

INTERNATIONAL TRAINING PROGRAMME EVALUATION REPORT

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INTRODUCTION

DEVELOPMENT OF THE PROGRAMME

The British Museum established the International Training Programme in 2006. The programme was initiated two years previously in partnership with the Supreme Council for Antiquities of Egypt, which became 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 BM which includes presentations, workshops and visits.
- Time in a BM department based on participants' specific area of interest.
- And a placement at a UK partner museum.

I use the term "ITP programme below" (even though the P in ITP is programme) to refer to the initial training in the UK, these three elements, separate from legacy projects and the network.

As well as hosting the IT fellows during the annual programme, partner museums play a vital role in helping to develop the programme and in designing and delivering legacy projects. The following museums have worked in partnership with the ITP since its inception in 2006:

- Amgueddfa Cymru – Museum Wales
- Birmingham Museums
- Bristol Museums
- Glasgow Museums
- Lincoln Museum
- Manchester Art Gallery
- Manchester Museum
- National Museums Northern Ireland
- Norfolk Museums Service
- North East Museums
- Nottingham University Museum
- Whitworth Art Gallery.

In 2015 and 2020 the Marie-Louise von Motesiczky Charitable Trust pledged major funding 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 includes:

- 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:

- Trialling nine online learning modules.
- Condensing the 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 BM 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.

The e-Learning training course was been developed and adapted and is now on the ITP website as a resource for the whole ITP alumni.

PROFILE OF FELLOWS

The BM has delivered the ITP programme in 18 years since 2006.

FIGURE 1: NUMBER OF FELLOWS EACH YEAR OF ITP

YEAR	NUMBER OF FELLOWS
2024	20
2023	18
2022	15
2021	16

2020	
2019	23
2018	23
2017	25
2016	21
2015	24
2014	21
2013	21
2012	26
2011	22
2010	22
2009	22
2008	18
2007	18
2006	13

Altogether the ITP has trained 368 fellows from 61 countries.

FIGURE 2: GEOGRAPHICAL REACH OF ITP

COUNTRY	NUMBER OF FELLOWS
Afghanistan	2
Armenia	5
Azerbaijan	1
Bhutan	1
Brazil	4
Bulgaria	1
Cambodia	2
China	43
Colombia	2
Croatia	3
Cyprus	1
Egypt	53
Ethiopia	2
Georgia	1
Ghana	7
Greece	6
Guatemala	1
Hong Kong	1
India	30
Indonesia	2
Iran	8
Iraq	13
Jordan	1
Kenya	12
Kiribati	1
Kurdistan	2
Lebanon	5
Lesotho	1
Libya	4
Malaysia	7
Mexico	2

Mozambique	2
Myanmar	5
Nepal	1
New Zealand	1
Nigeria	10
North Macedonia	1
Oman	4
Pakistan	5
Palestine	18
Peru	2
Philippines	2
Rapa Nui (Chile)	1
Romania	2
Rwanda	1
Saudi Arabia	1
Singapore	1
South Africa	8
Sri Lanka	1

Five fellows have passed away, giving the total number of possible survey respondents as 363.

METHODOLOGY

My first follow up survey of ITP fellows was carried out in 2013, with 66 responses from the 130 people who received the invitation. No follow up survey has been carried out since 2013.

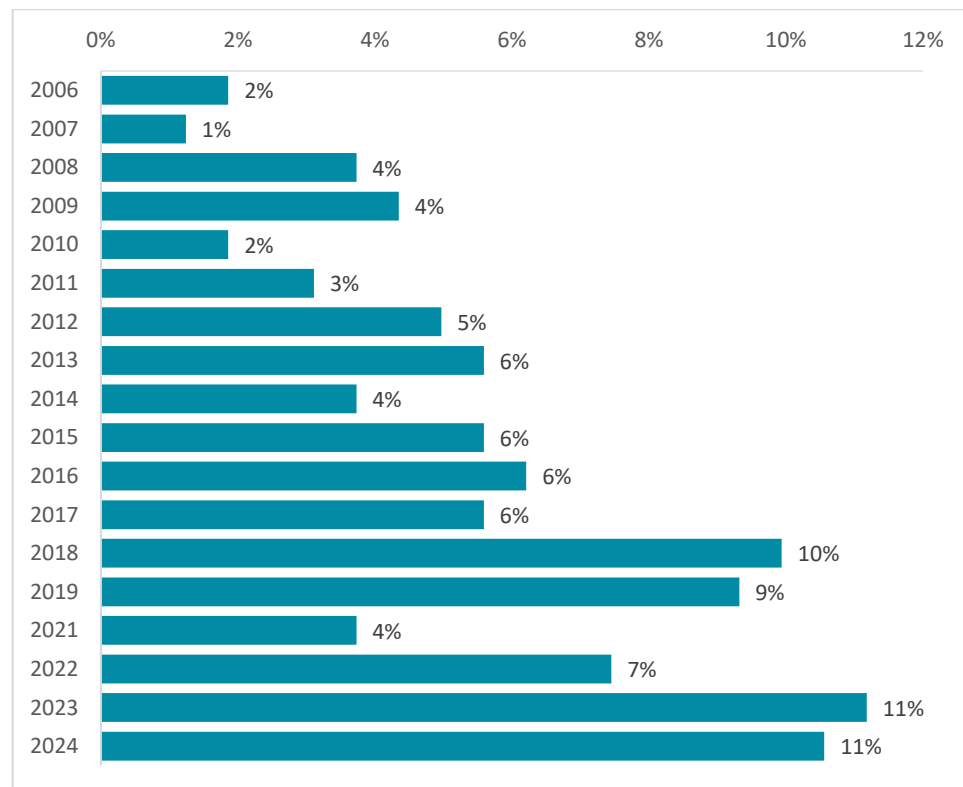
This survey received 161 responses from the 342 fellows who were reached by email (the email bounced for 21 fellows). The response rate was 47%, an excellent sample for a training follow up survey, and only slightly lower than the figure for 2013 (51%), when the time covered was so much shorter. That the BM still had up to date email addresses for 94% of fellows is in itself evidence of the long-term impact of the programme. This would not be the case for most training programmes delivered dating back 19 years.

ANALYSIS OF FOLLOW UP SURVEY

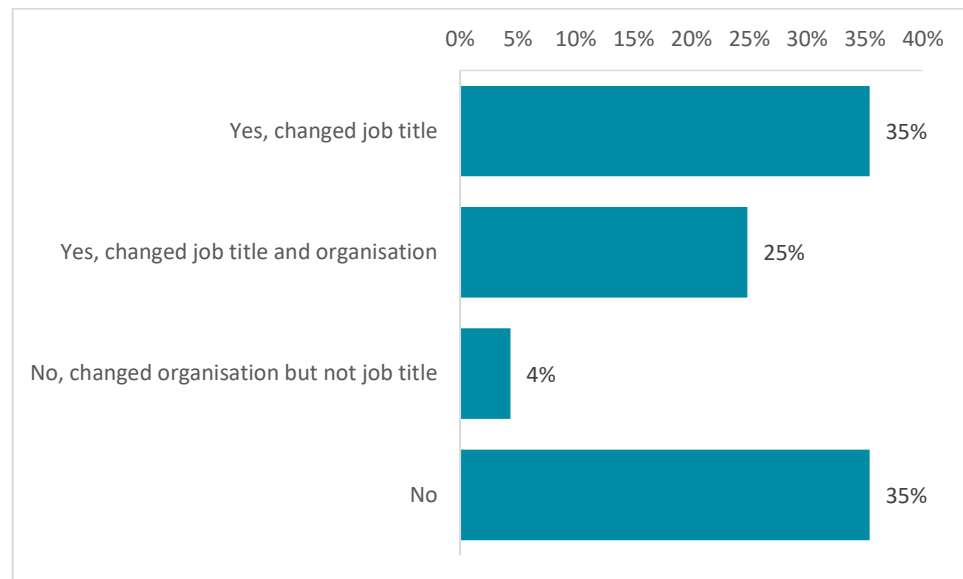
BACKGROUND ON FELLOW'S CAREER

Fellows who had attended in recent years were more likely to reply, but we still had multiple respondents from each year of ITP.

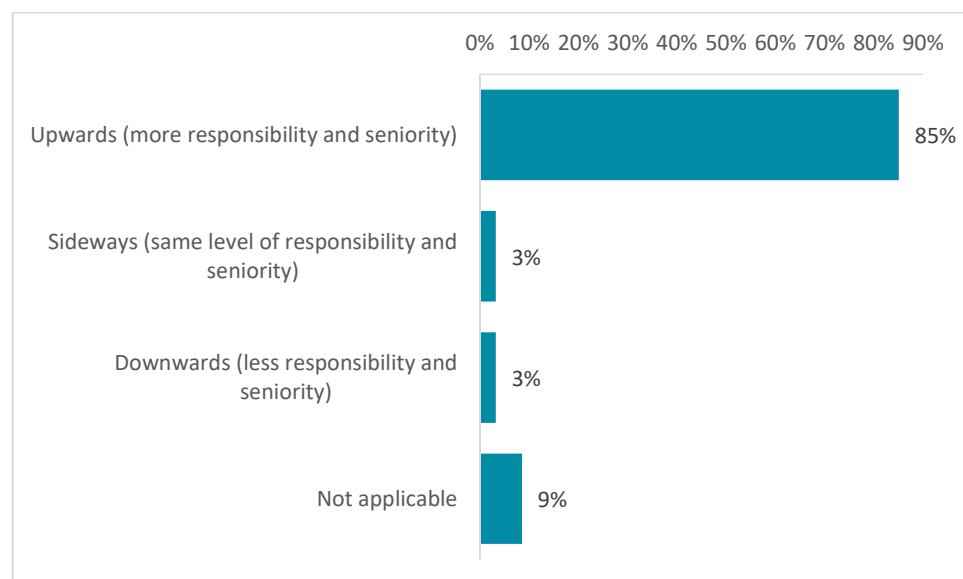
FIGURE 3: YEAR ATTENDED ITP



61% of fellows said their job title has changed since they attended the ITP programme.

