOU?



All comments were positive, with these themes:

- The choice aligned with the fellow's interests.

"It was a surprise to see how my interests were in line to what I visited."

"To be honest, I was not certain what I was doing with the partner museum but once I arrived it all made sense, and it was an amazing experience. "

"Prior to ITP, I was interested in a course offered by my partner museum and all information provided helped solidify my decision in having my placement completed there."

"The partner museum offered a rich and meaningful experience that aligned with my interests, particularly in collection management and museum operations. I was especially impressed by how the museum and galleries handles their diverse collections, the documentation processes, and the care taken in preserving and displaying objects. The team was professional, welcoming, and always ready to answer questions, which made the visit both insightful and enjoyable. The experience exceeded my expectations and gave me valuable knowledge I can apply in my future work."

- Partner museums provided practical insights because of their location and scale.

"It was a place that showed me possibilities of community engagement from other perspectives more related to restraints in budget."

"The area has a long, rich history of textiles, which matched my field of interest. I also learned a lot about working with local communities in various fields, in ways that you can't easily find in big city museums. It gave me so many resources to reflect."

"I was very happy to be placed at my partner museum because it matched my professional interests in museum education, community engagement, and interpretation. The variety of sites and collections gave me valuable exposure to different approaches.

"The museum I work at is a provincial museum, so it was important for me to see how modern museums of my level work."

"We had an interesting and useful time. Despite the small size of these cities, they have a distinctive character and great expertise in various fields of preservation, protection, and promotion."

"I wanted to see how smaller museums and museums that are connected by a central body work and the placement gave me a good understanding of this."

"From the UK partners, I learned about the representative public programs of various museums that collaborate closely with the community. These programmes are highly forward-looking and have given me a lot of inspiration."

- The visit reflected their preferences.

"The placement increased my passion for industrial archaeology. Our time in local museums and visiting archaeological roman sites was definitely one of the best experiences during the ITP programme. In addition, we had the chance to experience the popular culture of northern England. This is a lifetime experience for archaeologists."

"The teams of both museums warmly welcomed us and did their best to accommodate us and to provide an interesting and engaging programme."

"I loved the experience, not only because the staff are sweet, amazing people, but also because the inspiration and learning I had about museum engagement with communities was extremely important for me in my work back home."

"The placement was a stepping stone in fostering relationships in my career aspirations. I was able to connect with the university as a potential future pathway."

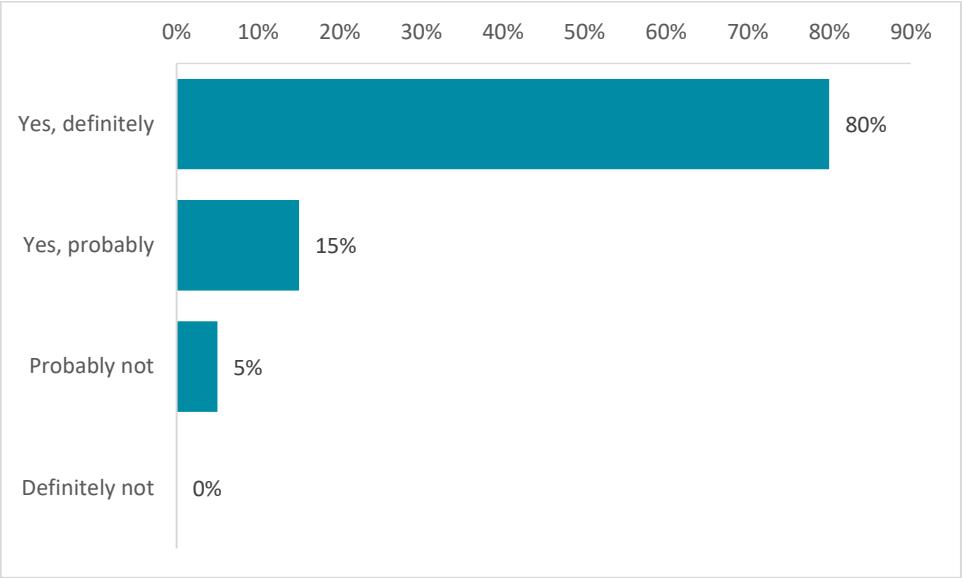
- The fellow valued learning beyond their core interest.

"Although the placement was not directly related to my area of my present work, some of the sessions were extremely significant for me. They gave me an opportunity to learn things beyond my immediate concern."

All except one fellow said it was clear why this museum had been selected for them. They commented that the partner museum was not entirely relevant as its work revolves around permanent collections, whereas the fellow is more interested in temporary exhibitions .Comments were that the choice was clear once they were there, that they had specifically requested this partner museum, that the museum's area of expertise matched their interests, or that any good museum of this scale would have been interesting.

"To be honest, if I may share, before visiting, while I had some basic knowledge of these museums, it wasn't entirely clear to me why this location was selected. After exploring the official websites, though, I've gained a deeper understanding of the reasoning. Perhaps going forward, ITP might consider sharing directly with participants the rationale behind such selections—though I should add that things are already quite wonderful as they are."

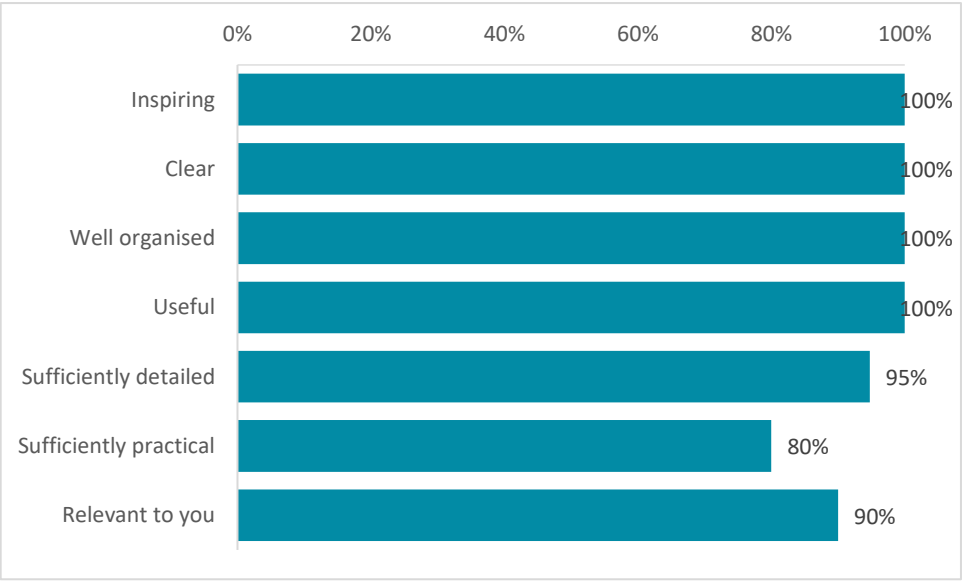
FIGURE 25: WAS IT CLEAR TO YOU WHY THIS MUSEUM HAD BEEN SELECTED FOR YOU?



PROGRAMME

Fellows judged the partnership programme to be inspiring, clear, well-organised, useful, sufficiently detailed, and mainly sufficiently practical and relevant.

FIGURE 26: WHAT DID YOU THINK OF THE TRAINING PROGRAMME AT THE UK PARTNER MUSEUM? (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



Comments were:

- The placement was well organised.

"I would describe the training programme as well-structured, enriching, and highly engaging. Each day was thoughtfully planned, with a clear schedule and a wide range of sessions that covered key areas such as collections management, exhibition planning, and educational

programming. I particularly appreciated how the training combined theory with hands-on experiences, allowing us to engage directly with museum professionals and learn from their expertise. The team was incredibly welcoming and generous in sharing their knowledge. Although the schedule was quite full, it was balanced in a way that made the experience both productive and enjoyable. I left the programme with a deeper understanding of museum work and new ideas that I can apply in my own professional context."

"Each session had clear objectives and was led by knowledgeable staff. The mix of presentations, site visits, and hands-on activities made the learning experience both engaging and relevant."

"During the placement, we had the opportunity to visit many museums and archaeological sites in a very well-organised and structured program, accompanied by experts in their fields. I found the experience extremely beneficial and valuable for me."

- The learning was valuable.

"The training was well organised and really beneficial. I found it really enriching to know that the museum spaces here are actively engaging with community. This was a prominent message across all spaces and groups we associated with during our time here."

"As local museums, the UK partner museums have more flexible organizational structures, and their teams collaborate extremely closely. Everyone has a clear understanding of each other's work and responsibilities, which makes their coordination highly effective. It has been a great pleasure to be here with other ITP members. Here, I not only had ample interactions with various teams from the UK partners and learned about many valuable and meaningful projects, but also, inspired by our UK partners, discussed numerous worthwhile topics and shared ideas with fellow ITP members. This trip has truly been incredibly worthwhile."

"Going to the placement museum was a great experience, as I could learn something in a different context from the British Museum. It gave me a chance to see how other museums on various scales work."

- The placement was intense.

"This visit was beneficial enough. However, we were extremely tired due to the sheer volume and richness of information provided in such a short time, as per the programme."

We asked about the most useful part of the programme. Answers were:

- All.
- Visits to other museums, archives and sites.

"My experience was truly impressive. Each day we visited different museums, and many times it wasn't only about the museums but also about walking through the towns. This helped me understand the character of each place and community and see how museums and communities are deeply connected."

"The most useful parts of the UK Partner Museum programme were the guided visits to museums and archaeological sites led by experts in the field. I especially appreciated the

opportunity to learn about urban archaeological areas, which are closely related to my area of expertise. The well-structured schedule, combined with the chance to engage directly with museum professionals, provided valuable insights into both collections and curatorial practices."

- Sessions on community engagement including the connection to wellbeing.

"The sessions where we held discussions and the opportunity to visit some spaces where one could see the result of several years of co-creation alongside visitors and communities."

"It was inspiring to see how these museums engage with communities and volunteers in a genuinely meaningful way, rather than through tokenistic practices. The presence of people and communities was never absent from their work."

"The way the museums engage with their communities and audiences was truly inspiring."

- Sessions on exhibitions.

"The two very different exhibition walkthroughs led by the curators were delightful, showing how the museum approaches themes that vary by time, space, form, and artist. Spending time with the curators, collection managers, and conservators to learn about displays and storage was a personal highlight."

"Visiting multiple sites to see how interpretation and education are adapted to different audiences."

- Museum management/talking to staff.

"It was insightful to understand its functioning within the university and how that framework shapes much of their work in research, exhibitions, and programming."

"The lunch and tea gathering with the staff gave us a chance to pause and reflect on everything we had seen in the UK so far, while also providing a platform to exchange opinions and share future ideas."

"Hearing directly from the director about the museum's vision and plans added valuable perspectives to the work underway. Conversations with different curators also deepened our understanding of how the museum has historically viewed its collections and how they aim to reshape those narratives going forward."

"A heartfelt thanks to our three hosts, who were incredibly warm and supportive. It was evident how deeply they care for the ITP and the fellows. Their thoughtful planning ensured that each session flowed seamlessly into the next. They went above and beyond to make us feel comfortable, and at no point did it feel like a one-way, top-down conversation in any of these spaces."

We asked about the least useful part of the programme. Answers were:

- It was all useful: either directly, indirectly or personally rather than professionally (10 fellows).

- Health and safety
- Conservation.
- Documentation.
- Some visits e.g. art gallery.

We asked if there is any way the UK partner museum should change its programme for next year. Answers had these themes:

- No change is needed.

"I believe that they have a perfect programme."

"I think both museums did a great job in putting together a very interesting and engaging programme. I really enjoyed the time we had exploring the urban heritage and cultural sites outside the museums too and the diverse group of people we got to meet and interact with."

- Give more local context.

"I think that although the main focus and purpose of this training programme is museums, it would be valuable to dedicate one day to a setting outside the museum context. I believe including a day to learn about the city's social and cultural activities could be very beneficial for the participants."

"I think it would be helpful to have a larger overview of the museums included in the partner group at the beginning, all of the museums it includes, and what each museum collection focuses on/represents."

"I would love to have more opportunities to get to know the place itself, as we spent most of the time there."

Also, since we visited many different places, sometimes I felt we didn't have quite enough time in the museums I was most interested in.

- Provide detailed information earlier.

"Share portfolios of the speakers in advance. Share detailed schedule in advance so that one can familiarise oneself with the discussion topics."

"If we can know about the plans before we go there it will be very useful to be adjust and ready."

- Have more practical sessions.

"The training was excellent overall, but we needed to participate in applying some skills in a practical way, not just through a visit to the laboratory. for example, participating in preparing some pieces for display."

"I understand that more in-depth knowledge would require more time, which was not possible within the programme. But I would like to have the opportunity to gain more knowledge, to work for some time directly."

"Allow some practical aspects to the programme in terms of collection and seeing some building projects and museum professionals in action."

- Increase the time.

"I hope next year's placement is longer because there is a lot of information to take in."

"Include fellows in a staff meeting."

"I benefited a lot from the tea/lunch session where all staff members of the museum came together, and we discussed so many things that were not part of the larger agenda or big enough to be converted into a full session. If this could be done on the first day of each partner museum, or possibly on both days, it would be amazing."

"Maybe you just need to extend your stay and get the opportunity for practical classes."

