

International Training Programme

ITP Futures 2022 Report

11 – 19 June 2022



Summary

In 2020 the Marie-Louise von Motesiczky Charitable Trust generously continued their support for the development and delivery of the International Training Programme (ITP). This support enabled five of the ITP Senior Fellows to attend the ITP Futures 2022 onsite legacy project. This report provides an overview of the scope and delivery of the week-long programme, held at the British Museum between 11 – 19 June 2022.

The International Training Programme

Through sharing knowledge, skills and experiences, the ITP creates and promotes a sustainable global network of museum and heritage professionals. While the scope and range of the ITP has grown and developed over the past 16 years, its aims and motivations remain the same.

The ITP confirms the British Museum's commitment to working across London, the UK and abroad. In London, the Museum's staff and collection are made available to provide a platform for demonstrating best museum practice. Across the UK, partner museums allow fellows to experience regional organisations with strong community programmes for local audiences, and often with stronger relevance to the fellows' own museums and audiences. Around the world, the Museum aims to provide a forum for museum professionals from diverse institutions and backgrounds to exchange ideas and share skills which will help shape the museums of the future.

Legacy Projects

Having taken part in the ITP, fellows become part of an active network in which they can participate and collaborate in the future. The Museum continues to provide further training, research and developmental opportunities including further courses, workshops, conferences and collaborations. Additional philanthropic support for the ITP has enabled the Museum to plan further engagement projects with added confidence. These legacy projects are essential to the objectives of the ITP and provide fellows with the widest possible opportunities for further training and development.

Senior Fellow Legacy Project

The Senior Fellow now plays a vital part in the ITP team. Each year since 2013 the role of Senior Fellow is taken on by a former ITP fellow to help facilitate the programme. They help with logistics and development, offer ideas for legacy and sustainability projects, and provide support to the ITP team and fellows. Since 2017 the Senior Fellow has also taken on the role of guest editor of the annual ITP Newsletter and helps to develop the theme and content.

ITP Futures participants

The five Senior Fellows who participated in the ITP Futures project are listed below. The fellows' full biographies can be found in **Appendix 1**.

- Eileen Musundi (Kenya, ITP 2008, Senior Fellow 2013), Head of Exhibitions, National Museums of Kenya
- Rebecca Njeri Gachihi (Kenya, ITP 2010, Senior Fellow 2016), Research Scientist, National Museums of Kenya
- Hayk Mkrtchyan (Armenia, ITP 2014, Senior Fellow 2017), Chair, ICOM Armenia
- Mohamed Mokhtar (Egypt, ITP 2015, Senior Fellow 2019), Curator, Abdeen Palace Museums
- Bilwa Kulkarni (India, ITP 2015, Senior Fellow, e-Learning, ITP 2021) Head – Programming, Museum of Solutions
- Heba Khairy, (Egypt, ITP Fellow 2017) Curator, Grand Egyptian Museum

Heba joined the Senior Fellows in the UK for an ITP/Department of Egypt and Sudan co-curation project in the same week to commemorate the centenary of the discovery of the tomb of Tutankhamun (opened in November 1922) through objects from the Museum's collection. Heba worked collaboratively on this project as well as participating in aspects of ITP Futures.