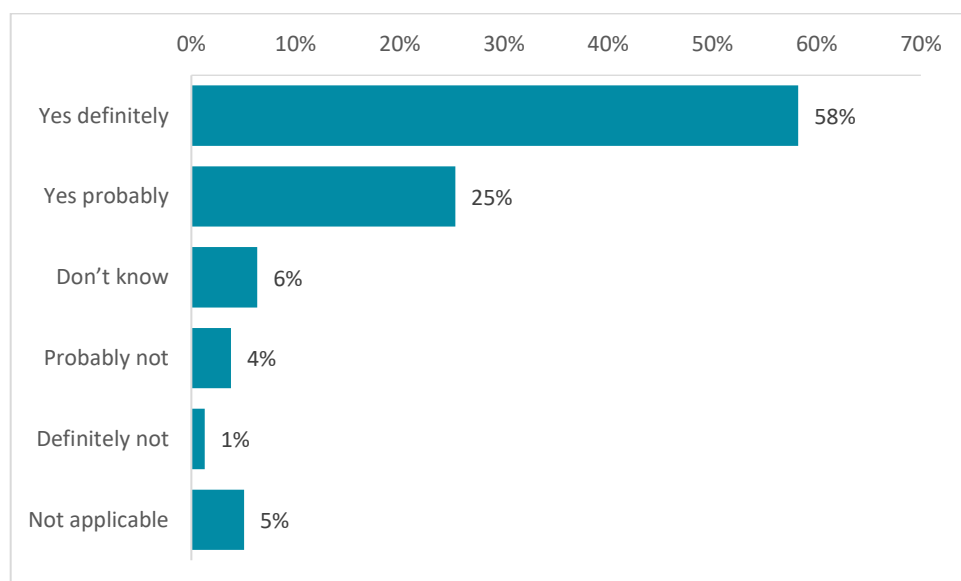
FIGURE 4: HAS YOUR JOB TITLE CHANGED SINCE YOU ATTENDED THE ITP PROGRAMME?

88% of fellows who changed job said this was a promotion.

FIGURE 5: DIRECTION OF MOVE

84% of fellows said that their promotion was the result of skills, experience or status gained on the ITP programme.

FIGURE 6: IF UPWARDS, WAS YOUR PROMOTION THE RESULT OF SKILLS, EXPERIENCE OR STATUS GAINED ON THE ITP PROGRAMME?



“ITP changed my life. I understood museum studies after attending.”

“ITP is the best thing that happened to me in my career of museum studies.”

Fellows commented that ITP helped them advance because of:

- Leadership development.

“My promotion was the result of a combination of skills, experience, and connections gained through the ITP. The programme enhanced my leadership and project management abilities, while expanding my professional network and visibility in the museum field, which played a key role in my transition from Chief Specialist to Head of the International Relations Department.”

“The exposure I acquired at ITP helped me to make a significant contribution to my organisation. I believe this to be one of the significant milestones in my career. As a major outcome of this experience, I am shaping my leadership skills as I am in charge of Museum Education and Outreach.”

“Having the ITP experience and further experiences with the BM gave me an extra plus that my organisation felt was valuable in the positions they placed me in.”

- Lack of other training.

“Attending the British Museum's ITP in 2012 significantly expanded my knowledge in the field of museology. At the time, there were no dedicated museology programmes in my country, so the ITP provided me with invaluable insights and experiences I had never encountered before.”

- Ability to make the case.

“Because I shared reports of my ITP training with our management, plus reports of any training or workshops attended due to ITP training where I highlighted training areas and impact it has on my work.”

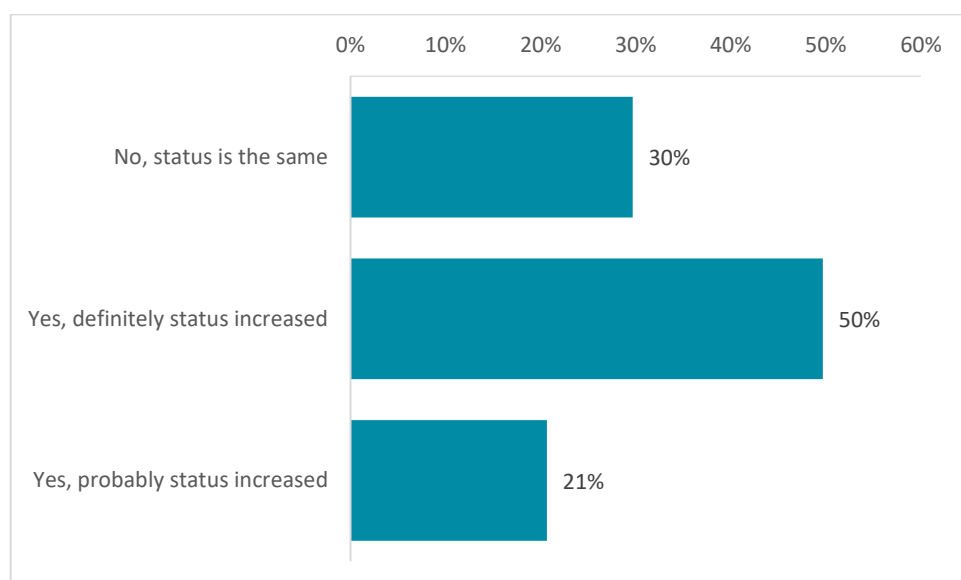
Fellows also mentioned that they had been inspired, including by the ITP, to continue to seek opportunities for professional development.

“I have been committed to furthering my knowledge and consolidating my expertise, especially as I became more aware of the diverse areas of museum operations and their impact on the field.”

“There is no doubt that the ITP is a turning point in my career but also I am working hard on myself academically and professionally after participation.”

Overall, 71% of fellows said ITP raised their status in their organisation.

FIGURE 7: DID THE ITP PROGRAMME CHANGE YOUR STATUS IN YOUR ORGANISATION?



“The ITP significantly enhanced my skills and expertise, which positively impacted my status within the organisation. After participating in the programme, I became more capable of presenting new ideas and developmental initiatives based on the global experiences I gained, which led to taking on greater responsibilities and contributing effectively to improving the institution’s work.”

“The ITP enhanced my status and increased the value I gave at work due to my ability to collaborate with colleagues in the global network.”

“ITP definitely increased my status. I was nominated to many committees related to museums or heritage preservation.”

“Despite being the youngest and newest member of my museum team, in the temporary absence of the museum general director I have been deputised to fulfil his duties until his return. This temporary leadership position not only underscores the trust placed in me by

my boss but also highlights the impact of the ITP on my professional growth and recognition within the team.”

“The knowledge I gained through the ITP significantly enhanced my productivity, both in applying what I learned to my daily activities and in designing and delivering large-scale training programs. This not only made me a more well-rounded professional but also contributed to my growth within the organisation, ultimately leading to a change in my status and paving the way for career advancements.”

Fellows commented that even if ITP didn’t change their status, it did enhance their visibility and increase their productivity.

“My status is the same. However, I've noticed a positive change in the attitudes and professional respect of my superiors and colleagues at the museum.”

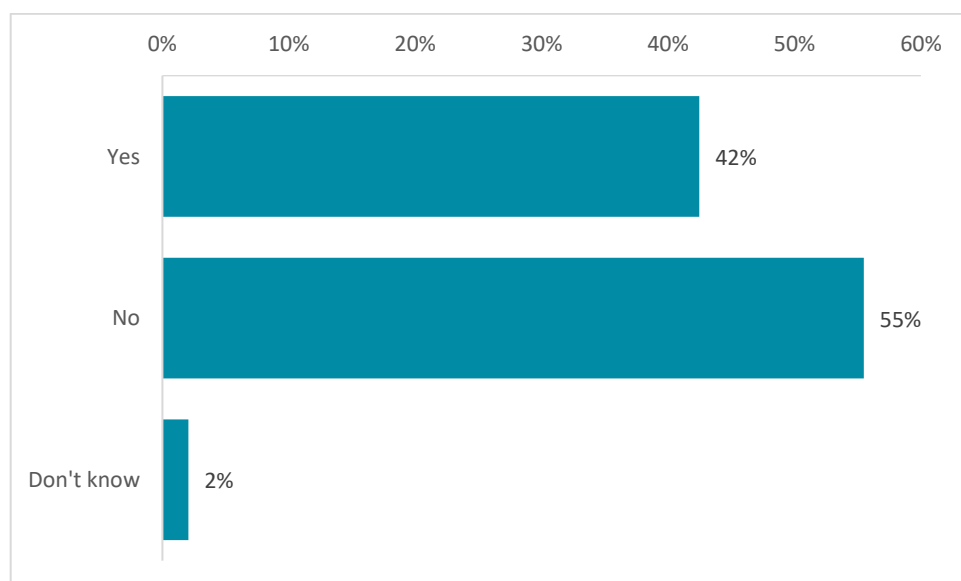
“After the ITP, I have been addressed as the instructor, teaching and training my fellow staff about museums generally and I am able to contact other fellows globally when we come across something strange or something we do not understand.”

“The ITP did change my status, but not within the same organisation. It played a pivotal role in my transition to a new museum, where I took on the position of Head of the International Relations Department. The skills, knowledge, and network I developed during the program were crucial in helping me secure this leadership role.”

ANY LONG-TERM VALUE FROM ATTENDING THE ITP COURSE

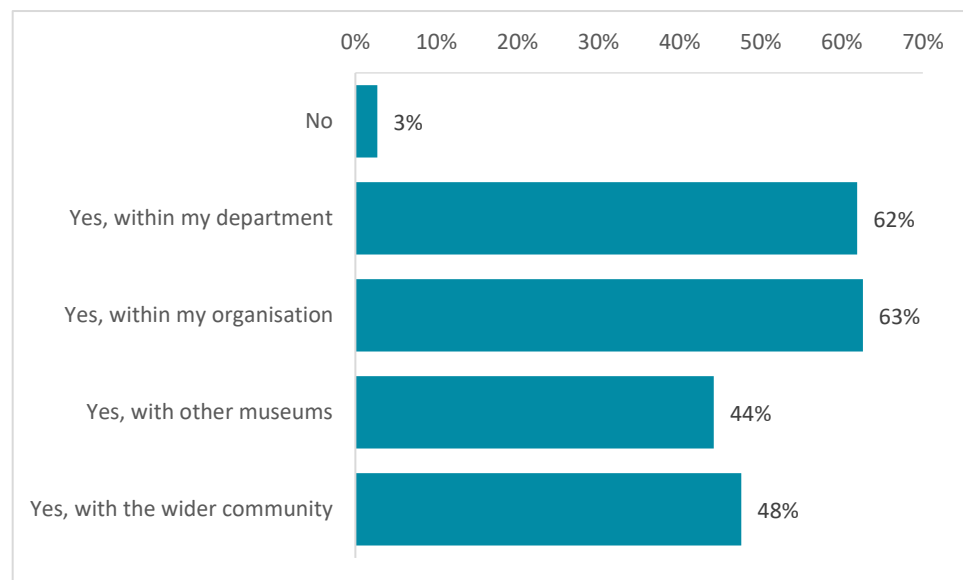
55% of fellows said that other people from their organisation had also attended the ITP programme.

FIGURE 8: ARE YOU THE ONLY PERSON IN YOUR ORGANISATION WHO HAS ATTENDED THE ITP PROGRAMME?



97% of fellows said they shared the learning from the ITP programme and more than 40% reached out to other museums and/or the wider community. Comments suggested that the presentations were detailed and continued as learning emerged from engaging with legacy projects and the ITP network.

FIGURE 9: AFTER ATTENDING THE ITP PROGRAMME, DID YOU SHARE THE LEARNING? PLEASE TICK ALL THAT APPLY



"I used this experience to inspire young professionals of the country and also shared my experiences widely in many forums not limited to my organisation."