"Not enough time to train in those important places."

- Include more bespoke sessions.

"It might be helpful to offer more specialised sessions based on participants' areas of interest or expertise. For example, having optional parallel sessions or smaller group discussions focused on specific fields — such as urban archaeology, exhibition methods— could make the programme even more engaging and relevant for everyone."

- Clarify the learning.

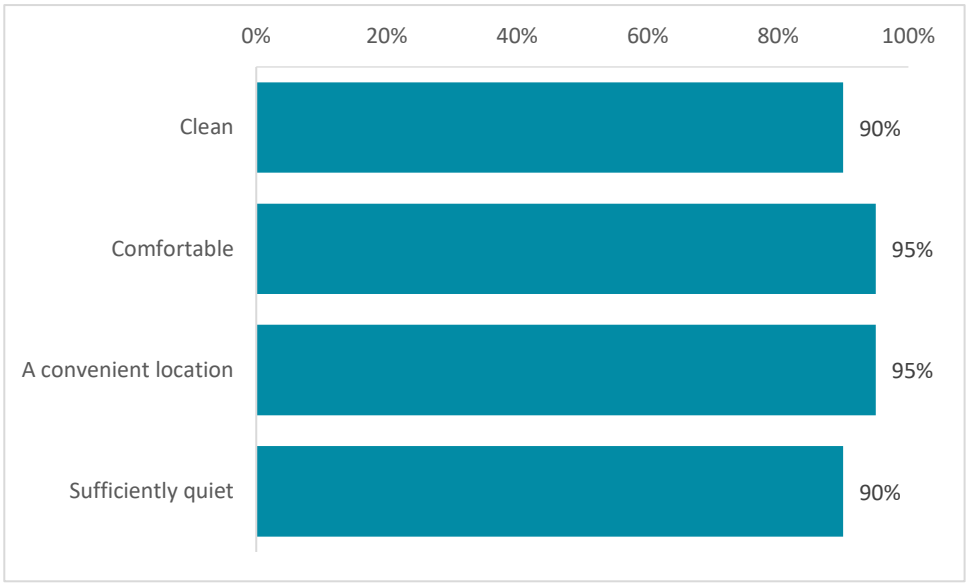
"I will prefer ideas behind. For example, In Health and Safety tour session, the responsible manager showed us around the security and service facilities. These are actually quite similar across museums. I would be more interested in the accessibility of such designs, their unique elements, the thinking behind them, and operational issues, among other things."

Fellows were generally satisfied with their accommodation.

"The accommodation felt professional and was at a convenient distance from the place of work."

"I was very satisfied with the accommodation provided during the programme. The room was spacious, clean, and comfortable, with everything I needed for a pleasant stay. The location was also convenient, allowing easy access to the museum and nearby facilities. I appreciated the quiet environment, which made it easy to rest after a full day of activities. Overall, the accommodation contributed positively to my experience and helped me feel at ease throughout the programme."

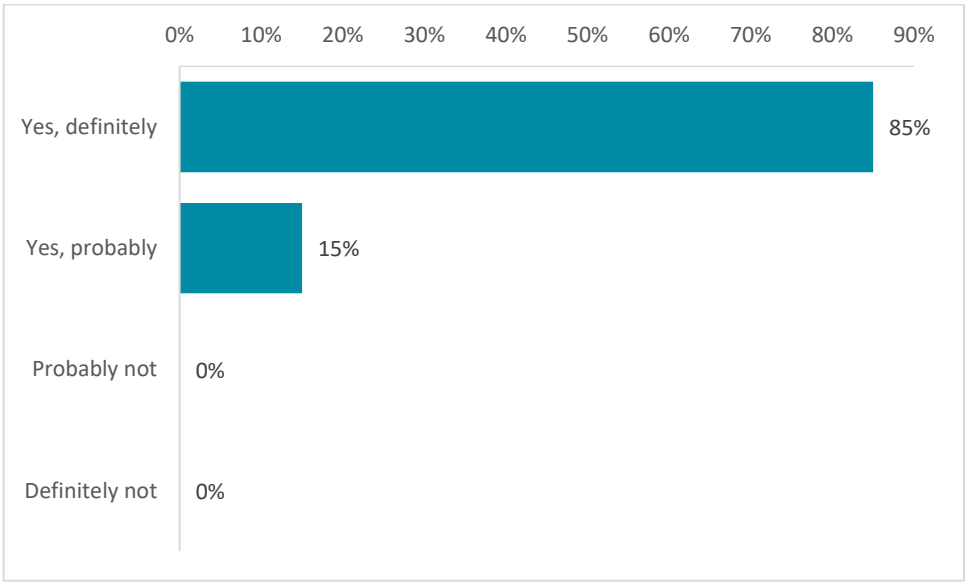
FIGURE 27: WHAT DID YOU THINK OF YOUR ACCOMMODATION? WAS IT: (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



OVERALL VIEWS

All of the fellows said the partner museum used their time well.

FIGURE 28: DID THE PROGRAMME AT THE PARTNER MUSEUM USE YOUR TIME WELL?



Comments were that the programme was well designed to provide a balance of activities, each day provided insights and inspiration, and no time was wasted.

"The time was utilised quite well. It provided a good balance between archaeology and museology making it a great combination of indoors and outdoors learning."

"Definitely, there are so many museums and galleries that the programme used all the time."

"It is very important that this programme allows enough time for rest, and we were fortunate to have the chance to both enjoy the museums and visits while also getting adequate rest."

"I believe the programme at the Partner Museum made excellent use of our time. Each day was thoughtfully planned and filled with meaningful sessions that provided both theoretical insights and practical experiences. The balance between learning, discussion, and exploration made the most of the time available. I left each day feeling that I had gained something valuable, and the overall structure of the programme ensured that no time was wasted."

"The programme used our time efficiently. The schedule was well-organised, and each day was filled with meaningful activities, museum visits, and expert-led sessions. There was a good balance between structured learning and time for reflection or discussion. I felt that my time was used productively throughout the programme."

"The programme made excellent use of my time. Each day was carefully planned to cover different aspects of museum work, ensuring I learned as much as possible in the placement period."

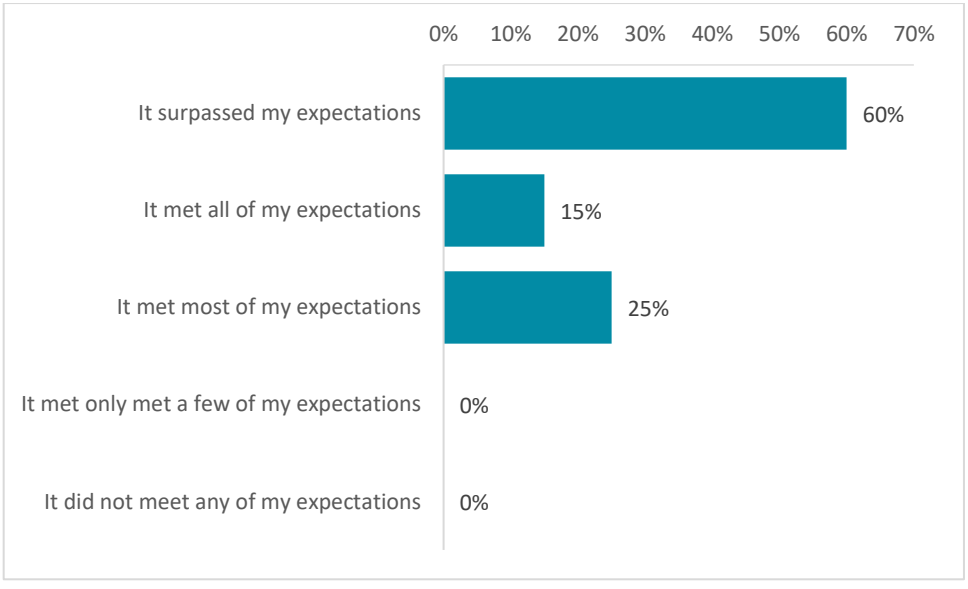
Every day was filled with different lectures, there was not a single day when I didn't gain useful knowledge, and a lot of it.

"Every activity was well planned, and people were ready to meet with us."

"Some days ended quite early, sometimes I wished we could stay longer, though it was also nice to have some rest."

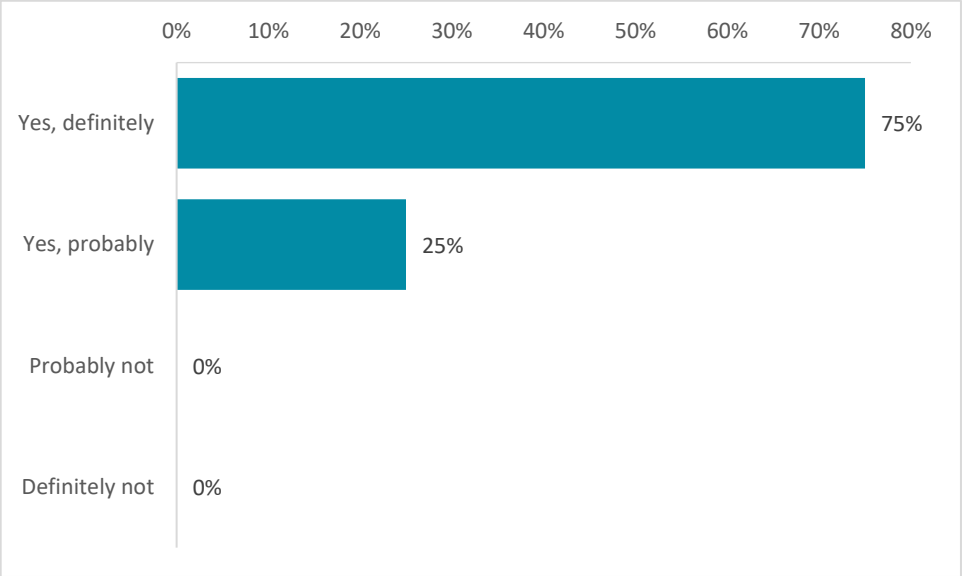
15 of the fellows (75%) said the partnership programme exceeded or met all their expectations.

FIGURE 29: OVERALL, DID THE PROGRAMME AT THE PARTNER MUSEUM MEET YOUR EXPECTATIONS?



All fellows said they feel they have a relationship with the partner museum.

FIGURE 30: DO YOU FEEL THAT YOU HAVE A RELATIONSHIP WITH THE PARTNER MUSEUM?



"With the main contacts, most definitely. They've made it very clear that their door/emails are always open to us. I will gladly keep in touch with them moving forward."

"I believe I will have the opportunity to seek advice on the challenges I will face and even explore possibilities for mutual collaboration."

"During my placement, I had the chance to connect with staff across different departments, who were very welcoming and open to sharing their knowledge and experience. I felt like a valued part of the team, not just a visitor. This relationship is built on mutual learning — I learned a lot from their practices, and I also had the opportunity to share about my own museum and culture. I hope to continue this connection in the future through professional communication, possible collaborations, or by sharing updates on how I apply what I learned in my home institution. The experience gave me a strong sense of belonging and opened the door for ongoing dialogue and exchange."

All fellows said they felt that the partner museum genuinely cared about them and their wellbeing.

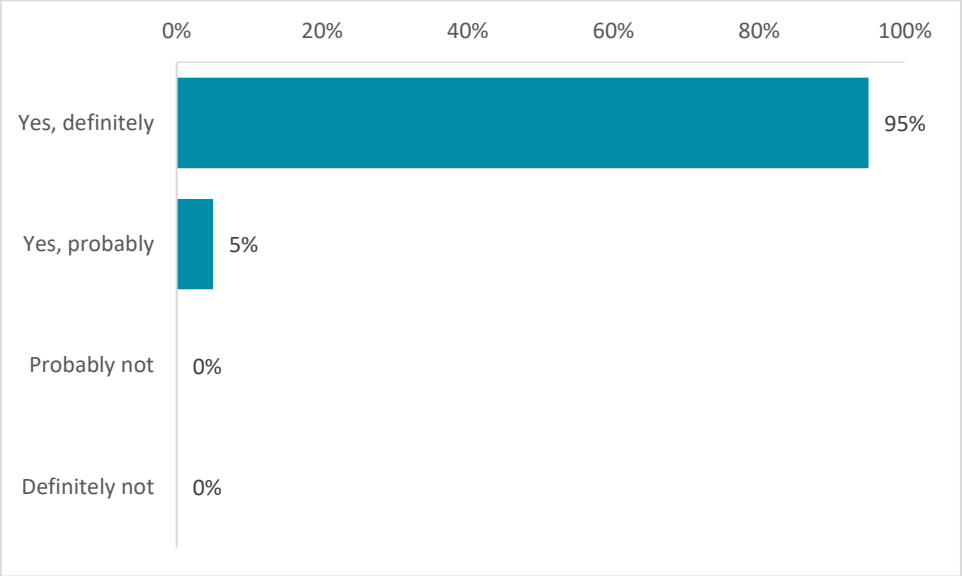
"From the moment we arrived until the very last moment we left, they were by our side and provided everything we needed. I am truly grateful for all their support."

"I definitely felt that the Partner Museum genuinely cared about me and my wellbeing. The staff were attentive, supportive, and always willing to help. Their kindness made the whole experience comfortable and positive."