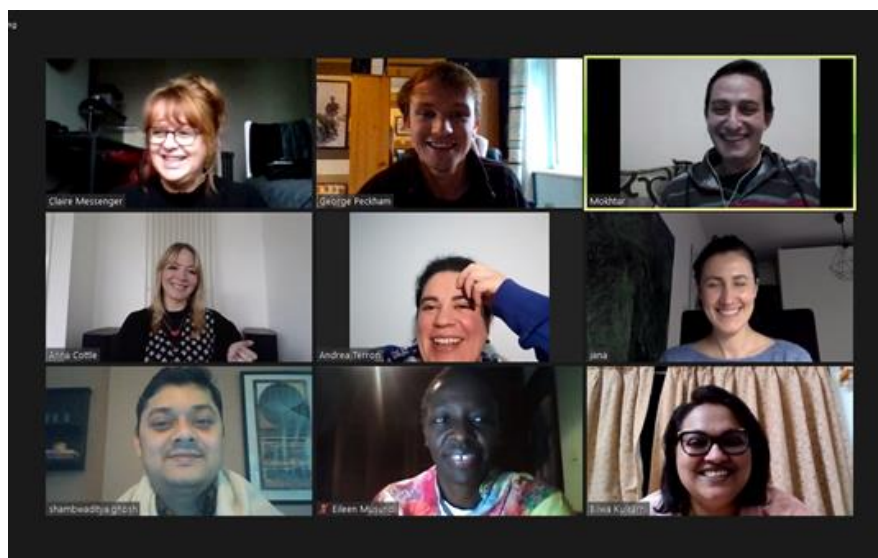
ITP Futures online

Due to the Covid-19 pandemic, projects were postponed in museums around the world and digital platforms for online sharing and video communications became a vital part of collaborative working, particularly for global projects such as the ITP. The decision to take ITP Futures online in 2021 followed the recent success of other online ITP projects, and 12 sessions were delivered as part of the online programme.

The sessions covered a variety of topics and explored the fellows' experiences with the ITP, provided opportunities for fellows to reconnect with the Museum and UK partners, and allowed the fellows to coproduce the onsite 2022 event to ensure they made the most of their in-person time with the group. Next steps for the ITP and questions for the network were also discussed. See **Appendix 2** for the full ITP Futures online schedule and discussion points.

'On Monday morning, we met up with our dear friends Claire Messenger, the ITP Manager, Anna and George at the hotel reception and walked, whilst chatting animatedly, to the British Museum. Though we had only met George and Anna online, they felt like old friends. The power of online meetings!'

Eileen Musundi (Kenya, ITP 2008, Senior Fellow 2013)



ITP Futures online session

ITP Futures 2022

Five ITP Senior Fellows were welcomed to the British Museum to attend ITP Futures 2022, the first cohort to attend the project onsite. The project looked ahead to the future and began with five days of discussions, collaborations and networking events aimed at developing the best ways in which Senior Fellows can help shape the future of both the annual programme and legacy projects.

During the project, departmental colleagues and programme partners from the Museum and the UK joined for a wider discussion to help the network decide the future of the ITP and think about how it sits within the global heritage and cultural sector.

The full programme schedule can be found in **Appendix 3**.

The overall objectives for the project are below:

- To provide an opportunity for fellows to share input about the future of the ITP.
- To network and reconnect with UK partners and British Museum colleagues.
- To provide sessions and workshops focusing on Leadership and Strategic Planning.
- To support fellows in thinking about the future of the global museum sector and their role in it.
- To think about the challenges museum and galleries will face in an uncertain future.
- To share plans about the future of the British Museum.
- To allow fellows to feedback on the Museum's plans from differing perspectives.

During the first day of the programme, the Senior Fellows expressed their aims and expectations of the project and what areas they hoped to cover. Desired topics included leadership and project planning, improving the ITP networks, the role of Senior Fellows 'in country', ITP communications and resource sharing, and strategies for ITP promotion.



Discussions taking place as part of the ITP Futures programming.

Planning for the future

Strategic Forecasting project

Strategic Forecasting workshops were a daily occurrence in the ITP Futures schedule. The workshops introduced the Senior Fellows to strategic forecasting and discussed why it was important. Throughout the week, the sessions looked at four pillars of future planning: scanning for change; implications; backcasting; and scenarios using museum-based trends.

The sessions raised interesting discussions around the use of social media and 'healthy scanning', and saw the Senior Fellows create an 'implications axis' to assess the probability and impact of current trends. The Senior Fellows then selected a trend to work through and backcast possible futures using scenario planning to consider the forces that might drive, enable or challenge change.