"We organised a workshop for sharing the learning and also involved the staff in the Legacy projects."

"It is compulsory in my establishment to train staff on your return and write for the quarterly magazine of the organisation."

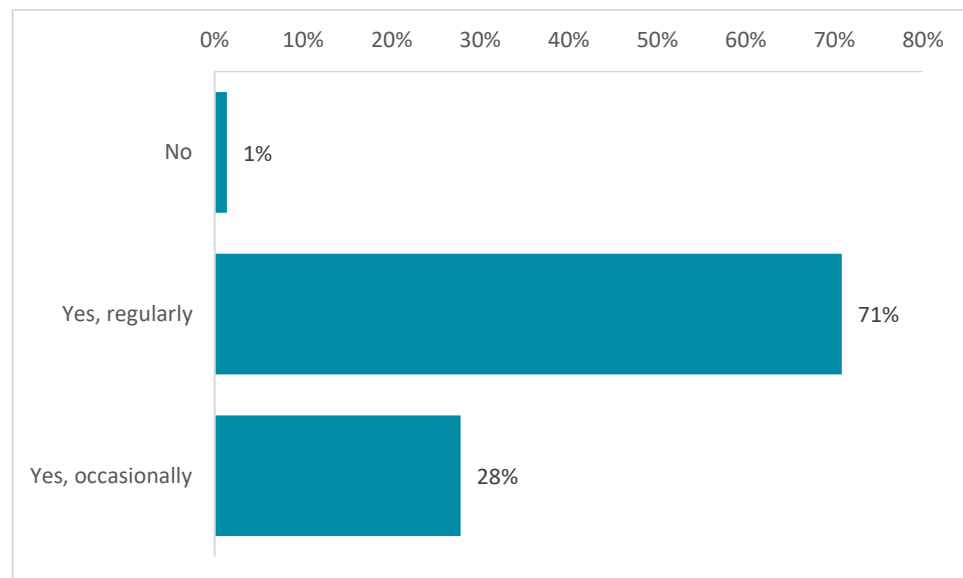
"After attending the ITP Programme, I successfully organised and delivered three large-scale training programmes. This programme attracted numerous participants from across my country. The training programmes were heavily inspired by the ITP, utilising its structure and materials as case studies to address various areas such as collection management, conservation, documentation, display, and fundraising. As a result of these programmes, my professional reputation grew significantly, leading to an invitation to teach museology on my country's first museum studies programme."

"I had recorded the ITP programme completely by keeping a diary. I made a comparative presentation to the expert staff working in my museum, adding my own comments. I made the presentation for three hours a day and it lasted for three days."

"I had opportunity to share what I learned during the ITP with my colleagues and I am a mentor to new staff in my department and a coach to museums interneers. Recently I helped a private museum that was established last year set up its exhibitions and activities."

99% of fellows said they still think about or use learning from the ITP programme.

FIGURE 10: DO YOU STILL THINK ABOUT OR USE LEARNING FROM THE ITP PROGRAMME?



“The learning from the ITP would last a lifetime.”

“Once an ITPer, always an ITPer.”

“I regularly applied the knowledge of the ITP to solve any problem that comes up at my job.”

“In any event or sessions related to museums or international experience I refer always to ITP.”

“Yes, I still think about and actively use the learning from the ITP Programme. The insights I gained on leadership, international collaboration, and museum management continue to guide my decisions and strategies, especially in my current role as Head of the International Relations Department. The connections I built through the programme also remain valuable for ongoing collaboration and professional growth.”

“I update myself regularly on the basis of shared thoughts, experiences and learnings of ITP wider members.”

Fellows mentioned many ways they use the learning from ITP:

- As a reference point.

“When in meetings or trainings, I use ITP learning as a reference.”

“Yes, as a lecturer in museum studies, I continue to use materials and insights from the ITP programme as examples of best practices. These resources have been invaluable in illustrating key concepts and methodologies to my students, helping them understand the practical applications of museum work.”

"The training gained from the ITP is invaluable. It will always surface in our work especially in the area of description and conservation."

"I still refer to my notes and blog from the ITP."

"I have all the learning materials I got from the ITP programme in 2011 and 2017 during the ITP+ training."

"When I am assigned new responsibilities, I refer to what I have studied. For example, recently I was in a team that was assigned to work on risk management policy. I was inspired by the handouts from the ITP."

- As a framework for understanding museums.

"Of course, I am still using the information that I got from the ITP programme. It gave me a wide perception for museology, museum management, collection care."

"The ITP provided an extensive and impactful learning experience that has to be in my thought process."

- To help with communication.

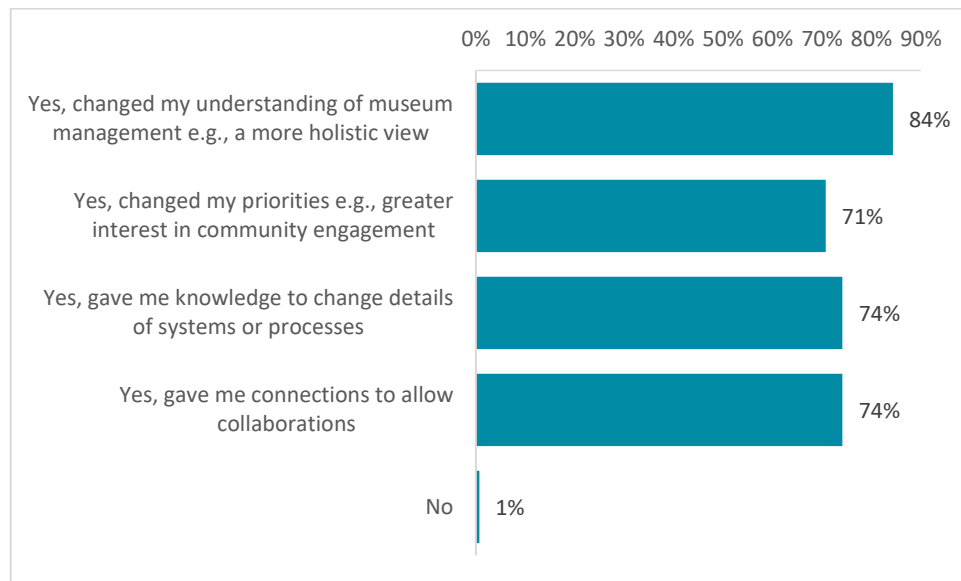
"Specially the publications and the website."

- To encourage or support research.

"The knowledge and skills gained from the ITP have been instrumental in my PhD dissertation especially in evaluating the museum exhibition and onsite tour."

"The *Object in focus* encouraged me to carry out research and collaborate with the staff of the BM Department. These are priceless moments in my professional career."

99% of fellows said the ITP programme affected their practice in one or more of the ways specified. 84% said they gained a more holistic understanding of museums. 74% said they gained the knowledge to change specific systems or processes. So, ITP stimulated general insights and ways of thinking, but also detailed practical knowledge.

FIGURE 11: DID THE ITP PROGRAMME HAVE ANY OF THESE EFFECTS ON YOU?

Fellows mentioned impacts in terms of:

- A broader understanding of the importance and community context of museums.

"To me the training was an eye opener. I got a better understanding of museums' work, and the importance of community engagement in all our activities."

"The training helped give me a renewed interest in my institution. I had a better understanding of the important role the museum plays in my society as regards the important function of cultural preservation for the future generations and the importance of community engagement."

"The ITP programme profoundly changed my understanding of the museum field by providing me with a more holistic perspective. It made me aware of various aspects of museum practices that I had not been familiar with before."

"The ITP especially increased my understanding of, and exposure to, different approaches to community engagement. I've talked up and down about the work being done at my partner museum and have been in contact with the folks I met there to engage them with my students."

"The way I think about museums management has changed after my ITP, I am able to connect globally and acquire more knowledge from other fellows around the world."

"I had a researcher's vision (a closed vision). What interested me most was analysing objects in order to publish articles, which was fundamental to my career. Now I'm aware of the need to inform the public."

"The ITP brought me out of the comfort zone of being a Conservator to a more versatile museum professional who engages communities with collections and participates in mobile exhibitions too."

"The ITP "upgraded" me, as a person, as museum professional, it motivated me to hope and work for more."

- Knowledge of new trends.

"Although I have been working in the museum field for more than 20 years, the ITP still gives me a new perspective on 21st century museology, especially the innovative challenges from technology and young visitors."

"The ITP shall remain my rock. The concept of the shift from objects to individuals has been evident in museums today in my country."

- Commitment to continue learning and development.

"The ITP made a big change in my professional life and encouraged me to participate in some conferences."

"This experience gives me more interactive skills which I used with the audience in different ages."

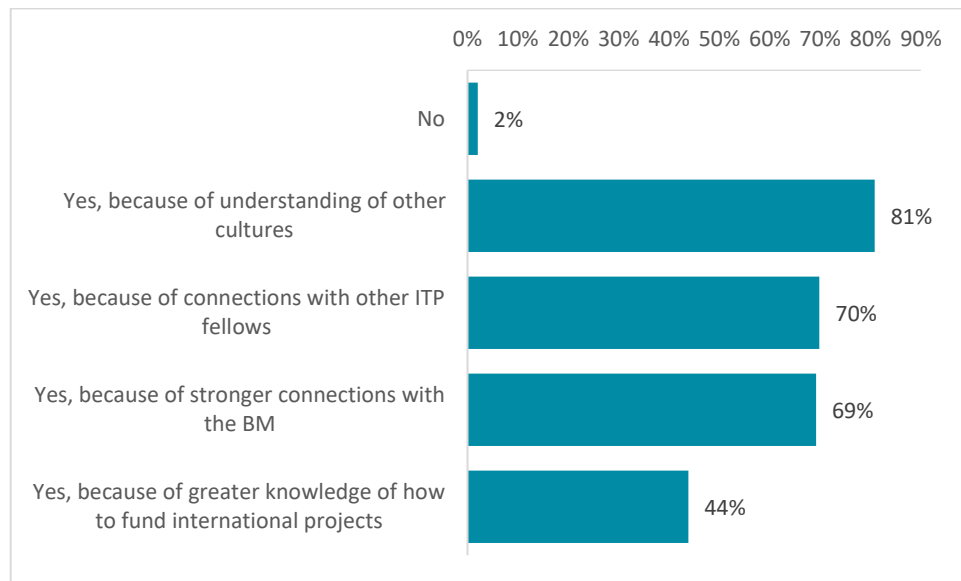
"I attended the ITP at a very crucial phase in my professional life. It has enabled me to apply many of the learnings to my work but has most importantly fostered a more inclusive and collaborative approach to my work with international organisations and diverse communities. Over the course of time that I have come to appreciate how important the learning experience has been in shaping my perspectives as well as the need for continuous learning and growth (through the many resources and workshops curated by the ITP team and also through connections with colleagues from the ITP network)."

- Relationships (more of this below).

"Above all, I gained friends from other museums worldwide."

"I design more education programs that aim to target diverse audiences."

98% of fellows said that ITP strengthened their ability to work internationally.