"The team showed genuine care for my learning and wellbeing. They were always ready to answer questions, provide guidance, and ensure I felt included in all activities. Their warmth and professionalism made me feel truly welcome."

"They were interested to every detail of our stay, from carrying our bags and arranging transportation to asking about accommodation and answering all our questions."

FIGURE 31: DID YOU FEEL THAT THE PARTNER MUSEUM GENUINELY CARED ABOUT YOU AND YOUR WELLBEING?



SURVEY OF PARTNERS

RESPONSES

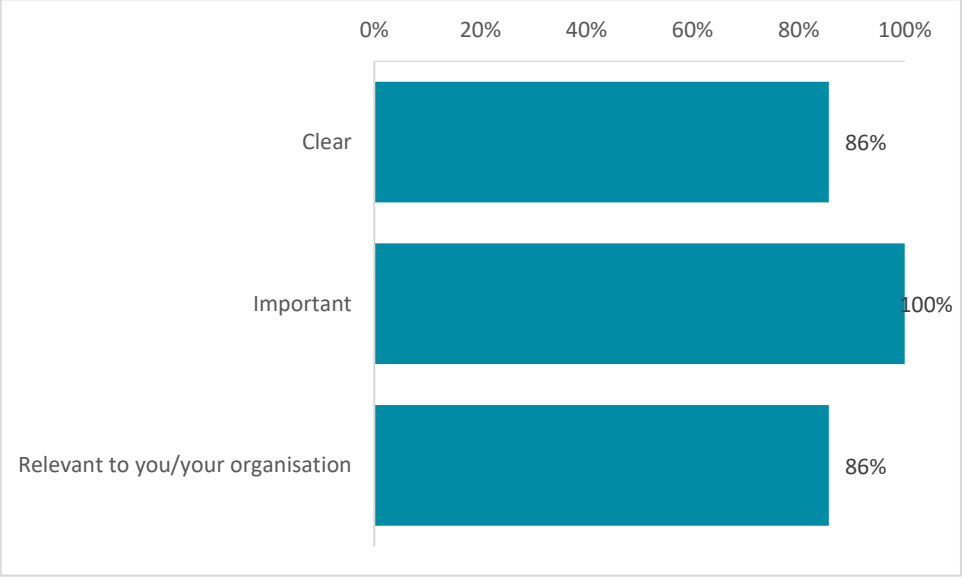
We received seven responses from:

- Glasgow Museums
- Lincoln Museum and Usher Gallery
- Manchester Art Gallery
- Manchester Museum
- Norfolk Museums Service
- North East Museums
- University of Nottingham.

ORGANISATION

All partners said ITP objectives were important and most said these were clear and relevant to them/their organisation. Comments emphasised the value of the programme.

FIGURE 32: WHAT DO YOU THINK ABOUT THE OBJECTIVES OF ITP?



"I am sure objectives will become clearer to me when I have become more familiar with the programme. As this was my first year, I feel I still have a lot to learn."

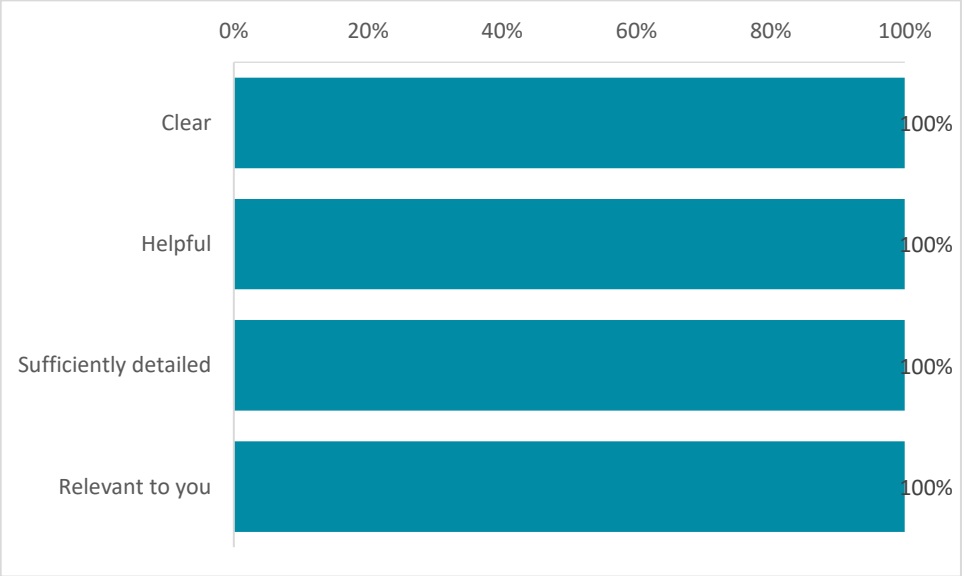
"This year, in particular through my attendance at the *Object in focus* presentations and workshops at the British Museum, I got an ever better understanding than ever of what a valuable and important programme the ITP is. Bringing together a range of people with different experiences and views to the benefit of the wider international museum community, including my own organisation. The ITP is a vital part of our connection with the

wider museum community and has been central to establishing lasting and beneficial connections around the globe."

"The theme of genuine mutual learning and collaboration is very clear and is as relevant as ever to us."

All partners said the paperwork sent by the ITP before their participant arrived was clear, helpful, sufficiently detailed and relevant.

FIGURE 33: WHAT DID YOU THINK OF THE PAPERWORK SENT BY ITP BEFORE YOUR PARTICIPANT ARRIVED?



"This year was probably the clearest in terms of the fellows articulating their own interests."

"The fellows' biographies were particularly useful."

"I think it would be beneficial to know more about the Fellow's personal interests in advance of their visits, not just their work and academic background. This would allow hosts great time and opportunity to offer options for entertainment of exploration of the host city beyond the work programme."

All partners were happy with the choice of fellows.

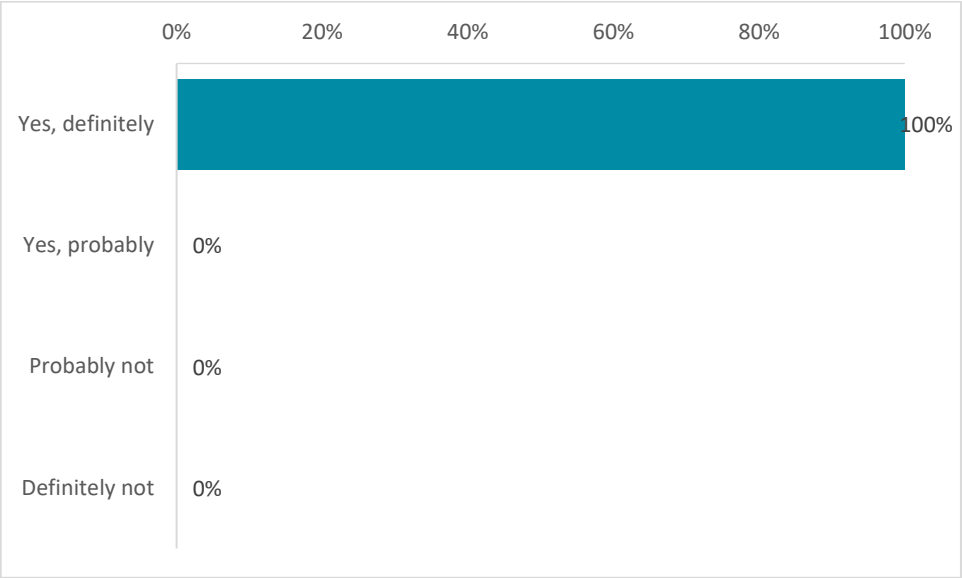
"A really strong group who worked well together."

"A wonderfully engaged, enthusiastic and friendly group who got along well together."
"Faultless!"

"The fellows were all enthusiastic, critically engaged and a joy to host."

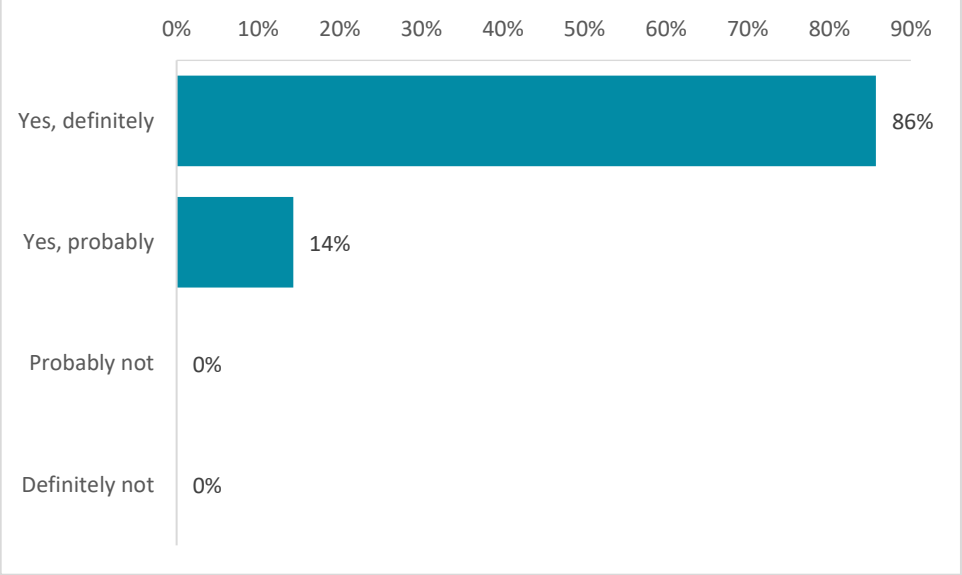
"I say it every year, but I really mean it - this year's group were WONDERFUL. Really engaged and with an impressively high standard of English. Some genuine connections made and very honest and open discussions."

FIGURE 34: WERE YOU HAPPY WITH THE CHOICE OF FELLOWS?



All partners said it was clear why the fellow had been selected for them.

FIGURE 35: WAS IT CLEAR TO YOU WHY THESE FELLOWS HAD BEEN SELECTED FOR YOU?



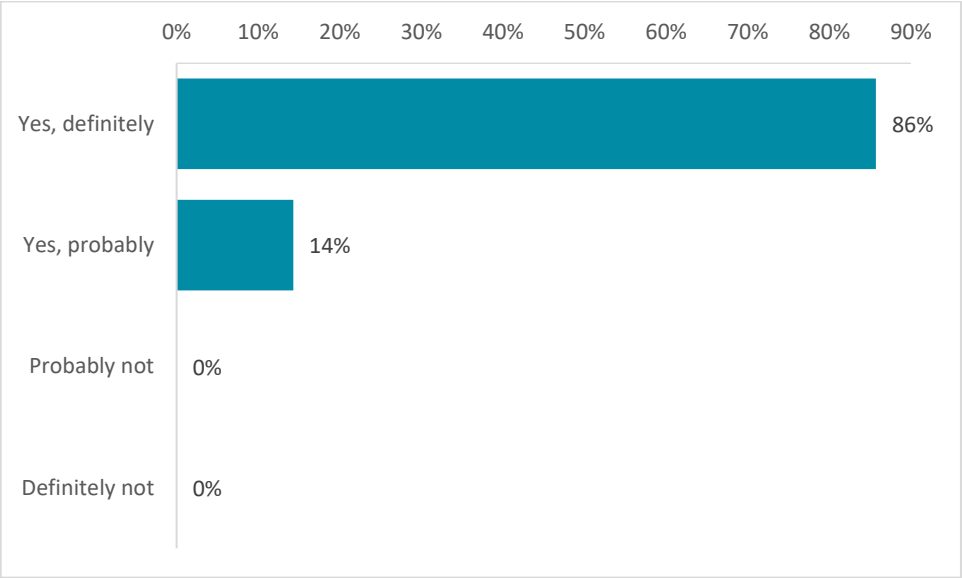
"A couple of the fellows told us particularly that they felt their time in with us perfectly suited their interests."

"They were in roles where there were clear opportunities for mutual learning. We are dealing with similar issues, although in a different context."

"The fellows were all very enthusiastic about us, but it was particularly clear that there was a special link with our sustainability work and our indigenising work."

All partners said the British Museum support was sufficient.

FIGURE 36: DID YOU THINK THAT THE SUPPORT THE BM GAVE YOUR ORGANISATION TO PREPARE THE PARTNER PROGRAMME WAS SUFFICIENT?



"A good amount of information was received in advance of the programme and with plenty of time to tailor the placement accordingly. We had some issues with Visas and late confirmation of fellows, which was beyond the control of the British Museum and the ITP."

"As ever, really great support from the ITP team."

The four people who attended the fellows' presentation day said it was useful.

"Really enjoyable and informative day."

"It was useful to meet the fellows and gauge their interests and experiences. I felt more informed in planning and pitching the programme having met them in person."