Presentations

As part of the programme, the Senior Fellows and Heba Khairy each gave presentations on where they are in their careers followed by discussions on the future of the ITP with British Museum colleagues and UK partner museum representatives.

Discussions centred around networking, thinking about what kind of ITP collaborative projects would support colleagues in the UK and the Museum, and how the national and international networks can be connected more effectively. Ideas developed from the online ITP Futures sessions, including the ITP Advisory Board, were also shared for feedback.



ITP 2022 presentations

Leadership

A day trip to Cambridge was a highlight during the week. The fellows particularly enjoyed a workshop on leadership led by Neal Spencer, Deputy Director for Collections and Research at Cambridge University's Fitzwilliam Museum. During this session, the group discussed, explored and developed leadership strategies and impact monitoring. The group also had the opportunity to visit the Museum of Archaeology and Anthropology, the Fitzwilliam Museum and some of the historic buildings and colleges in the city.



ITP Senior Fellows visiting Cambridge.

The future of museums

The final day of the programme focussed on the future of museums. The day started with a group discussion involving ICOM UK, ITP UK Partner institutions and British Museum colleagues. The Senior Fellows led this session, reporting on the possible futures for their museum sectors and the main challenges and developments.

Following this discussion, the group offered extremely positive feedback and showed a strong desire to continue the conversation, potentially remotely. The ITP team is currently developing ways to take this forward and is considering how best the subject can be expanded upon and the most suitable format for follow up conversations.

Following this, a session was scheduled with the Reimagining the British Museum (RBM) project team. The RBM team are working on an exciting and complex new project to place global collaboration at the heart of the Museum's masterplan. The RBM project will develop new curatorial approaches to interpreting the collection alongside new narratives that will underpin a comprehensive redisplay of the galleries. This discussion was an opportunity for the Senior Fellows, joined by Heba Khairy, to share their opinions and feedback on what the team presented.

Some feedback on the day of sessions on the future of museums is below:

'I loved it. You know I think ITP is one of the best things we do so always happy to participate. There is so much hope and inspiration.'

Ilona Regulski, Curator: Egyptian Written Culture, British Museum

'Thanks for an amazing week full of emotions, discussions and future plans.'

Hayk Mkrtchyan (Armenia, ITP 2014, Senior Fellow 2017)

'Many thanks for such an insightful and well organized programme! It was lovely meeting and exchanging ideas with our colleagues.'

Eileen Musundi (Kenya, ITP 2008, Senior Fellow 2013)

Networking

Networking was of high importance for the Senior Fellows, particularly following a period of limited travel as a result of the Covid-19 pandemic. During the programme, the Senior Fellows were able to meet and reunite with British Museum colleagues, UK partner museum representatives and UK partners.

The fellows were able to network with the following UK Partner representatives:

- Louise Smyth, HR Business Partner (L&D), National Museums NI.
- Andrea Martin, Exhibitions and Interpretation Manager, The Collection, Lincoln.
- Patricia Allan, Curator of World Cultures, Glasgow Life.
- Campbell Price, Curator of Egypt and Sudan, Manchester Museum.
- Ronan Brindley, Head of Learning and Engagement, Manchester Art Gallery.
- Sarah Gore, Teaching Museum Manager, Norfolk Museums Service.

The programme included evening events, providing an informal and relaxed setting for fellows, the ITP team and UK partners to engage with one another. Out of hours curator led tours of temporary exhibitions and gallery spaces in the British Museum also allowed Senior Fellows to meet Museum colleagues and gain insight into display strategies.

Feedback on the networking opportunities is below:

'I have to thank you for giving me the opportunity to connect with so many brilliant colleagues from all over the world. It was incredibly interesting to hear them speak about their work.'

Jacques Schuhmacher, Rosalinde and Arthur Gilbert Provenance and Spoliation Curator, V&A

'Many thanks again for inviting me to join this wonderful event. It was really nice to be together and share common concerns, challenges and desire to push our sector.'