FIGURE 12: DID THE ITP PROGRAMME STRENGTHEN YOUR ABILITY TO WORK INTERNATIONALLY?

The ITP's impact on fellows' international working is through raising their priority to working internationally, increasing their skills and confidence in working internationally, and giving them a global museum network:

"It deepened my understanding of other cultures, enhancing my cultural sensitivity and adaptability, while also boosting my confidence in engaging with colleagues from diverse cultural backgrounds. It enabled me to build lasting connections with fellow ITP participants from various countries, creating an enduring international network that remains active to this day. It strengthened my relationship with the British Museum. Since graduating from the ITP, I have maintained regular contact with BM staff. We continue to communicate and support each other whenever assistance or collaboration is needed."

"The ITP training programme made me a person capable of working with all levels, local and international."

"The BM created a sense of 'oneness/togetherness' with other ITP fellows."

"The ITP gave me confidence to participate and work with colleagues internationally and more recently at the Metropolitan Museum of Art, New York."

"The ITP was not my first experience traveling overseas in a European country in 2013, but the ITP's spirit of uniting individuals from different cultures and languages living, working, debating, and exchanging ideas for 40 days appealed to me. All of these considerations contribute to long-term continuity and sustainability."

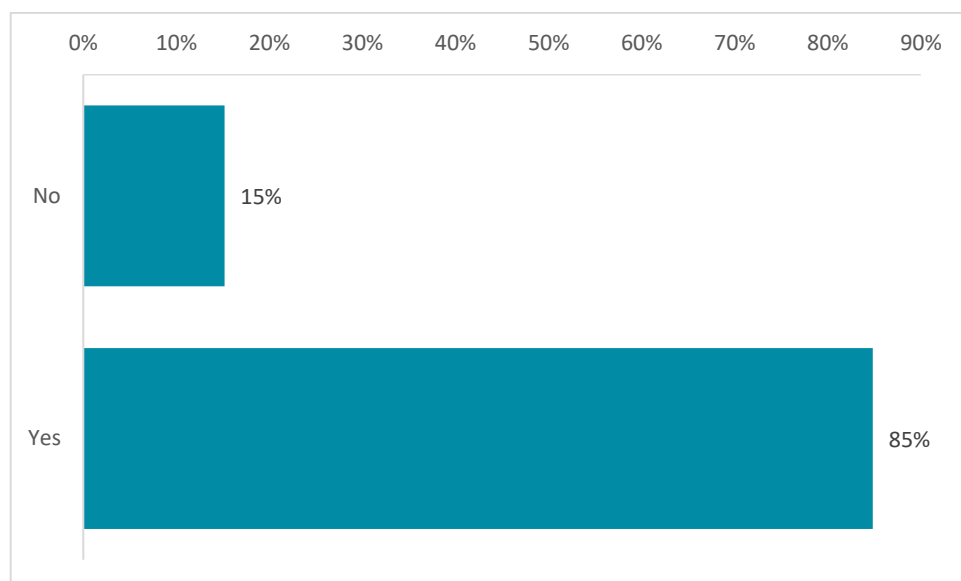
"The global network has helped me to collaborate with my colleagues via emails. It has also helped me to fund international programmes."

"The ITP programme significantly strengthened my ability to work internationally by fostering cross-cultural understanding, providing me with valuable experience collaborating

with professionals from diverse backgrounds, and enhancing my awareness of global perspectives in heritage management.”

Consistent with the figures above, 85% of fellows said they were able to implement learning from the ITP in changing approaches, systems or processes. They give detailed examples of a changes in different functions and at different scales in museums. One respondent said they were unable to implement the changes they wanted because of the bureaucracy in their museum.

FIGURE 13: WERE YOU ABLE TO IMPLEMENT ANY OF YOUR LEARNING FROM THE ITP PROGRAMME? E.G., CHANGES IN APPROACHES, SYSTEMS OR PROCESSES



“We did a better job cleaning our bronze objects. The training afforded me the opportunity to train conservators on how to remove the greenish coloration on our copper and bronze objects. I introduced digitalization of our collections too.”

“I implemented many things at work, especially in documentation and databases, and exhibitions.”

“I worked freelance in a museum to develop labels for children. My experience in the ITP as well as many sharing sessions with the ITP fellows allowed me to gain a broad perspective and helped me finish the task well. I was also trusted as the coordinator back when I was working in a private museum due to my short but worthwhile experience in the ITP.”

“From attending the ITP, I learned about visitor-centred approaches. This shift has influenced my work, which involved exhibition planning and interpretation, ensuring that museum displays cater to a diverse audience, including individuals with disabilities.”

“I developed the media strategy for the museum and proposed an educational programme to work with teenagers. After shifting my career, I worked on a podcast and the British Museum training was truly inspiring.”

"I was able to implement new photography techniques learned through the ITP programme, and apply the knowledge gained around best practices in museum displays to my PhD research."

"Over the past ten years, my work and studies have been greatly influenced by the ITP programme. One key takeaway has been the emphasis on collaborative and cross-disciplinary approaches, which I have applied in my work by actively collaborating with colleagues from different departments to promote the integration and comprehensiveness of projects. The online courses offered by ITP continue to provide valuable educational resources, enabling me to keep improving."

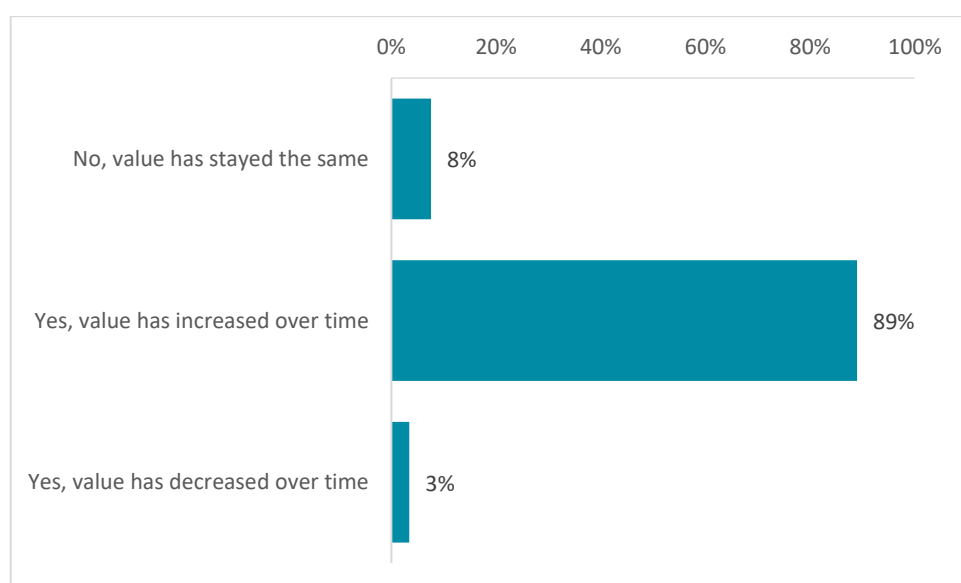
"I utilised my experience from the ITP programme to enhance my skills in several areas, particularly in training and managing volunteers. I developed structured training programmes tailored to the needs of participants, focusing on preparing young individuals to serve as educational guides."

"I was able to implement several learnings from the ITP programme in my organisation. For example, I introduced more structured approaches to project planning and documentation, inspired by the methods shared during the programme. Additionally, I proposed new systems for enhancing visitor engagement and digital cataloguing of artifacts, which are currently under review by the management. These changes are expected to improve efficiency and accessibility in our work processes. They have already had a positive impact on both internal operations and the visitor experience."

"I started integrating the family into the educational programmes, not just the children."

89% of fellows said that the value of ITP has increased over time and only 3% said it had decreased. This is a remarkable finding for a training programme, and a strong endorsement of the network and legacy strands of work.

FIGURE 14: OVERALL, WOULD YOU SAY THE VALUE OF ITP TO YOU HAS CHANGED SINCE YOU ATTENDED THE BM PROGRAMME?



The value of ITP has increased over time because:

- Fellows have applied the learning to positive effect. Application has been supported by fellows' increased status, evidenced above.

"The value of the ITP has grown over time. Initially, it was a learning experience that expanded my skills and perspective. Since then, its impact has deepened as I've applied its lessons to my work, strengthened international collaborations, and advanced in my career."

"The ITP programme has had a lasting impact on my professional growth. Over time, I have realised the significance of the skills and knowledge I gained, especially in programme design, volunteer management, and educational outreach. These insights have allowed me to implement more effective strategies in my work, enhancing my ability to contribute to the museum's goals and engage with the community."

"The value of the ITP programme has increased since I attended the British Museum Programme. I have been able to apply what I learned in areas such as improving work systems, developing visitor engagement methods, and using new technologies for preserving and cataloguing artifacts."

"I achieved many accomplishments and won awards in our field of specialisation and was able to travel and deal directly with more than one museum school around the world, and the enabler of all of this for more than 10 years is the ITP."

"The ITP has changed my way of thinking and working style at my museum. The authority of my museum is very happy with my outcomes and all these because of training of ITP."

- The ITP network and legacy projects maintain and expand fellows' connections and keep the learning up to date.

"I have kept in contact with the programme and participated in some legacy programmes that have greatly impacted on my approach to my work."

"Attending the conferences challenged me and added to my knowledge."

"The BM offers more trainings online as well as on site for ITPers. There is also the blog which allows us to post the happenings in our various museums. It also allows us to stay in touch with other participants all across the world. It has created a synergy that has added value to the museum world as a whole. I am very proud to be a member of such a global community."

"I deeply appreciate that the ITP is an ongoing effort, extending beyond the end of the programme. The team continually works on innovative ideas to keep us connected, provide support, and offer more opportunities to each and every one of us."

"Overall, I would say the value of the ITP to me has increased since attending the BM programme. The programme continues to expand, offering more opportunities and keeping us updated with the latest research and theories in the field. It has also supported me in my own research. I would like to acknowledge that the ITP covered the open access fees (APA) for one of my articles on e-learning in museums. This open access has significantly enhanced the visibility of my research, enabled better scholarly exchange, and resulted in more

frequent citations, thus increasing the potential impact of my work. Additionally, I received a grant from the ITP to attend the ICOM conference in Prague.”

“The value of the ITP increases with the information and sources shared through the ITP platforms.”

“The value increases because the ITP is the only programme I have attended where I still keep in touch with fellows and engage them in events. Conferences and other activities all add value.”

“I am still learning from the ITP programme.”