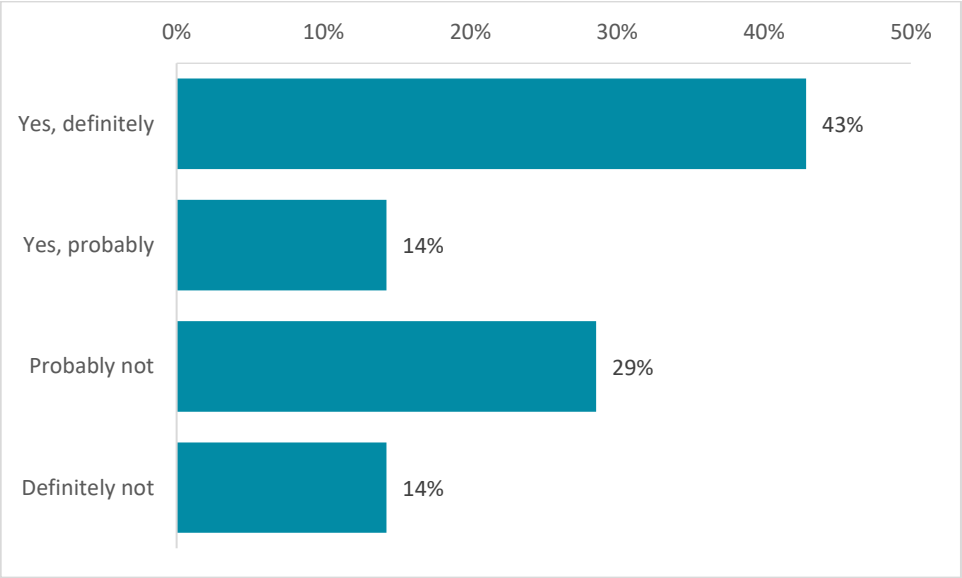
The value of online communication with the fellows varied. Three respondents said it didn't happen.

"I don't think we had any advance online communication with the fellows."

"I can see that every effort was made to arrange meetings in advance online with the fellows - this did not quite come together but I understand the difficulty of establishing a time to suit across time zones and alongside peoples personal and work life - my own included as I was unable to join a couple of meetings due to work commitments. I would certainly like to try and make this an ongoing feature of the ITP."

"I didn't email anyone. I talked with them at the presentation event instead. If I hadn't been able to attend that then it might have been useful."

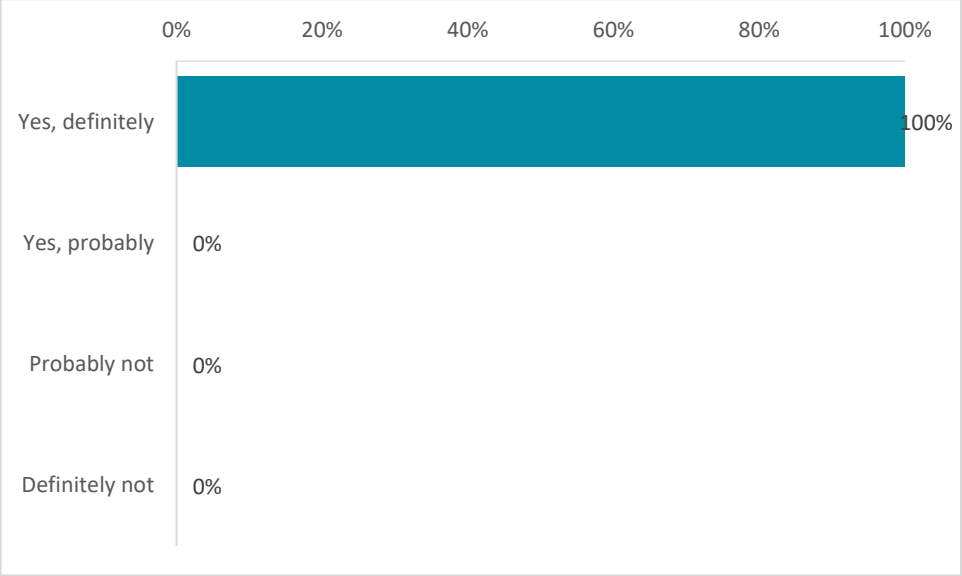
FIGURE 37: WAS YOUR ONLINE COMMUNICATION WITH THE FELLOW USEFUL IN PREPARING THE PROGRAMME FOR THEM?



ENGAGEMENT

All partners said the fellows engaged fully with the programme.

FIGURE 38: DID FELLOWS ENGAGE FULLY WITH THE PROGRAMME?



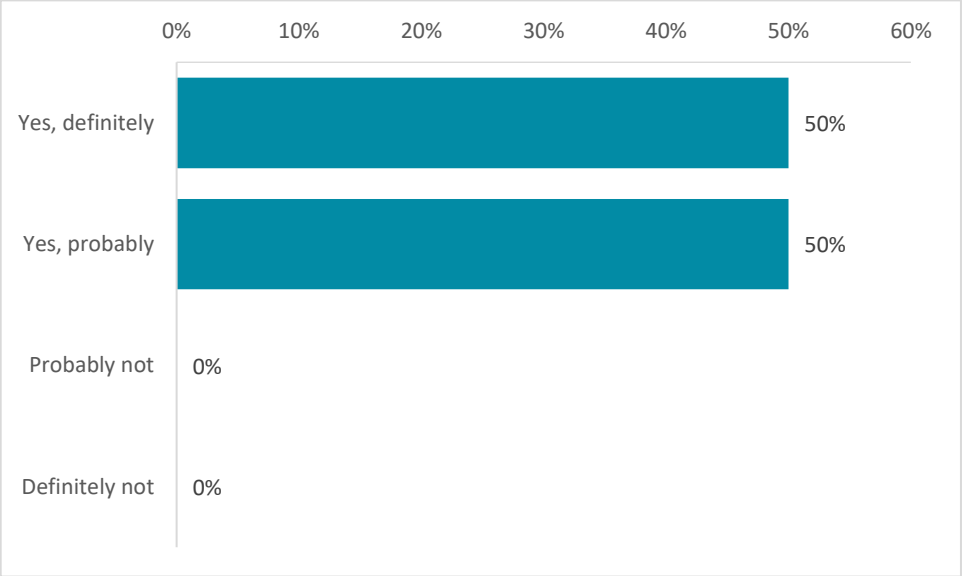
"Very engaged and enthusiastic group."

"Illness did have a bit of an impact, but fellows made every effort to attend all aspects of the programme - they were always engaged and enthusiastic."

"FULLY, as never before. I don't think I've known such an engaged and curious group. Everyone from the Director to our technicians got specific questions."

All partners said the fellows seemed to absorb all the information given, as far as they could tell.

FIGURE 39: DID YOU FEEL FELLOWS WERE ABLE TO ABSORB ALL THE INFORMATION GIVEN?



"It was a lot of information in a short space of time. I'm not sure they had sufficient reflection time to absorb their experiences."

"I hope that the fellows felt the days were well paced as to avoid being overloaded with information. It is always a challenge to find the balance between not being overbearing or too demanding but also creating a programme that is engaging."

"The fellows took lots of photos and notes, and we will send copies of the more detailed presentations."

"We paced the sessions to allow time for tours, chatting and consideration time. I feel like this year's programme fitted the vibe and tempo of the group better than any previous visit."

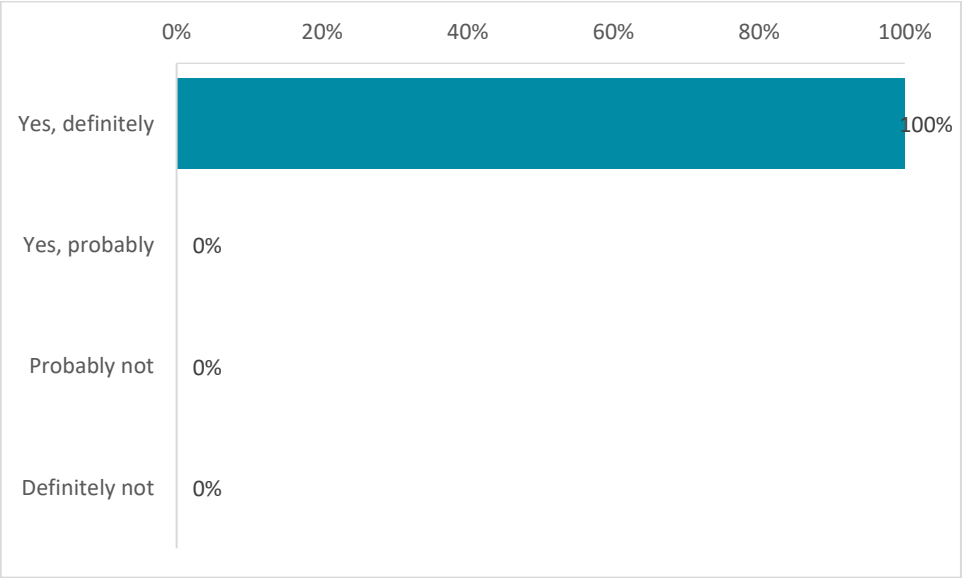
All partners said there was definitely a good working relationship between fellows and staff.

"A really good relationship, supportive and respectful of each, attentive to each other's needs."

"Excellent rapport, and everyone was motivated by each other."

"Different people connected in different ways, of course. But this was the first year that our staff asked specifically for contact details of fellows."

FIGURE 40: WAS THERE A GOOD WORKING RELATIONSHIP BETWEEN FELLOWS AND STAFF?



OVERALL VIEWS

We asked about the overall strengths of the ITP. Answers were:

- Matching of fellows and partner museums.

"The group were well matched, with no internal problems. I think the fellows' interests matched well with the work going on here."

"Very clear link between what the fellows wanted to get from the partner institution and what we could deliver."

"It was, as ever, a very well-curated programme and the partner placement allowed exactly the right blend of perspectives. The fellows this year were very well matched with each other and our institutions. I particularly appreciated that there was a more critical, decolonising aspect of discussion, which has not always been a feature - about real-world situations in museums and not just abstract concepts."

- Quality of organisation.

"Well organised programme. It shows that this programme has run for a few years and really works."

- Exchange of experiences.

"Dynamic group of individuals with interesting experiences to share, and a great sense of shared passion for collections and museums."

"Absolutely stellar fellows. Really beneficial for us hosts, too, as we have much fewer opportunities to meet our peers overseas face to face due to current financial climate etc."

- Engagement of fellows.

"The group was an excellent mix and developed good relationships with all staff, they were both curious and informative when undertaking sessions which lead to excellent dialogues over a wide range of topics."

- The presentation day.

"The fellows' presentation day is always fantastic."

"Having the opportunity for partners to get together during the year is a fantastic opportunity for discussion and sharing."

We asked about the weaknesses of the ITP. Answers were about details of logistics.

- None.

"I am not sure there were any weaknesses."

- Logistics.

"Fellows were exhausted by the time they arrived - perhaps a brief rest period in between British Museum and partner placements would be helpful. Most of my fellows were continuing to engage with their jobs around the programme, which I am sure contributed to this."

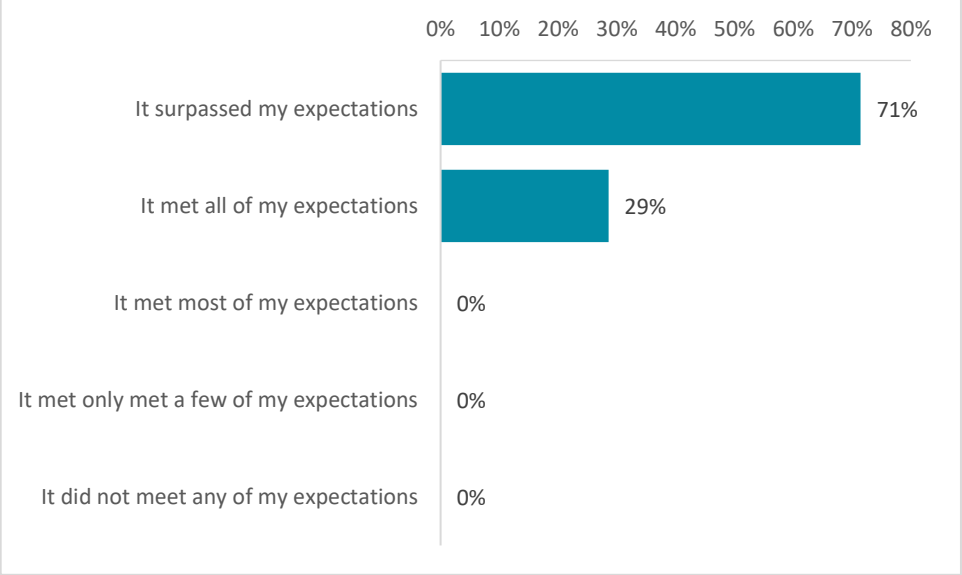
"On arrival in Manchester at 1pm, there was a two hour window before the fellows could drop bags at their hotel. I filled this time gap with a walking tour, as the gallery was closed, but it transpired that most of the fellows hadn't eaten since breakfast which was a bit awkward, as the Gallery and its cafe are closed on Mondays (hence the walking tour). Also, giving the British Museum staff cash to pay for refreshments was tricky as many venues are card only since the pandemic."

- Different perspectives (not necessarily a weakness).

"I cannot fault the ITP programme this year, but the nature of those decolonising discussions amplified certain differences between the British Museum and our museum."

All partners said the programme surpassed or met all of their expectations.