Anaïs Aguerre, Founder & Director, Culture Connect

'A very heartfelt thank you for including me and the other partners in the ITP Futures discussion on Thursday and Friday, and your hard work organising. It was a real pleasure to (re-)meet all the Fellows, hear about their work and how far the programme has propelled them. I confess it was a particularly good opportunity to properly catch up with Heba and Mohamed and make some meaningful plans with them.'

Campbell Price, Curator of Egypt and Sudan, Manchester Museum

Social Media

The ITP team and Senior Fellows tweeted and posted on Facebook throughout the week, sharing ideas, inspiration and photos with the ITP network, UK and international colleagues and beyond. Tweets on the Senior Fellows' 'Where am I now?' presentations were particularly popular on Twitter. During the programme, the fellows also contributed to the ITP blog to share their key takeaways.

ITP Advisory Board

A major outcome of the ITP Futures 2022 was the ITP Advisory Board, the first of which will be a pilot project with the Senior Fellows as the first members. During the ITP Futures programme, numerous discussions took place about the development of an Advisory Board which covered ITP team ideas, how an advisory board could function, and what an ideal structure would look like. Colleagues from the Museum and institutions in London joined the discussion to provide input based on their experiences with advisory boards.

Over the course of the week, the Advisory Board pilot project was developed and refined, but remains to be finalised. However, it was agreed that the Senior Fellows would be the first members from the ITP network, with a Senior Fellow from the ITP annual programme being added yearly. Members of the ITP Advisory Board will assist with the planning and development of current and future ITP projects, and will advise on the ITP from their home countries. The ITP Futures group will continue to work with the ITP team to develop the structure, guidelines and governance for the Advisory Board.



Advisory Board planning sessions

Conclusion

Legacy projects inspire a lifelong commitment to the ITP network. The Senior Fellows involved in the ITP Futures 2022 programme have all shown their dedication to the ITP and have expressed a desire to continue their involvement in an advisory role as the first members of the ITP Advisory Board, which will then lead to a permanent ITP Mentor role.

Following the successful online sessions, the first onsite ITP Futures programme provided a platform for discussion and sharing inspirational knowledge and experiences. ITP Futures aimed to give the global ITP network more agency in the future plans of the ITP. The programme enabled the development of the ITP Advisory Board pilot project, taking a forward-looking approach to how the ITP will evolve and grow and how the network can be further involved in decisions surrounding this.

A summary of the main achievements of the ITP Futures 2022 programme is below:

- Confirmation of the first ITP Advisory Board – ideas were explored and plans developed, with the Senior Fellows proposed as the first board members as a pilot project.
- Enhanced relationships across the ITP and ITP Senior Fellow year cohorts and between museum professionals from different countries.
- Enhanced relationships and collaboration between the BM, the ITP team, the Senior Fellows and UK partner museums.
- Confirmation of the ITP's strategic aims up to 2025, with particular focus on enabling fellows to access international events that cost and logistics would otherwise prevent.
- Commitment from the Senior Fellows towards future collaborative projects and the ITP network in general.

Feedback from each of the ITP Futures 2022 participants is captured in brief below. See **Appendix 4** for Senior Fellows' full summaries of their ITP Futures experiences.

'Walking through these matters with Fellows from diverse backgrounds but similar interests brought home to me the relevance and impact the ITP has on my life, and how unique this chance of making an impact in the museum sector is. The ITP is my go-to for trends, information and inspiration. I resolved to always dedicate time for the programme in my weekly timetable.'

Eileen Musundi (Kenya, ITP 2008, Senior Fellow 2013)

'ITP Futures emphasised one of the important aims of the ITP which is to keep connections within the global network, and create new opportunities for collaboration and seek increased and new forms of engagement.'

Mohamed Mokhtar (Egypt, ITP 2015, Senior Fellow 2019)

'I think that one of the many important aspects of our discussions was that ITP is an important changemaker both personally and professionally. We could see this through the Senior Fellow's presentations and where ITP was and is an important turning point.'