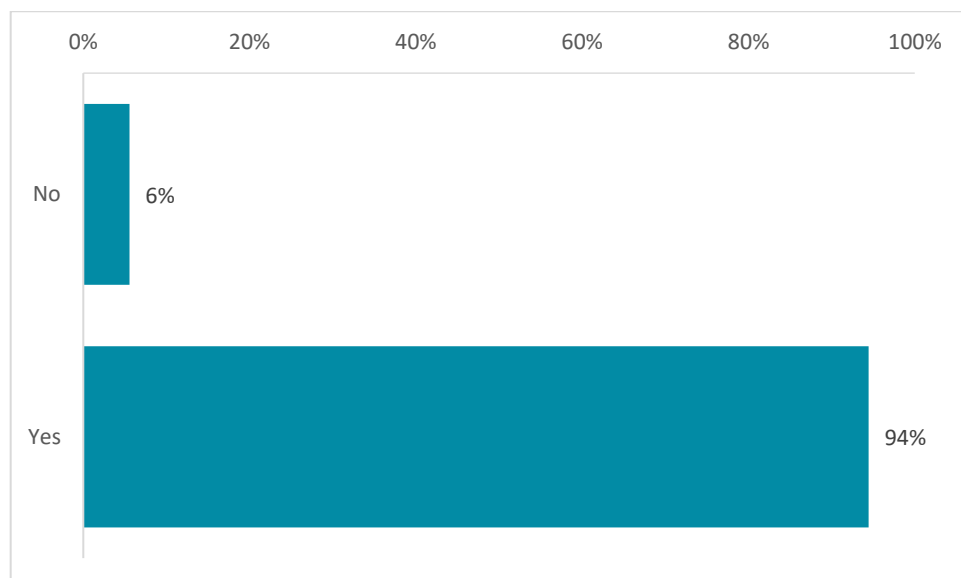
“Seriously, the value of the ITP has increased in many ways over time. Not only has the ITP's value appreciated, but we ITPers have also increased in value every year. This is because we make new connections at each ITP. Personally, the ITP Research Grant was instrumental in helping me secure my Master's degree, which enabled me to transition from a technical role to a leadership role. As a result, I was able to advance to the position of Assistant Director.”

“Whenever I attend ITP legacy projects, I learn something new, I get new connections that are useful to my work. Sometimes, when I have a challenge at work, I call upon my fellows to resolve the issue.”

THE ITP NETWORK

94% of fellows said they have kept in contact with other fellows from the ITP programme.

FIGURE 15: DID YOU KEEP IN CONTACT WITH ANY OTHER FELLOW (PARTICIPANT) FROM THE ITP PROGRAMME?

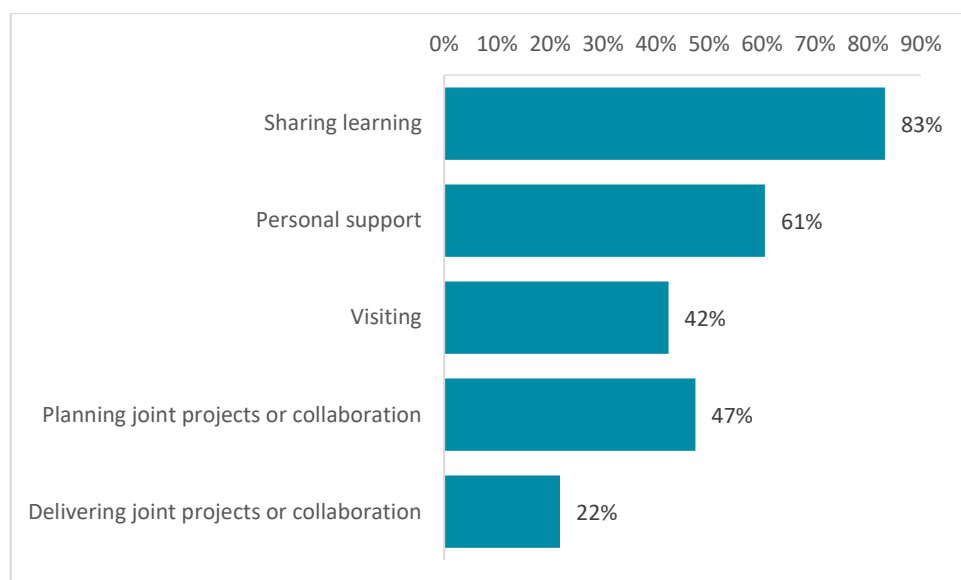


“Our bond during the ITP Programme was incredibly strong, and we continue to maintain regular contact. I still connect with several fellows, and with two of them, I communicate on a daily basis. These relationships have been invaluable, both professionally and personally.”

“I am frequently in touch with most of my fellow participants from the ITP programme and actively connect with new fellows. These connections are vital for exchanging ideas, fostering collaborations, and staying informed about developments in the global museum field.”

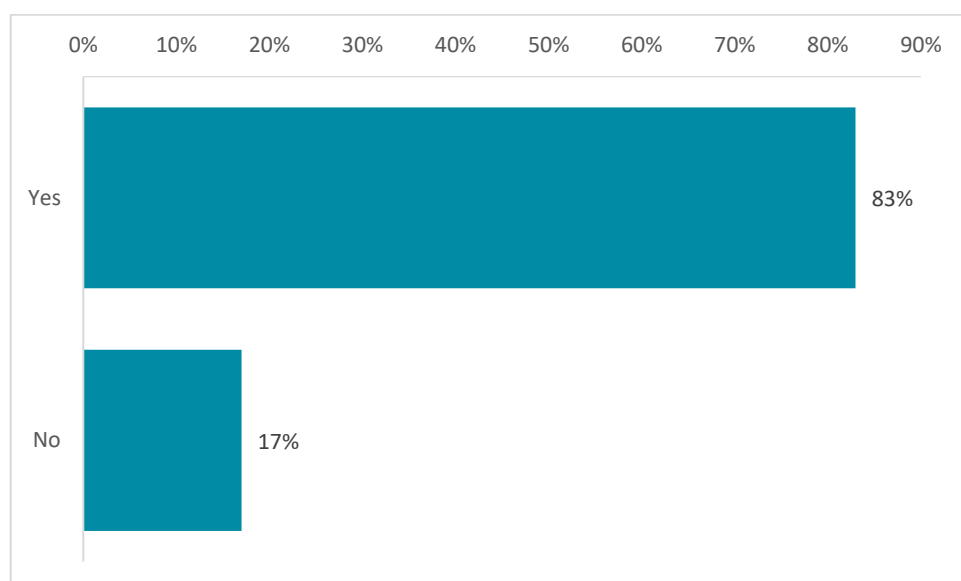
This was particularly for learning and personal support but more than 40% of fellows also mentioned visiting or planning joint projects.

FIGURE 16: IF YES, WHAT WAS THE PURPOSE OF THIS CONTACT WITH ITP FELLOWS?



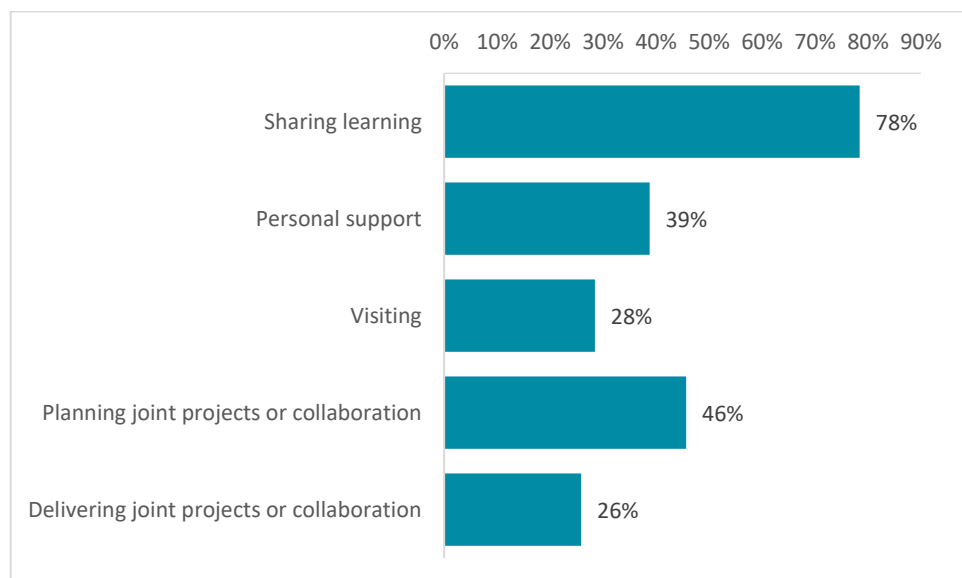
83% of fellows said they have kept in contact with BM curators or staff. They give examples of asking for information on specific objects or helping the BM with translation.

FIGURE 17: HAVE YOU KEPT IN CONTACT WITH ANY BRITISH MUSEUM CURATORS OR STAFF?



Contact with BM curators or staff was less about visiting, but equally associated with joint projects and collaboration.

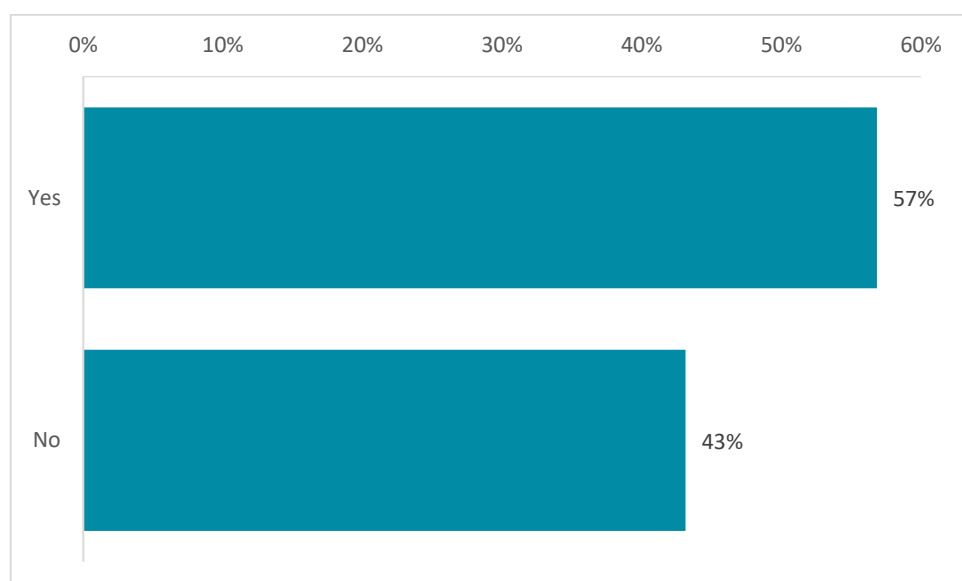
FIGURE 18: IF YES, WHAT WAS THE PURPOSE OF THIS CONTACT WITH BM CURATORS OR STAFF?



“Participating in the ITP has had a profound impact on my career, instilling in me a sense of confidence that has stayed with me throughout. I’ve also developed a strong affinity for the British Museum and my partner museum, to the point where I feel more like an ambassador for these institutions than a representative of my own organisation.”