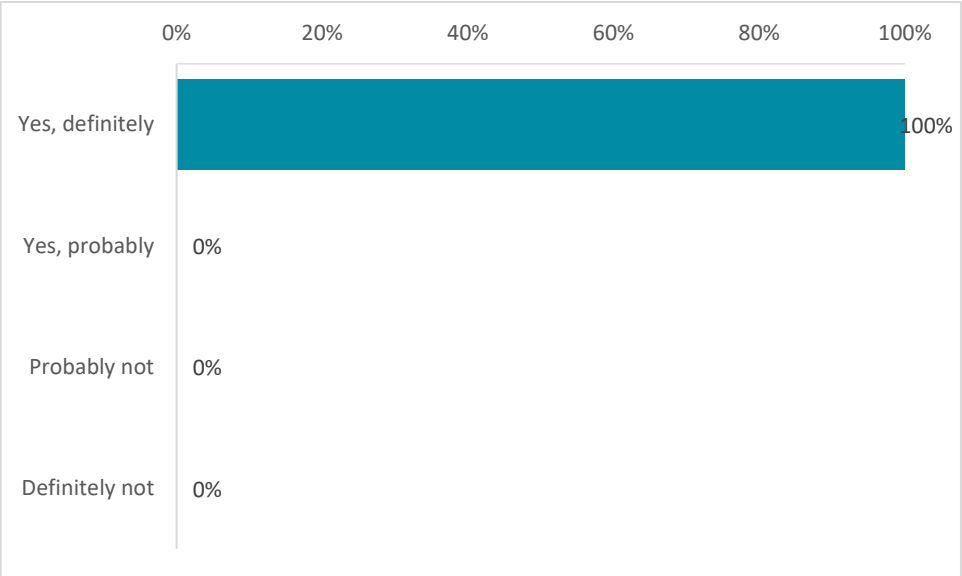
FIGURE 41: DID THE ITP PROGRAMME MEET YOUR EXPECTATIONS?



"A really big thank you and well done to the ITP team. This year was my favourite of the 14 I've been involved in, and it feels like our staff will keep in touch with individual fellows more than previous years."

All partner museums feel that they and their institution definitely have a relationship with the British Museum.

FIGURE 42: DO YOU FEEL THAT YOU AND YOUR INSTITUTION HAVE A RELATIONSHIP WITH THE BRITISH MUSEUM?



We asked what the ITP means to them and their organisation. Comments mentioned:

- Global network.

"The ITP means so much. It is an incredible opportunity and privilege to participate. It provides the unique opportunity to meet colleagues from different countries along with national colleagues."

"A chance to share international expertise and ways of working. A chance to raise the profile of our museums and region internationally. "

- Sharing of knowledge and experience.

"It enables a good amount of time for partners and fellows to be together and because of this it provides the opportunity for listening, discussion, sharing, support, development, creativity and for friendships to develop."

"The ITP is an important means by which we can cultivate and maintain relationships with the British Museum, other UK museums and the wider international museum community. It has, over the years, informed research, display and further work at here and has given us invaluable connections and opportunities to work with colleagues that we are unlikely to have had the opportunity to consult and work with through any other means."

"The ITP creates a successful network of curators and institutions both internationally and nationally. It provides a resource to a wide and supportive museum community that share common ground and a platform for discussion providing an opportunity to learn from different approaches and experiences."

"It's a brilliant opportunity to share and reflect with our international professional peers. To learn about what they are working on and how we can learn from each other. It would be great if we could get to visit some of them, too."

"The ITP is the best kind of exchange and increasingly feels like a genuine two-way conversation rather than a patriarchal telling of information. We feel privileged to host these conversations, which always seem relevant and fresh."

- Enjoyment.

"It is a joyous connection with international colleagues."

- Relationship with the British Museum.

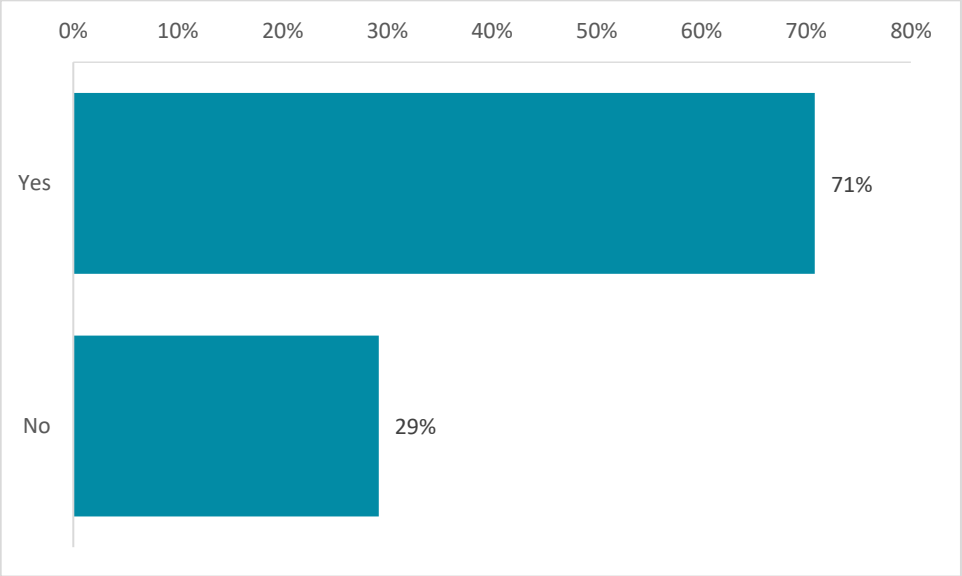
"A significant and valued part of our ongoing relationship with the British Museum."

We asked if respondents had been in contact with any of the ITP alumni (2006 – 2024) outside of the Programme. All mentioned some contact.

SURVEY OF FACILITATORS AND SPEAKERS
RESPONSES

We have 24 replies. 17 were running the session for the first time.

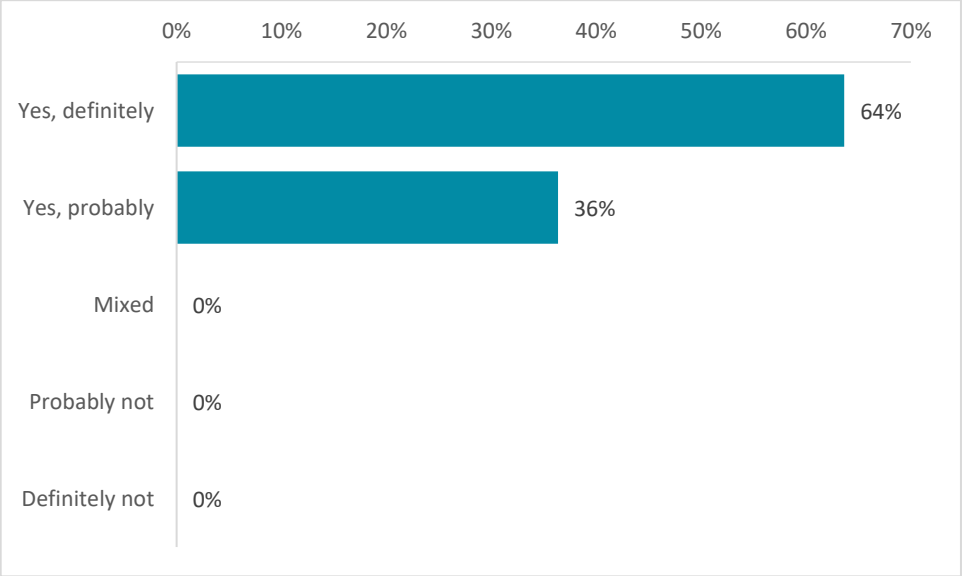
FIGURE 43: IS THIS THE FIRST TIME YOU HAVE RUN THIS SESSION FOR ITP PARTICIPANTS?



ORGANISATION

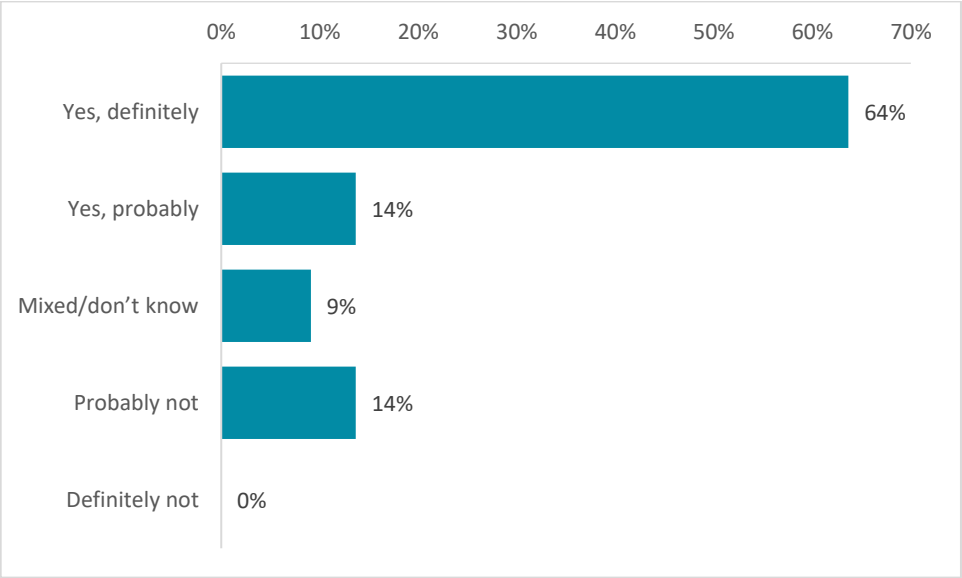
All speakers/facilitators said they knew what was expected of them and their session.

FIGURE 44: DID YOU KNOW WHAT WAS EXPECTED OF YOU AND YOUR SESSION?



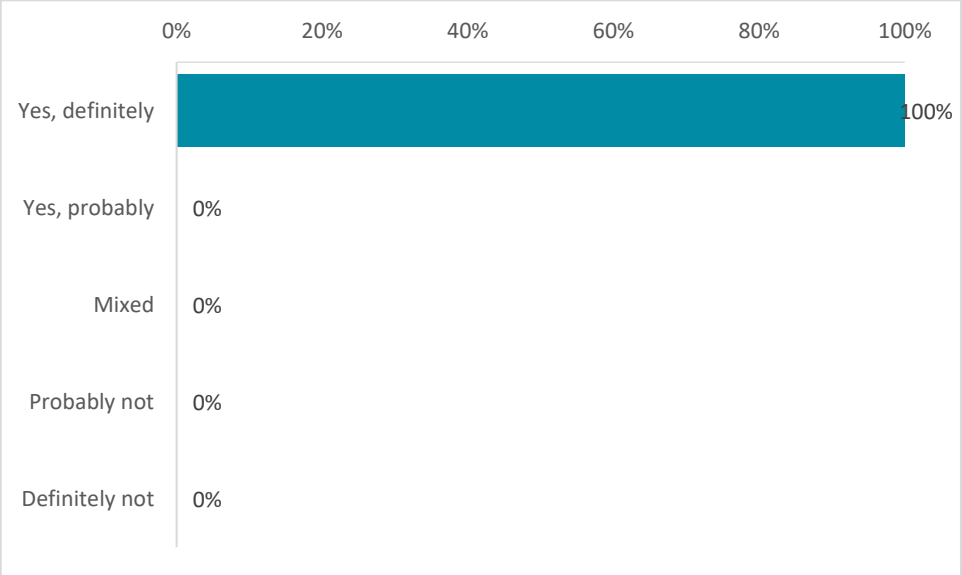
17 of the speakers/facilitators said they knew enough about participants and the ITP in advance. Comments were all about wanting to know more about the participants (their background and the feedback on the session from the previous cohort), rather than ITP.

FIGURE 45: DID YOU KNOW ENOUGH ABOUT THE PARTICIPANTS AND THE ITP IN ADVANCE?



All speakers/facilitators said the location for their session worked for them.

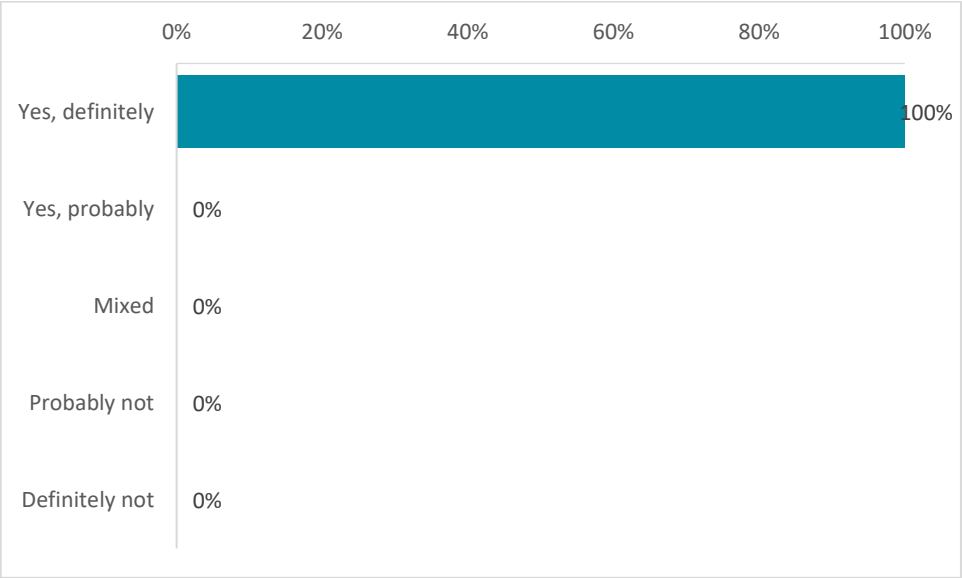
FIGURE 46: DID THE LOCATION OF YOUR SESSION WORK FOR YOU?