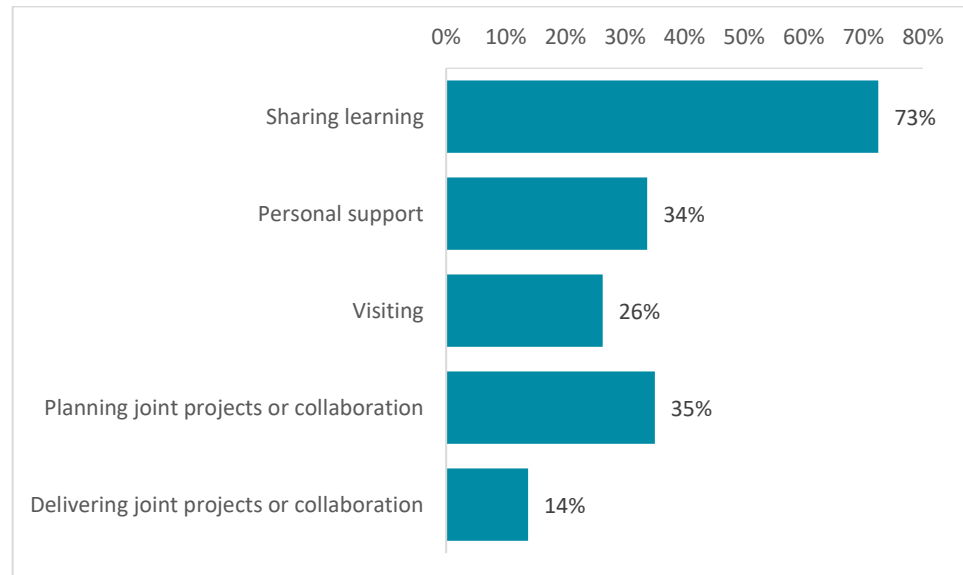
Fewer fellows, but still more than half, have kept in contact with their UK Partner Museum staff.

FIGURE 19: HAVE YOU KEPT IN CONTACT WITH ANY OF THE UK PARTNER MUSEUM STAFF?



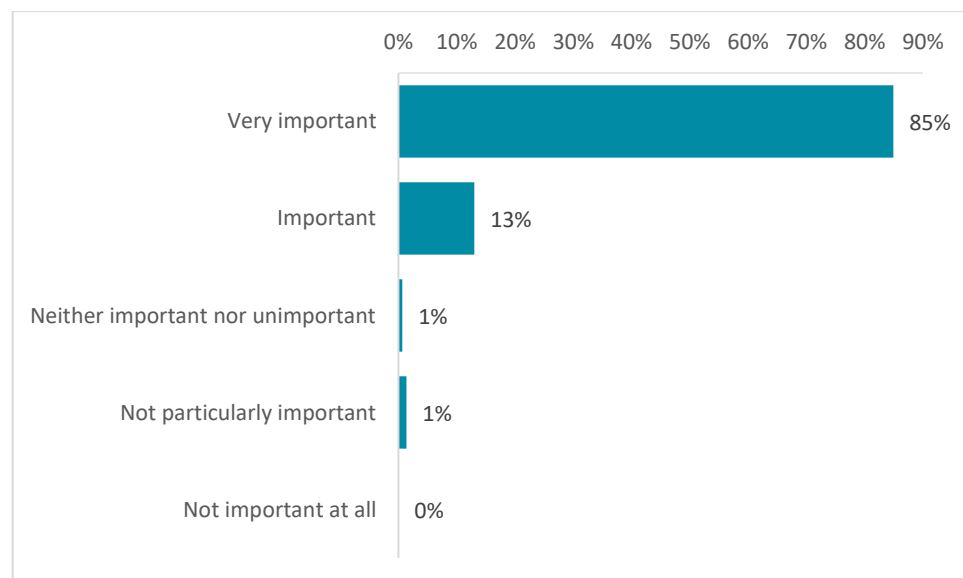
This contact was most commonly about learning, but visits and joint projects were still referenced.

FIGURE 20: IF YES, WHAT WAS THE PURPOSE OF THIS CONTACT WITH UK PARTNER MUSEUMS?



98% of fellows said it is important for them to be part of the ITP network, and the majority expressed this view strongly.

FIGURE 21: HOW IMPORTANT IS IT TO YOU TO BE PART OF THE ITP NETWORK?



“The ITP network boosts my worth and confidence as a museum professional.”

“I am very pleased to be a part of the ITP and I always speak of it with pride.”

“ITP is for me a lifestyle and a lifetime experience.”

"I feel very lucky and privileged to be a part of the ITP."

"For me the ITP is most important museum professional family I know, and being part of it is valuable for me and my colleagues."

"I am globally connected through ITP."

"The BM remains the only institution that started me in my profession and I am both proud of what has been done and find inspired. It is good that you exist. I both thank and congratulate the ITP team."

"Being part of the ITP network is extremely important to me. It provides ongoing opportunities for collaboration, knowledge exchange, and professional growth. The connections I've made through the ITP have been invaluable in my career, especially as I continue to expand international partnerships and engage with global best practices in the museum field. The network also keeps me informed about the latest developments, ensuring that I remain connected to a dynamic, global community of museum professionals."

"Being part of the ITP network is extremely important to me. It offers unparalleled opportunities for professional growth, learning, and collaboration with experts from around the world. The network provides a platform to exchange ideas, share knowledge, and develop innovative solutions to the challenges facing museums and cultural heritage institutions. Being part of such a dynamic and diverse community not only enhances my personal development but also strengthens my ability to contribute meaningfully to the advancement of the museum sector, both locally and globally. It is a source of inspiration, support, and invaluable connections that will continue to shape my career and work."

"Being part of the ITP is very important to me because it has and is improving my job ethics and helping to sharpen my skills."

"The ITP network guides and inspires me."

"It is an ever-growing network that is always up to date."

We asked what, if anything is special about the ITP network. Answers had these themes:

- Prestige: from association with the British Museum

"It is an enviable project of a prestigious institution. It is undoubtedly an experience that everyone would want to be part of."

"The ITP network stands out as a unique professional community that combines prestigious institutional backing with genuine collaborative spirit."

- The team: their kindness and skill.

"There are many special aspects of the ITP, but one person who stands out is Claire Messenger. She is an exceptional individual, brilliant and courageous, with the power to transform people's lives - much like the museum and the ITP itself."

“The ITP has had a profound impact on me, not only professionally but also personally. The human aspect of the programme, especially the connection with Claire Messenger, the Manager of the International Training Programme, and the entire team, has left a lasting memory. It’s rare to be in a place where everyone is so kind, inclusive, and ensures that every individual feels valued and remembered.”

- Continuous learning: continued offer of information and training.

“The ITP is always updating our knowledge in the field of museums and improving us with all of the new events, conferences, and exhibitions, as well as our colleagues' successes, via the ITP blog.”

“While there are several international bodies for museum professionals, the ITP is different in that it is one of the most active groups. It takes an interest in every fellow, in creating meaningful engagement, not only during the programme but also long after, through weekly emails, newsletters, resources and workshops. Each of these is so thoughtfully put together and relevant to our times and pursuits. It has connected us globally to like-minded individuals whom we would otherwise not have had a chance to interact with. When we meet someone who has been a fellow or faculty of the programme, there is an instant connection that has encouraged sharing and collaboration. The ITP has heart.”

- Diversity: inclusion of museum professionals from different functions.

“The possibility of exchanges with highly qualified professionals with different life experiences makes the possibilities for working together and understanding other cultures and their specificities endless.”

“What sets the ITP apart is its interdisciplinary nature, which fosters collaboration across various fields such as archaeology, conservation, museum studies, and digital technology. The network provides a platform for sharing innovative ideas, resources, and solutions that can address complex, real-world challenges in cultural heritage preservation.”

- Community: the collegiate feeling and personal support and encouragement.

“We are not just connected. We are a worldwide family.”

“What makes the ITP network truly special is that it feels more like a family, offering unconditional personal support alongside professional connections. This sense of connection doesn’t end with the programme. It continues to grow and flourish long after.”

“We all speak in the language of culture.”

“The global community they have built over the years is special to me. I can proudly say I have a network of friends all around the world in my profession.”

“What makes the ITP network special is its sense of community and inclusion. It brings together professionals with diverse experiences and cultural backgrounds, fostering lifelong friendships and professional collaborations.”

"The connections feel personal as opposed to corporate. This isn't just people looking to further themselves in the industry. There is an authenticity that I have not encountered elsewhere."

"The ITP is more than a network. It's a community that fosters genuine relationships and inspires us to make this family proud. This sense of belonging and support continues to motivate me in my work and reminds me of the power of collaboration and connection. It's an experience I will carry with me for a lifetime."

- **Immediacy:** the ability to obtain answers to questions in real time.

"I have in some cases had issues with some museum terminology and have emailed for clarification especially during my placement year which they helped me with. I have become better in the delivery of my job in the sense that the trainings come at the nick of time, sometimes online and on site. They have been instrumental to my success as a curator back home and are very much still available to help when needed."

"The ITP offered me the knowledge to better do my job and adapt to the continuous challenges in the field. It gave me the possibility to connect with all the network if I needed their skills and perspectives, it helped me personally with good friends who offered me support and still offering it when I need it. It was and still is a life changing experience."

"The ITP provides you with a network of professionals to discuss detailed aspects of museum practices. This ongoing dialogue helps us identify actions and processes that may not have been previously considered. Additionally, it serves as an incredible support network that enables you to communicate confidently."

"The ITP network helps you get instant support from contacting people around the globe. This is the easiest way to communicate with like-minded professionals who are going to be great guiders in our professional lives."

"The bonds and connections that are created over the entire planet. Everybody is just a click and a message away. and it is amazing that in a such short time these bonds became so strong that everybody is acting like a cell in an organism, being open to work together for the best of each and everyone."

- **Collective action:** the sense of being part of a global movement that is strengthening museums.

"Post COVID we have seen a radical change in the world. Keeping connections and support for museums and galleries is very essential. It is important to connect back and create a strong ITP network that can become an asset for the future."

"Being a member of the ITP gives me a sense of professional belonging. The network is also broad and ensures that the links are in all direction. Some ITPers are partners in projects, some are mentors, some are mentees and others are friends that we can truly count on."

"Joining the ITP widened my horizons and cemented my love for museums."

"It feels that you are part of a global system. We are all working for changes on museum perspectives, it's wonderful and needed."

“Being part of the ITP network is extremely important to me. The network represents a valuable community of like-minded professionals, passionate about heritage and dedicated to advancing best practices globally. It provides me with ongoing opportunities for collaboration, knowledge sharing, and professional development. I greatly value the connections I have made and look forward to continuing to learn from and contribute to this incredible network.”

“What makes the ITP network special is its unique blend of global expertise, diverse perspectives, and collaborative spirit. The network brings together professionals from across the world, creating a vibrant community where ideas, experiences, and knowledge are freely shared. This exchange of practices, insights, and resources fosters a culture of continuous learning and innovation in museum management and cultural heritage preservation. The strength of the ITP network lies in its ability to bridge cultural and institutional boundaries, creating opportunities for long-lasting partnerships that drive positive change in the museum sector globally. It’s a network that not only supports professional development but also inspires collective growth and transformation.”

“It was a great idea, well executed, improved with time, grew, it has soul, it has endless potential.”

“The overall impact of the ITP on me has been amazing, as it truly transformed me into a 'moving museum'. This experience has had a profound effect on my life, and I am committed to continuing this work for the rest of my life. I firmly believe that museums have the power to change lives and help individuals discover their true selves. Since participating in the ITP, I have been inspired to make a positive impact in my community, working towards creating a better future. In fact, I was so motivated that I sold the farm I inherited to purchase an old building, which I plan to renovate and convert into a private museum. My goal is to provide access to museum experiences for underprivileged children who attend government schools and cannot afford to visit museums otherwise.”

96% of fellows said there isn’t another museums network that is more important than ITP. Several said that ICOM is equally important.

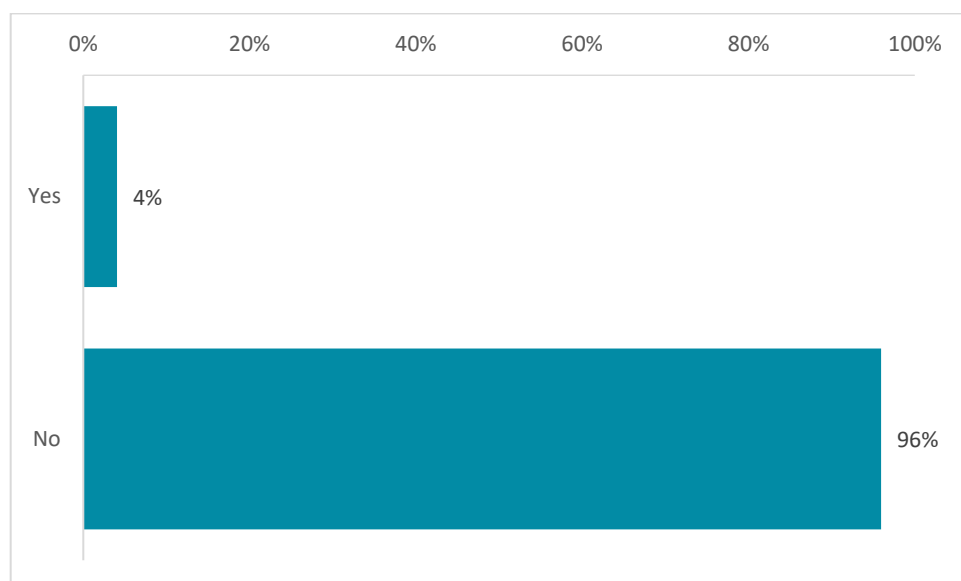
“I am a member of ICOM and IIC, which are important but the ITP is the best.”

“I am not aware of any other international museum that has any such programmes.”

“ICOM is another international museum network that is particularly important to me. It provides a broad platform for global collaboration, standards, and advocacy within the museum sector, complementing the ITP network in enhancing professional growth and international engagement.”

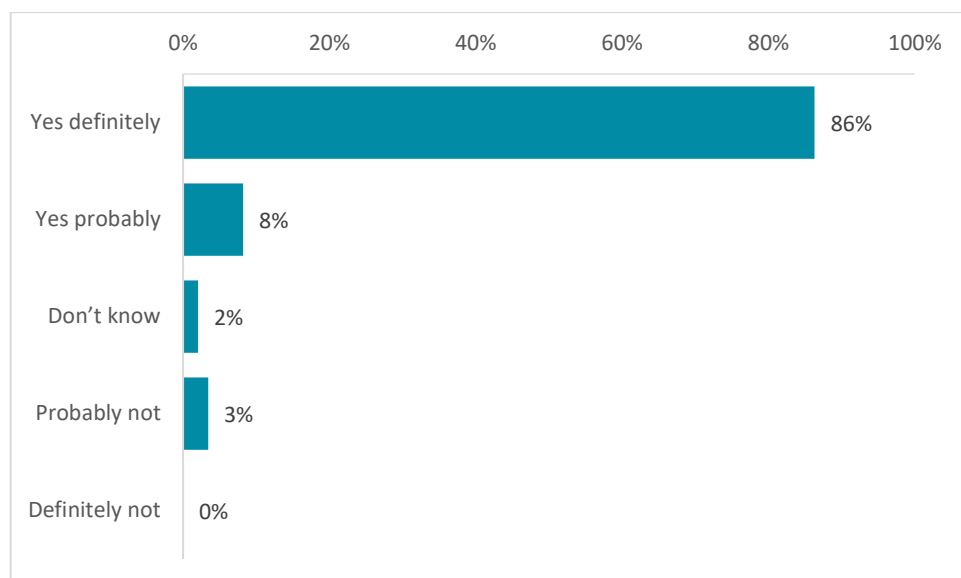
“ICOM is not more important, but equally important.”

FIGURE 22: IS THERE ANOTHER INTERNATIONAL MUSEUM NETWORK THAT IS MORE IMPORTANT TO YOU THAN ITP?



95% of fellows said the ITP communications are useful to them.

FIGURE 23: ARE THE ITP COMMUNICATIONS USEFUL TO YOU? E.G., ITP NEWSLETTER, SOCIAL MEDIA AND DIGITAL COMMUNICATIONS



“They are the best source to know updates of our professional networks, organisations or projects.”

“I check the newsletter often, despite not working in a museum.”

“The ITP team keeps updating us with all the innovative ideas and new approaches in the museums around the world.”

“They are my go-to place to find out the emerging issues on the museum front, and it is also great to hear about and measure myself against my ITP colleagues.”

“I read through the newsletter and other digital communications, find items that I think are interesting or relevant to my colleagues, and put together a weekly summary for them which we can discuss.”

ITP LEGACY PROJECTS

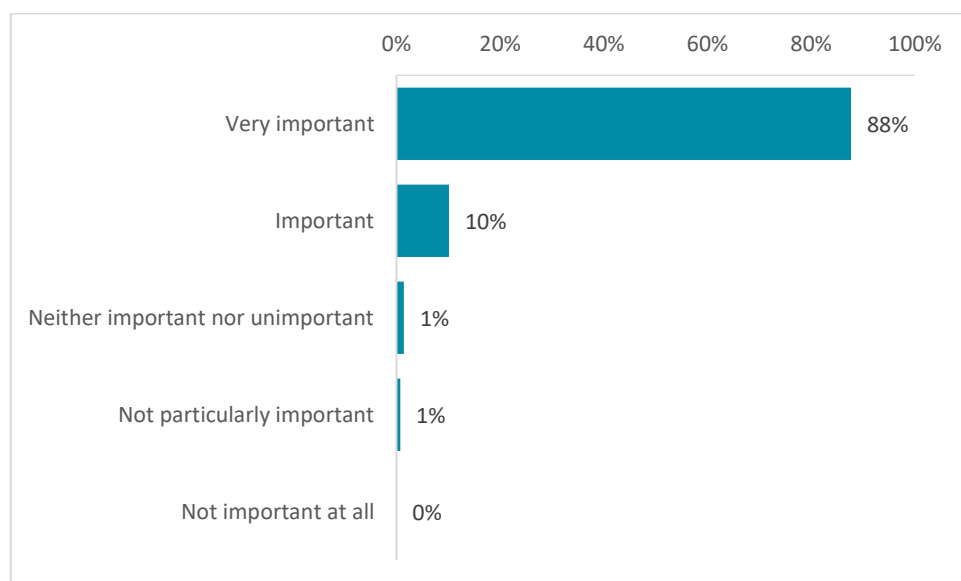
The ITP team has offered a mix of general projects with wide participation and more specialist activities designed for specific purposes or individuals. 65% of respondents have engaged with ITP legacy projects.

FIGURE 24: WHAT IS YOUR ENGAGEMENT WITH THESE ITP LEGACY PROJECTS?

	Applied	Participated
ITP Conferences (2010, 2015, 2016)	26%	22%
ITP+ courses (2016-2019)	33%	26%
ITP Senior Fellow (2013-2024)	24%	6%
ITP Collaborative Award	5%	1%
ITP Research & Conference Grants (2021-2024)	26%	21%
TP/ICOM UK Conference (2023 & 2024)	NA	5%
ITP Knowledge Exchange	NA	1%
Dresden Fellowships (2014-2016)	NA	0%
ITP/MA Conference (2016-2024)	36%	26%
ITP co-curation/co-production projects	NA	3%
ITP Advisory Board (2023+)	NA	7%
Online Subject Specialist Sessions (2020-2022)	9%	9%

98% of fellows said it is important to them that the BM continues to offer legacy projects.

FIGURE 25: HOW IMPORTANT IS IT TO YOU THAT THE BM CONTINUES TO OFFER OPPORTUNITIES TO YOU THROUGH LEGACY PROJECTS?



“The museum field lacks adequate training opportunities. The ITP provides important training and support to us museum staffs. We get updated developments in museum field through ITP correspondences - to me the ITP and the BM in general is very good and useful to museum and heritage staffs. I wish I could continue to get trainings and support from the ITP and the BM in general.”

“It is very important that the BM continues to offer opportunities through legacy projects. They have been essential for my professional development, providing funding, platforms for sharing my work, and expanding my network. Continued access to such initiatives will support my growth and strengthen my contributions to the museum community.”

“Though my hectic working schedule so far does not allow me to apply, I firmly believe the legacy programmes are useful and will apply in the future.”

We asked about fellows’ ideal ITP legacy projects. Subjects mentioned included:

- Curating with communities e.g., making museum collections more accessible and engaging for people with disabilities, children and young adults.
- Exhibitions.
- Data management.
- Digital museums e.g., AI, intangible museum assets, digital storytelling, animation so artefacts tell their own stories.
- Sustainable museums e.g., measuring your carbon footprint, eco-friendly practices.

Formats mentioned included:

- Short courses e.g., on photography, 3D exhibition layouts, exhibition interpretation, conservation.
- ITP conferences.

- Grants to attend conferences or carry out research.
- Exchange visits between fellows in different countries.
- Joint projects e.g., creation of podcasts, a shared Object in Focus project, researching themes across countries, a temporary exhibition at the BM.
- Consultancy from BM experts who would visit a museum and offering advice e.g., on visitor management, exhibitions, collection digitisation.

OVERALL VIEWS

97% of fellows feel that they still have a relationship with the BM.