All speakers/facilitators said the participants were easy to engage.

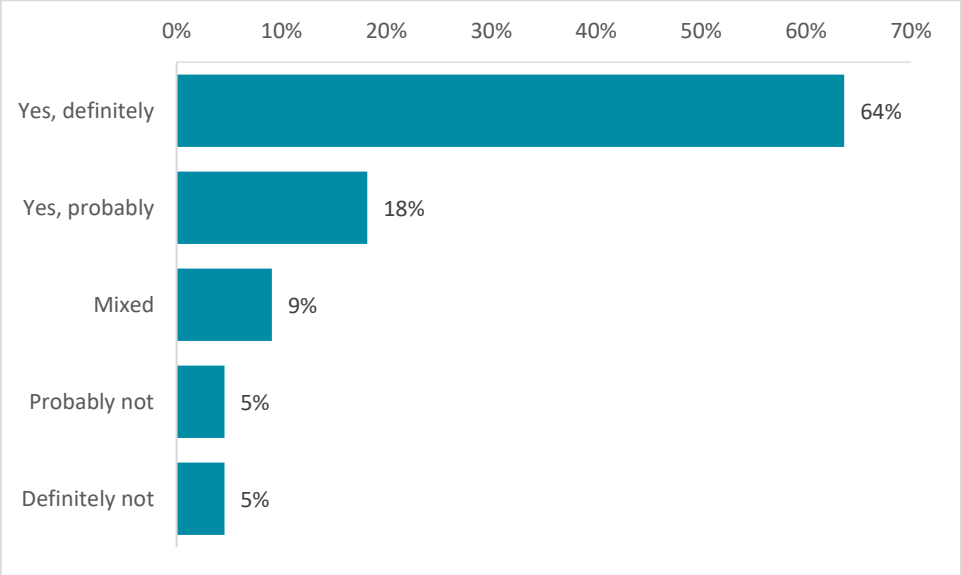
"The participants had lots of questions. The information package we received ahead of the presentation also allowed us to tailor the session to their needs."

FIGURE 47: WERE THE PARTICIPANTS EASY TO ENGAGE?



18 speakers/facilitators said they had enough time for the session. Comments were mainly around the need for more time, especially for questions.

FIGURE 48: DID YOU HAVE ENOUGH TIME FOR THE SESSION?



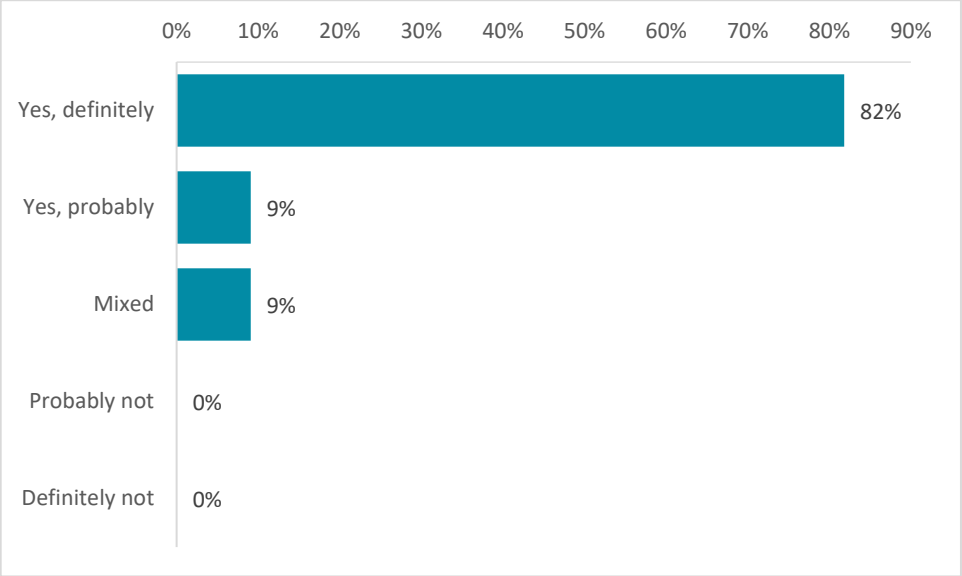
"I feel my activity could have used a few more minutes but I'm also aware some of our speakers took a little longer than their allocated time."

"Enough time for presentation but was useful to have more in-depth 1:1 meetings with individuals afterwards."

"Questions ran over, but that was due to a very engaged audience. I don't think we need more time."

20 speakers/facilitators said ITP definitely gave them everything they needed to run the session. One respondent would have liked more information about the meeting room in advance.

FIGURE 49: DID THE ITP PROVIDE YOU WITH EVERYTHING YOU NEEDED TO RUN THIS SESSION?



POTENTIAL CHANGES

We asked about the style of the session and whether they were happy with it. Eleven speakers/facilitators said their session was mainly or only a presentation, although five said they included time for questions. The interactive elements were Q&A, exhibition or store tours, object/replica handling and demonstrations.

Speakers/facilitators were asked if there is anything they would do differently if asked to present the session again. Comments were:

- Nothing.

"Nothing - it was great. Thanks!"

"The format of the session worked really well, because the participants came prepared with questions and were really interested in the topic. So, rather than doing anything differently, if I were to do the session again, I would prefer to keep it that way."

"The organisation was brilliant so in that sense I wouldn't change a thing. It was very helpful having the ITP team there to support too."

- Ask for more time.

"I'd be happy to do an ITP session again and maybe have just a little longer (15min) for any demonstrations."

"A bit more time for Q&A. I don't want to talk at them too much without a chance for people to ask a question which would make our engagement more meaningful/useful for them with the addition of something they really want to know about."

- Attend other sessions of the ITP.

"It would be nice as an organiser or presenter to see the full scope of the program. Be invited to other presentations, events or receptions to get the full experience. There's a lot of knowledge to share and that goes both ways."

"In the future, I would like to be invited to other ITP sessions in advance of my presentation, such as for example the session where ITP fellows introduce themselves and their work. This would have helped me to tailor my session to the fellows."

- Change the balance of the session.

"Maybe spend some time looking at the database, as they seemed quite keen to do that. But I also understand it takes some time and that they will do that with the curatorial departments."

"Would have an MI+ intro session as there was a lot of interest in that."

- Ask for feedback.

"Review any feedback from the participants about this session to see if we need to adapt the presentations further."

- Strengthen planning.

"It would be great to have a couple of specific objects/sites to know in advance to show participants from those countries."

"Must remember to ask for flipchart/board to write on - and suggest that we have spare pens if delegates don't bring their own."

"It would be good to know ahead of time the amount of people attending so we can bring enough tools and equipment for the groups."

"Stick to time better so we don't run over."

"Send a second reminder about the Q&A session."

"Maybe bring someone from the Youth Collective to co-lead."

We asked what is special about the ITP. Answers had these themes:

- International connections.

"Engaging with museum colleagues from across the world."

"I enjoyed the combination of international experiences to discuss the differences between how museums keep their collections."

"It's great to have the chance to speak to career professionals in our sector from all around the world and to share our experiences."

"The quality of the engagement with people from so many countries."

"Getting to know other museum colleagues from all over the world and hearing about their experience and practice."

"Always good to see other global majority faces in a museum space."

- Sharing knowledge and experiences.

"I think the most special thing is the knowledge exchange. There's a lot to learn about the different organisations, and these sessions exist more as a conversation versus a one-sided presentation."

"Special to meet so many people from all over the world who are all engaged and working toward the same goals."

"I really enjoyed the level of engagement, questions and information sharing. I learnt a lot from the participants and really enjoyed all the conversations."

"It was great hearing about all the different museums people came from and their career ambitions."

"The group were wonderful and incredibly engaged. It was very special for us to present the exhibition to the group and to discuss the experience and challenges of developing an exhibition that has communities and diaspora at the heart of it."

"Such a brilliant group of people with varied experiences and things to bring to the table - I always value sharing experiences together."

"Finding out about how different organisations work but also hearing about the things we all share in common in terms of programming and audiences."

"The engagement and sharing of information. We learnt from them about activities in their countries and that is always very welcome alongside our sharing of information with them."

"It's great to create connections with other museums and understand the problems they face. A lot of the times they are similar to ours, so we can learn from each other."

"The amount of shared knowledge and experience in the room was so exciting. It was also great to talk about shared struggles and issues and for us all to understand that we are, or have been, in the same position so can support and encourage each other. Overall, an incredibly positive experience!"

- Reflecting on work at the British Museum.

"The participants. They come from such varied backgrounds that you never know what you can expect. It is always humbling to speak to them, as they often struggle with the most basic things that the rest of us take for granted. And somehow, they always manage to remain positive!"

"Being proud of our work and knowing we are helping to disseminate information and knowledge and also to learn from them."

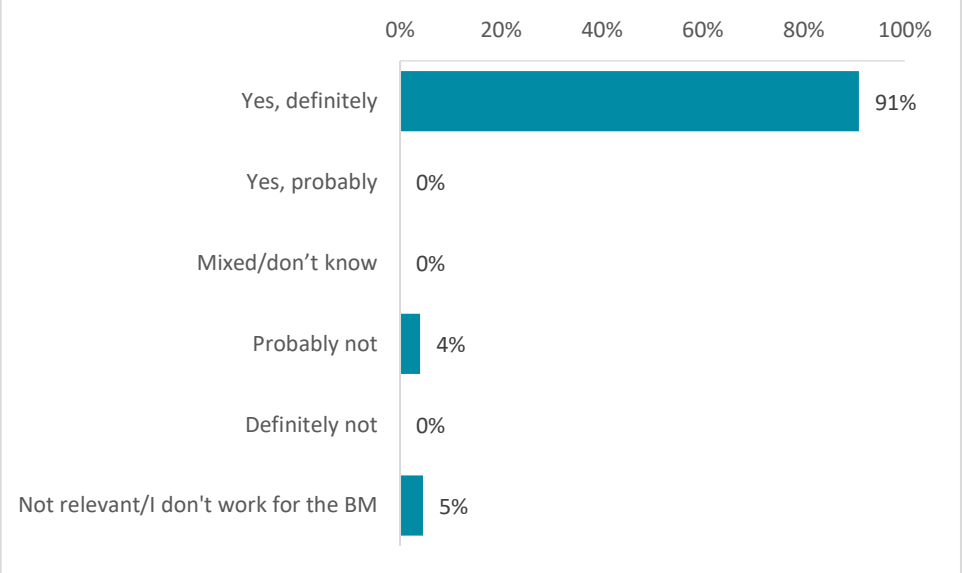
"Meeting new people and learning about their particular challenges in the field and reminding ourselves that we have a really cool job!"

"It's heartening to know that there are vehicles for us to share our expertise and specialisms broadly and internationally. This is important work, which we should engage in with

"It was a great opportunity to advocate for the work we do and to have valuable conversations with colleagues across the world about different approaches and working environments and challenges."

20 of 22 respondents said they feel proud that the British Museum has the ITP, with one comment that the British Museum needs to learn as well as teach.

FIGURE 50: DO YOU FEEL PROUD THAT THE BRITISH MUSEUM HAS THE ITP?



"Yes, we are a leader in the museum space and should be open and willing to share with others."

"I feel very proud to have contributed to the ITP."

"It's heartening to know that there are vehicles for us to share our expertise and specialisms broadly and internationally. This is important work, which we should engage in with enthusiasm wherever possible. Thank you to the ITP team for facilitating!"

"I think it is an excellent initiative, and from speaking with the participants it seems well organised and well rounded."

SURVEY OF DEPARTMENTAL REPRESENTATIVES

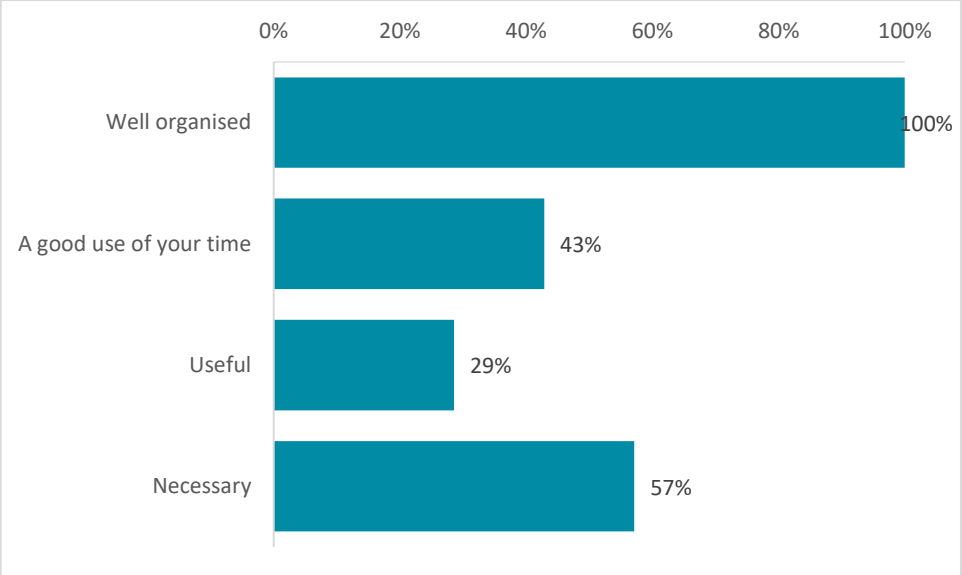
INTRODUCTION

We received seven responses: two from Africa, Oceania and Americas, one from Ancient Egypt and Sudan, one from Asia, one from Greece and Rome, one from Middle East and one who didn't give their department.