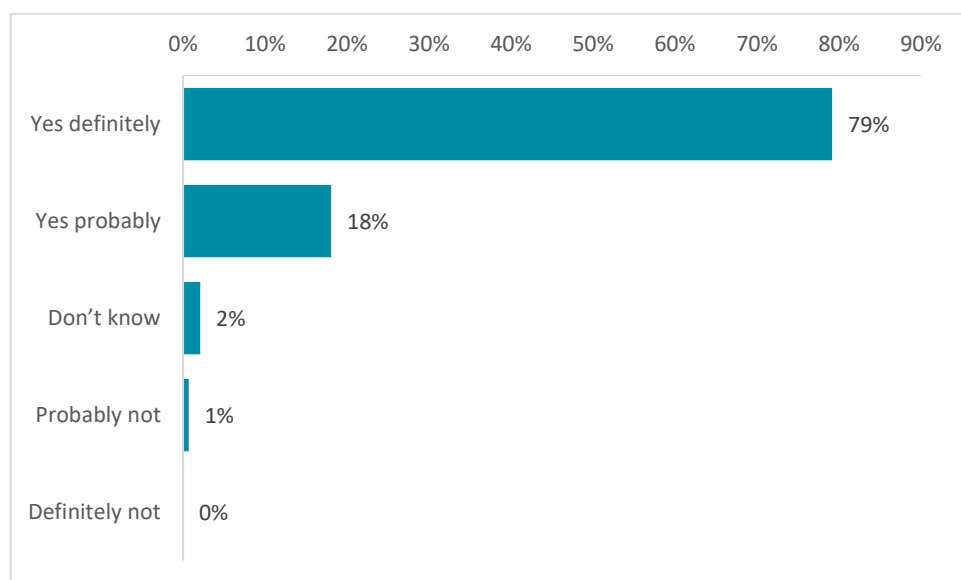
“It is my home away from home and my soul is longing all the time to go back even for a brief visit, like a pilgrim wants to visit a holy place over and over again.”

“My favourite museum all over the world.”

“The ITP is the most reliable and practice-based network I am engaged in thanks to our wonderful ITP team.”

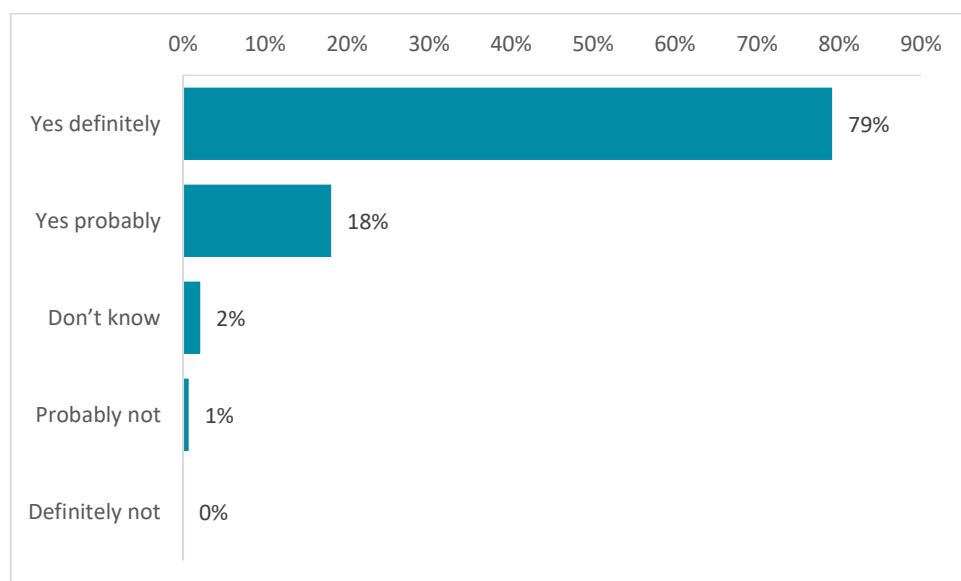
“Being engaged with the British Museum means having a connection to a global heritage, one that encourages exploration and discovery. This relationship is valuable as it continually inspires and educates, contributing to a more profound sense of cultural awareness and appreciation.”

FIGURE 26: DO YOU FEEL THAT YOU HAVE A RELATIONSHIP WITH THE BRITISH MUSEUM?



76% of fellows think their organisation also feels it has a relationship with the BM.

FIGURE 27: DO YOU THINK YOUR ORGANISATION FEELS THAT IT HAS A RELATIONSHIP WITH THE BRITISH MUSEUM?



94% of fellows said that ITP has been important to their career.

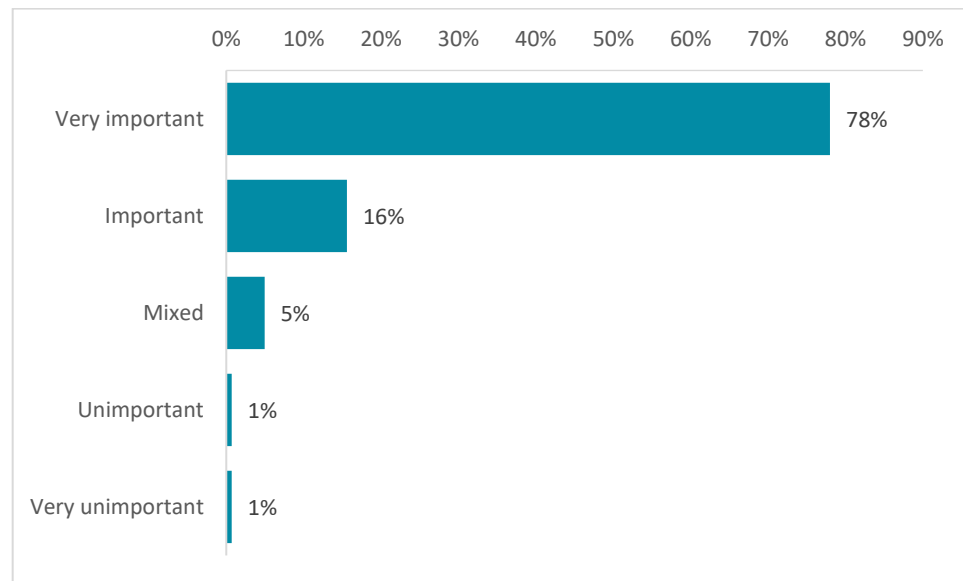
“It has given me an edge that I am grateful for.”

“It has definitely been the best professional training, outside the universities, that I have had in my career.”

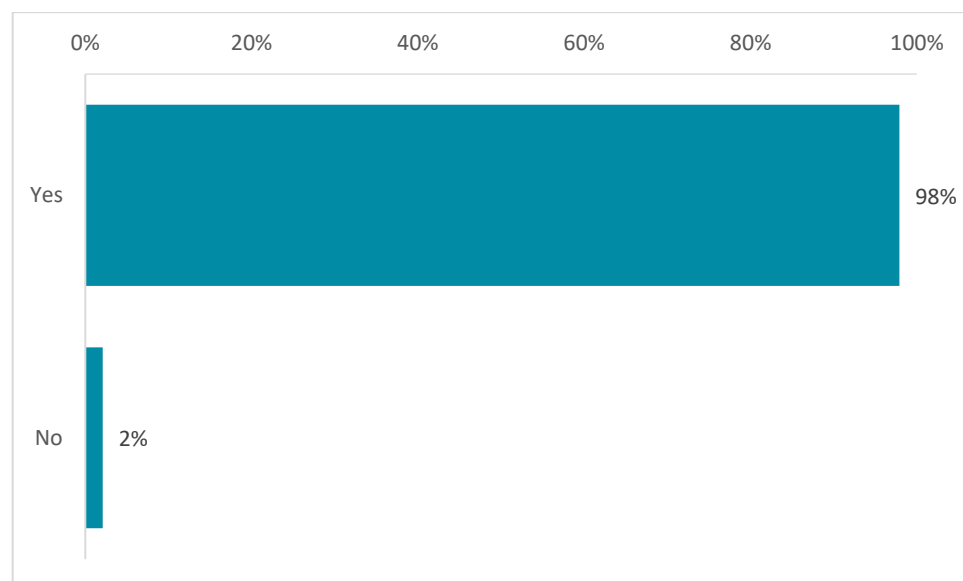
“Exposure to limitless opportunities and confidence to partake of them.”

“The ITP has been profoundly important to my career. It provided me with invaluable knowledge, skills, and resources that have enhanced my professional growth. The programme introduced me to innovative approaches in museum education and management, enabling me to implement new strategies in my work. Additionally, the global network of ITP fellows has allowed me to exchange ideas, collaborate on projects, and stay informed about best practices in the museum sector. This has significantly enriched my perspective and empowered me to contribute more effectively to my institution and community.”

“It has made me realise that I have made the right career choice and I am energised in pursuing it further.”

FIGURE 28: OVERALL, HOW IMPORTANT HAS ITP BEEN TO YOUR CAREER?

98% of respondents gave permission for their answers to be shared with the ITP team.

FIGURE 29: DO YOU GIVE PERMISSION FOR YOUR ANSWERS TO THESE QUESTIONS TO GO TO THE ITP TEAM?

CONCLUSIONS

The design and delivery of ITP have given it far greater impact than is usually the case for a training programme:

- The detailed and practical nature of the training sessions mean that fellows have the confidence and knowledge to make changes in their museum's systems, processes and structures as soon as they return.

85% of fellows said they were able to implement learning from the ITP programme with changes to processes, systems or structures. Of course, fellows who have recently attended ITP might not have had the chance to do this yet.

- The bespoke nature of the departmental element enables fellows to follow their particular interests, although their interests and priorities broaden during the ITP.

94% of fellows said that ITP has been important or very important to their career.

- The scale and structure of ITP, where most museums have sent more than one member of staff to the programme, mean the barriers to implementation are lower than for a training programme where only one person has acquired the knowledge.

55% of fellows said that more than one person from their museum had attended the ITP programme.

- The holistic nature of the ITP training transforms fellows' thinking about museums, in particular making them more aware of the connections between functions and of the museums' importance in the community and more international in their thinking.

98% of fellows said ITP has strengthened their ability to work internationally.

84% of fellows said ITP has changed their understanding of museum management to be more holistic.

- The unique position of the British Museum, the kindness and care of the ITP staff, and the experience of studying abroad for an extended period of time, make the training programme uniquely memorable and embedded in fellows' identity.

97% of fellows still feel they have a relationship with the British Museum.

- The discursive nature of ITP, which is often different from fellows' culture back home - which is often more hierarchical or siloed - increases fellows' confidence and makes them more outward looking and interested in talking at conferences and other fora.

97% of fellows said they shared the learning from ITP.

- The learning, experience, international network and status of ITP equip fellows for leadership and, when they are promoted, their ability to enact change extends even further.

71% of fellows said that ITP raised their status in their organisations.

- The ITP network, which grows every year, and the legacy projects, which update learning periodically, mean the value of ITP to fellows increases over time rather than diminishing as would usually be the case with training programmes.

99% of fellows said they still think about the learning from the ITP.

89% of fellows said the value of the learning from ITP had increased over time.

94% of fellows said they have kept in touch with other fellows from the ITP programme.

83% of fellows said they have kept in touch with BM departments.

98% of fellows said it is important or very important to them to be part of the ITP network.

98% of fellows said it is important or very important that the BM continues to offer legacy projects to them.

ITP is a model of how to make training relevant, meaningful, impactful and value for money.

96% of fellows said there is no international museum network that is more important to them than ITP.