MONTHLY MEETINGS

The monthly meetings are judged as well-organised, but not entirely a good use of their time, useful and necessary. Comments were that that individual meetings with departments would be better later, especially in the planning process.

FIGURE 51: WHAT DO YOU THINK OF THE MONTHLY MEETINGS? (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



"I think these meetings vary in usefulness according to the time of the year. It's important to start planning early on, so group discussions are valuable, but meetings are less useful for updates and briefings. Perhaps more could be online or shorter."

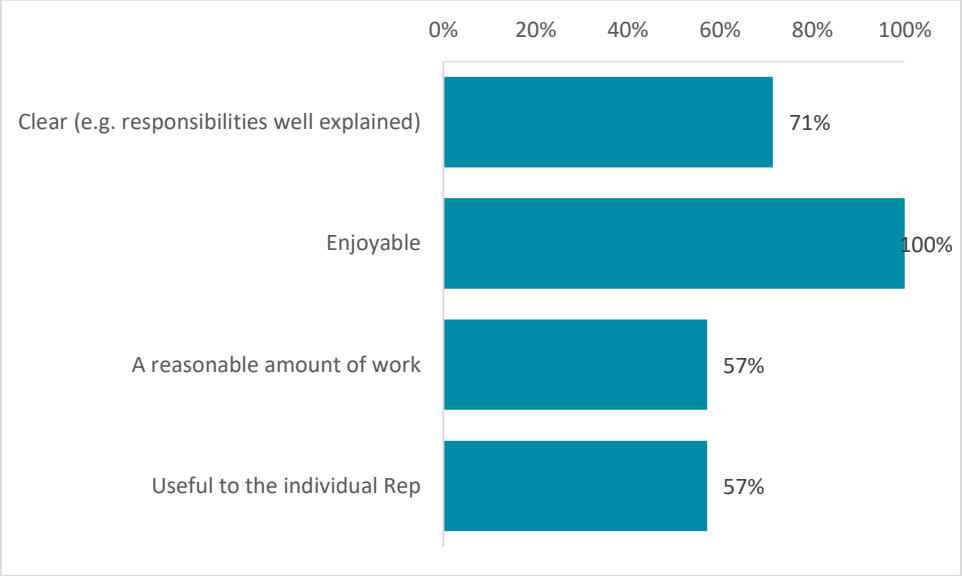
"The meetings didn't feel like we had much to input, and where we did, it often felt like those conversations could have been had with individual reps/departments. These could be more effectively focused."

"Because the monthly meetings include everybody, then each dept rep sits around waiting for their five mins. If there is anything to discuss, then ITP should meet with that department separately. I think one meeting to learn about programme deadlines and one meeting to share departmental programmes (to encourage coordination) should be sufficient."

ROLE

Most respondents said the role of departmental rep was enjoyable and clear, and to some extent a reasonable amount of time and useful to the rep. Comments were about the amount and timing of the work for reps.

FIGURE 52: WHAT DO YOU THINK OF THE ROLE OF DEPARTMENTAL REP? (AGGREGATION OF "YES DEFINITELY" AND "YES PROBABLY" RESPONSES)



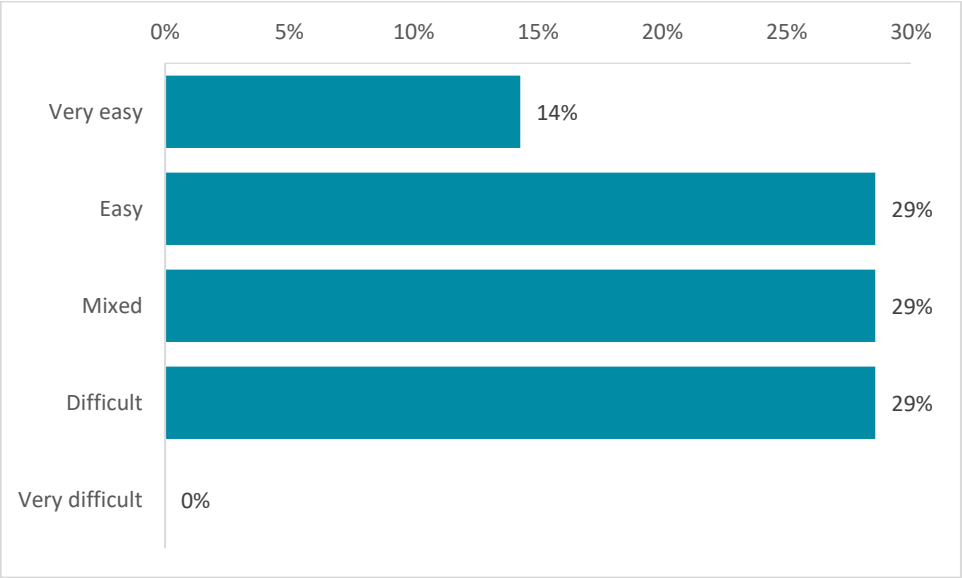
"Previous years I've done this on my own with very diminished curatorial staff to facilitate activities with fellows. Things have improved a lot in the past year, but we are still not up to the full complement of experienced staff who can help. A lot of weight still falls on the departmental rep. I think next year will provide an opportunity to see how we can rebalance this situation."

"ITP responsibilities as a rep during the summer are not unsubstantial. This is especially challenging for those of us who have had to undertake the massive RBM deadlines unexpectedly this summer."

Respondents said that getting other people to help deliver the participants' placements in the department varied in difficulty. Comments were that although the department was supportive of ITP, individuals varied in engagement in part because of the summer timing.

"Summer is a difficult time because people are often away on fieldwork or holiday and some colleagues seem reluctant to commit ahead of time."

FIGURE 53: IS IT EASY OR DIFFICULT TO GET OTHER PEOPLE TO HELP DELIVER THE PARTICIPANT'S PLACEMENT IN THE DEPARTMENT?



Respondents were asked whether ITP could do anything to make it easier to get other people in the department to help deliver the placement. Comments were that ITP could:

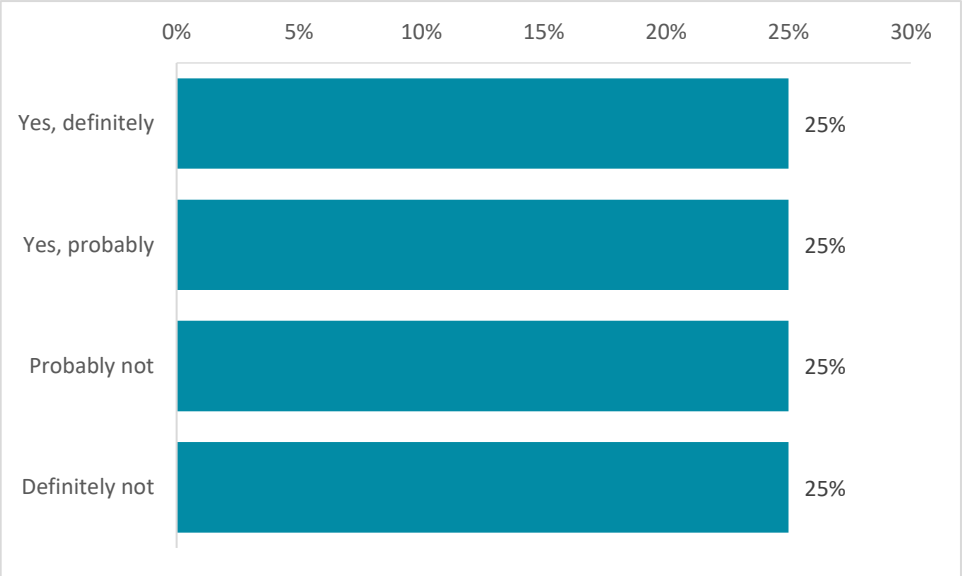
- Liaise with Keepers formally requesting help and indicating the importance of departments in programme delivery.

"Perhaps provide more guidance on what departmental staff could do to help (and this doesn't necessarily mean long formal sessions that require planning and preparation: it could also be more social."

- Make sure heads of department know that the work should be distributed across the department and not left to one person.
- Give precise information on what is expected of others in the department and how they can/should usefully contribute.

Departmental reps varied in their views on the value of online communication with fellows. Three said they were not involved in this process.

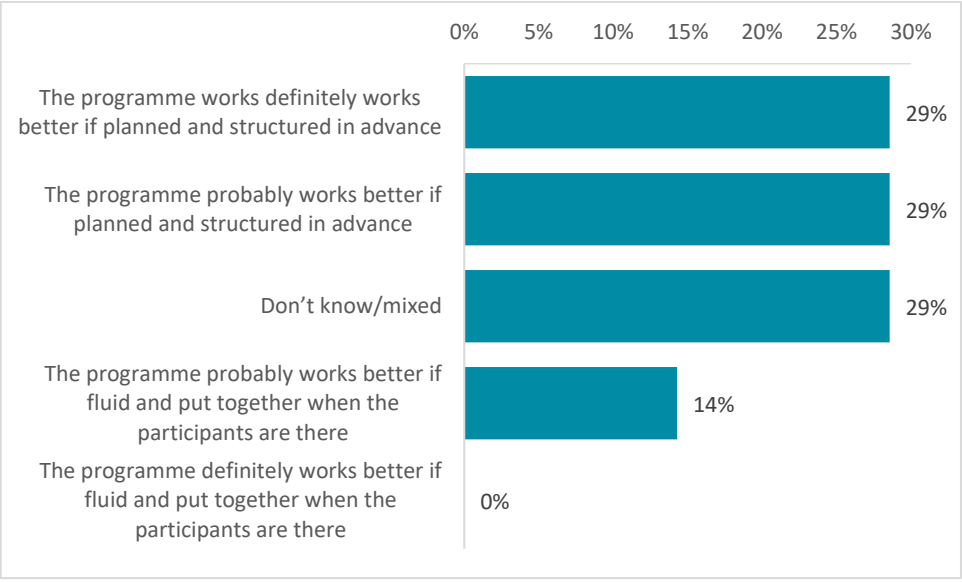
FIGURE 54: WAS YOUR ONLINE COMMUNICATION WITH THE FELLOW USEFUL IN PREPARING THE PROGRAMME FOR THEM?



STRUCTURE

More respondents said that the programmes work better if structured. Comments were that it was important to have a plan so that staff know what they have signed up to and when, but some flexibility is also needed to adjust sessions to the fellows' interests.

FIGURE 55: DO YOU THINK THE DEPARTMENTAL PROGRAMMES WORK BETTER IF THEY ARE TIGHTLY OR LOOSELY STRUCTURED?



"We have to schedule some/many of the activities in advance to account for colleagues' availability (and especially for the joint events with other departments and longer trips). However, some spontaneity would also help. Oddly enough, this year we could have done with a little more departmental days (precisely for less structured or ad hoc activities). I do

think that we should resist the urge to over-stuff departmental days, and liaise carefully with the very busy general programme events to avoid overkill."

"Participants this year commented on how tightly structured everything was, with little opportunities for exploration between. It would be excellent if they could have more open times for research or self-directed exploration/investigation."

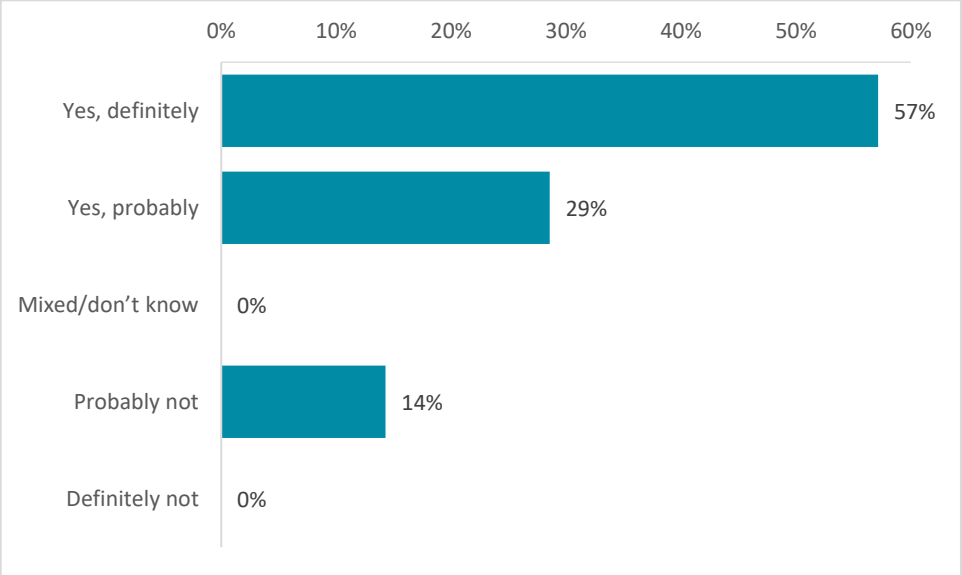
"It is very helpful to have the programme structured in advance, although the amount of object in focus time should be flexible as the fellows may require more or less time than scheduled.

"It is good to have a structure, but within each session, the person leading the programme should be willing to be flexible. E.g. extra time on something or making a detour to add in an extra view."

Departmental reps generally said the format for *Object infocus* projects worked for them. Comments were that:

- Not all fellows seemed to have understood the brief.
- Using the Wellcome Gallery worked well.
- The fellows seemed to need more time.

FIGURE 56: DID THE FORMAT FOR OBJECT IN FOCUS PROJECTS WORK FOR YOU?



OUTCOMES

All departmental reps said the experience was beneficial to them. Answers referenced:

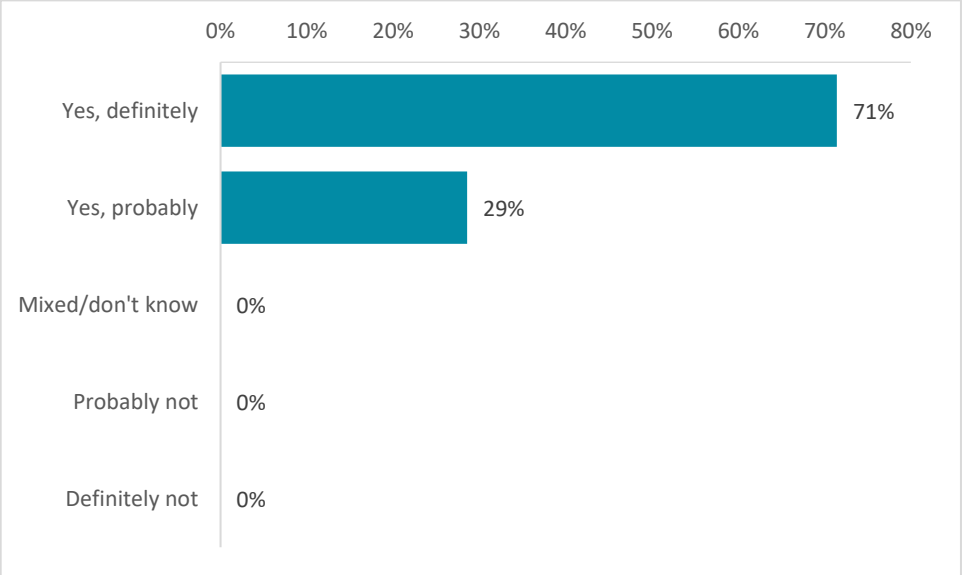
- Development of international networks.
- The pleasure of meeting fellows.
- Reminder to think globally.

- Skill development.
- Insights into different ways of working.
- Information on what other British Museum departments are working on.

"Our department is taking this opportunity strategically to help build community and partner engagements not only for the programme but also for future projects."

All respondents said the ITP is beneficial to their department. One said that they expect the benefit to be even greater in the future as capacity constraints ease somewhat.

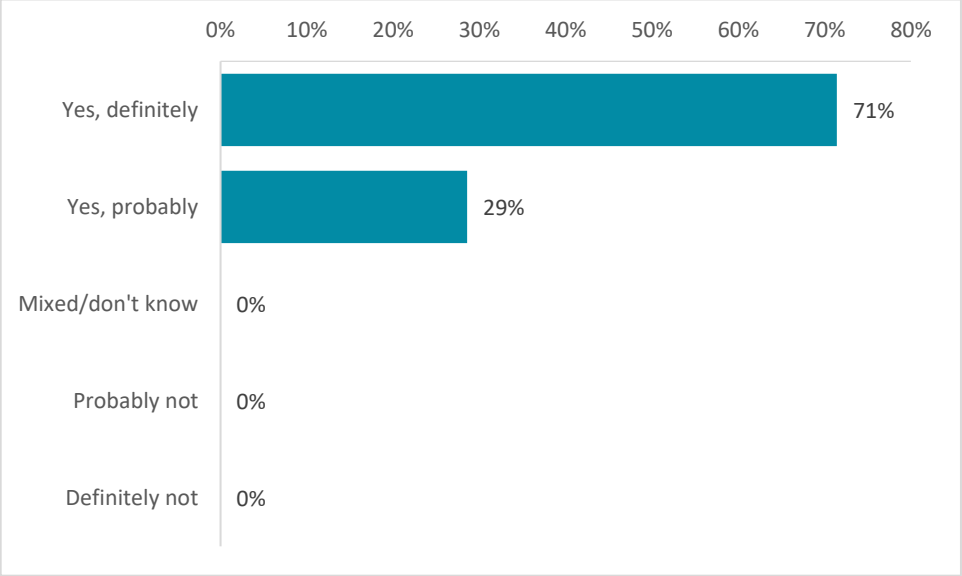
FIGURE 57: IS THE ITP BENEFICIAL TO YOUR DEPARTMENT?



"We are always enriched by their participation and knowledge."

All departmental reps said they were proud of the ITP.

FIGURE 58: DO YOU FEEL PROUD THAT THE BRITISH MUSEUM HAS THE ITP?



"I think the programme is obviously valuable for the fellows and their professional development and networks, but it is also an excellent way for the museum to fulfil its global responsibilities in a positive and open way. It fits nicely with other initiatives (such as other training programmes for colleagues from the Middle East and Egypt)."

"I take issue with the term 'Training' in the title. Most participants are skilled professionals in their fields, and as such 'training' does not accurately describe their experience in the programme and its value."

"I am a big fan of ITP, but I also believe that participation of curators is key to its successful delivery."

"The ITP is an incredible program. Congratulations to the ITP team on another wonderful year!"

THE FUTURE

Five of the seven respondents said they would consider being a departmental rep next year. Two have carried out the task for several years and expect to pass the work on.

SENIOR FELLOW INTERVIEW

INTRODUCTION

Chantal Umuhoza is a curator at the Rwanda Cultural Heritage Academy. She attended ITP in 2018.

WAS IT DIFFICULT TO GET THE AGREEMENT OF THE ORGANISATION TO ATTEND?

Obtaining permission was not difficult because the museum could see that attending ITP had had a positive impact on her work.

Rwanda doesn't have formal Museum Studies courses. Before attending ITP, Chantal was involved in collections management and curation of exhibitions, but she didn't have an exact picture of what a curator does. Attending ITP “changed everything” for her. She saw what other curators were doing. She gained knowledge and skills that she was able to share with her colleagues through a group presentation as well as on the job training. At that stage, the Rwanda Cultural Heritage Academy only had two curators across eight museums, with guides in each museum. Now the institution has 11 collections staff, including curators, and Chantal was able to delegate some of the work of managing and presenting the collection.

She collaborated with other fellows on several projects. For example, she gained UNESCO funds to create tours, working with another ITP fellow.

Chantal’s boss was “super excited” when she was selected to be Senior Fellow.

WAS YOUR ROLE CLEAR?

The role was very clear in the written agreement.

When Chantal saw the fellows’ biographies, she wondered what she had to teach such experienced people! However, as she got to know them, and built strong relationships with them, she saw clearly the value in having someone to respond to their requests and direct them to the right person in the ITP to resolve any problems.

WAS YOUR ROLE APPROPRIATE?

The role was appropriate. In the first couple of days of ITP some of the fellows were too shy to ask questions, especially if they were not confident in speaking English. It helped to have someone on the other side to ask their question for them.

DID THE FELLOWS TREAT YOU WITH APPROPRIATE RESPECT?

Yes. The group was wonderful. They did say in the first week they thought Chantal was a spy! However, the more they talked, the more they engaged and opened up to Chantal. The most frequent question was around how to make the best of the *Object in focus* experience.

DID YOU GET ENOUGH SUPPORT?

Yes. The ITP team were very helpful. They had a WhatsApp group. Whenever there was an issue, she could post it and resolve it immediately. Strong communication allowed her to achieve her role.

Chantal appreciated being able to choose which sessions to follow and being able to visit Oxford and the British Library for her own research.

WAS THE WORKLOAD RIGHT?

Yes, although Chantal didn't have particular expectations. In the time before the ITP, the workload was lower, and she sometimes finished before 5. During the ITP, there was more to do, but the process was fairly relaxed.

WAS BEING A SENIOR FELLOW A USEFUL EXPERIENCE FOR YOU?

Yes. During the ITP she was there to support the fellows but was at the same time a leader. Seeing how the ITP works improved her leadership skills because she understood that although she delegates, she must also be part of the process to be able to have good results. Before being a Senior Fellow, she would give tasks and wait for the end results and not be part of the process.

"I might say, from the ITP team, I learnt what teamwork means."

DID THE EXPERIENCE HELP YOU DEVELOP SKILLS AS A TRAINER?

Yes. Seeing behind the scenes on how training is organised was extremely useful.

As a Senior Fellow, she organised a workshop around the future of museums and the experience was not what she expected, it was more interactive. Before being a Senior Fellow, Chantal would think it was normal to give a talk without including a chance for participants to express themselves and contribute their ideas. In her session, the style was more open and fun, and participants posed and then collectively discussed and answered questions about the challenges facing museums.

"I learnt that when you give participants a chance to think and create something together, they have innovative ideas. I wasn't expecting that."

This process also helped build Chantal's confidence because she realised that, running a training session, she doesn't have to be someone who knows everything. She can be there to support others to open up so that they share and discuss their ideas.

DID THE EXPERIENCE USE YOUR TIME WELL?

Yes. There was a schedule that was followed. In addition, Chantal had time to follow her own interests.

DID YOUR ROLE AS A SENIOR FELLOW GIVE YOU INSIGHTS INTO HOW ITP OR THE ROLE OF THE SENIOR FELLOW SHOULD BE CHANGED?

Chantal could already see many ways the ITP had changed between 2018 and 2025, all being improvements. For example, fellows had more time in departments and more time to visit museums. The sessions were more interactive and could be more so. Sometimes presenters gave facts rather than lessons that fellows could apply, and sometimes they were too vague because they said the details were confidential.

WHAT DO YOU WANT FOR YOUR RELATIONSHIP WITH THE BM IN THE FUTURE?

Three things:

For Rwanda to be more fully and accurately recorded in the collection. For example, the British Museum has a tiny cup which is labelled using ethnic labelling which is seen as divisive and has not been used in Rwanda for 30 years.

For ITP to accept more museum staff from Rwanda.

"The ITP shaped my career and helped to be grow personally and professionally. I am so grateful to be able to come here. I would like my colleagues to have this opportunity."

For Chantal to continue to collaborate on different projects with the British Museum.

CONCLUSION

The ITP is a sensitively designed and delivered programme that allows the British Museum to bring together museum professionals from across the world for an intense and transformative experience.

The ITP is special because of the:

- Global reach of fellows.

All fellows said it was useful to have curators from other countries on the ITP.

- Balance of different learning experiences, formats and contexts, so that fellows can feel connection but also inspiration to change.

19 of the 20 fellows said the overall balance of the programme was right.

- Breadth of subjects covered which, together with the discursive format, equips the fellows for collaboration and leadership.
- Care taken to include content that specifically matches fellows' interests, while also supporting them to understand museums holistically so they have a wider perspective.

All respondents were happy with the choice of their UK partner museum.

- Strong community feeling that emerges as a result of the discussion process, which gives encourages mutual support and collaboration.

All fellows said they feel that they have a relationship with the British Museum.

All fellows said they feel they have a relationship with the partner museum.

All partner museums feel that they and their institution definitely have a relationship with the British Museum.

All departmental reps said the ITP is beneficial to their department.

All departmental reps said they were proud of the ITP.

- Exceptional attention to fellows' wellbeing, which forms a foundation for close relationships with the British Museum and partner museums.

All fellows said they felt that the British Museum genuinely cared about them and their wellbeing.

All fellows said they felt that the partner museum genuinely cared about them and their wellbeing.

- Legacy projects and ITP network, which ensure learning is sustained and built upon rather than outgrown.

All fellows plan to keep in contact with other participants.

- Time for reflection and personal growth among all concerned, which is increasingly squeezed because of the pressures on museums.

Satisfaction is, as always, exceptionally high.

18 of the 20 fellows said the UK programme surpassed or met all their expectations.

15 of the fellows said the partnership programme exceeded or met all their expectations.

All partners said the programme surpassed or met all of their expectations.

However, respondents nonetheless made suggestions for change:

- Have more practical sessions.
- Extend the time in the British Museum Department.
- Include time outside the main British Museum Department.
- Provide the course handbook in a digital format before the visit.
- Give fellows more information on speakers ahead of sessions.
- Allow speakers to attend other sessions so they can meet the fellows before their presentation.
- Encourage presenters to focus on learning principles rather than description.
- Improve internal communication within the partner museum so that all presenters know more about the background and interests of the fellows.
- Have more small groups sessions in the British Museum so that fellows can present the experience of their own institution and reflect on the learning together.
- Make time for fellows to organise their own individual meetings or day trips.
- If relevant in the future, be more active in chairing Q&A sessions, so that individual fellows do not dominate the discussion.
- Streamline departmental rep meetings, with details discussed individually.