Hayk Mkrtchyan (Armenia, ITP 2014, Senior Fellow 2017)

'I have a role in ensuring that the ITP is enhanced and enriched to enable it to be more inclusive.'

Rebecca Njeri Gachihi (Kenya, ITP 2010, Senior Fellow 2016)

'After a week of engaging discussions, concrete ideas, hearty laughter and plenty of food and chat, the group parted on 17 June, full of promise and expectation to contribute to the Advisory group with an aim to transform the ITP Programme into something innovative, relevant, creative, vibrant and sustainable.'

Bilwa Kulkarni (India, ITP 2015, Senior Fellow, e-Learning, ITP 2021)



The British Museum remains very grateful to the Marie-Louise von Motesiczky Charitable Trust for its involvement and encouragement of the ITP Futures project, and for providing support to enable fellows to attend the onsite programme. Many thanks also to the UK partner and British Museum colleagues who gave up their time and shared their expertise and experiences so freely.

Acknowledgements

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The British Museum also remains grateful to the range of trusts, foundations and individuals who support the ITP each year:

The Aall Foundation
Altajir Trust
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The Edith Murphy Foundation
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Marie-Louise von Motesiczky Charitable Trust
The Pears Foundation
Rangoonwala Foundation
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Sir Siegmund Warburg Voluntary Settlement
Sino-British Fellowship Trust
Soudavar Memorial Foundation
The Thriplow Charitable Trust

The Museum would also like to thank all the donors who wish to remain anonymous.

ITP team

Claire Messenger, ITP Manager, British Museum
Anna Cottle, ITP Coordinator, British Museum
George Peckham, ITP Assistant, British Museum

UK Facilitators

The Fitzwilliam Museum, Cambridge

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- Louise Smyth, HR Business Partner (L&D), National Museums NI
- Andrea Martin, Exhibitions and Interpretation Manager, The Collection, Lincoln
- Pat Allan, Curator of World Cultures, Glasgow Life
- Campbell Price, Curator of Egypt and Sudan, Manchester Museum
- Ronan Brindley, Head of Learning and Engagement, Manchester Art Gallery
- Sarah Gore, Teaching Museum Manager, Norfolk Museums Service

- Zeina Klink-Hoppe, Phyllis Bishop Curator for the Modern Middle East, British Museum
- Emily Hannam, Project Curator: South Asia, British Museum
- Julie Anderson, Curator: Egypt and Sudan, British Museum
- Helen Anderson, Curator: Africa, Africa, Oceania and the Americas, British Museum
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- Rudi Schmidt, Youth Engagement Coordinator at the Horniman: the Horniman Youth Panel
- Jennifer Wexler, Project Curator, *The world of Stonehenge*, British Museum
- Belinda Crerar, Curator, *Feminine power: the divine to the demonic*, British Museum
- Neal Spencer, Deputy Director for Collections and Research, Cambridge University's Fitzwilliam Museum
- The Fitzwilliam Museum, Cambridge
- Pip Diment, Head of Interpretation and Digital Engagement at Royal Armouries Museum, Leeds
- Jilly Burns, Head of National and International Partnerships, National Museums of Scotland
- Ilona Regulski, Curator: Egyptian Written Culture, British Museum
- Nadja Race, Director of International Engagement, British Museum
- Maria Bojanowska, Dorset Foundation Head of National Programmes, British Museum
- Anais Aguerre, Founder & Managing Director at Culture Connect
- Jacques Schuhmacher, Rosalinde and Arthur Gilbert Provenance and Spoliation Curator at the V&A
- Julia Farley, Lead Curator: Reimagining the British Museum
- Vikki Hawkins, Project Curator: Reimagining the British Museum
- Imma Ramos, Project Curator: Reimagining the British Museum
- Nabilah Begum, Project Assistant: Reimagining the British Museum

Appendix 1: Senior Fellows' biographies

Eileen Musundi

Head of Exhibitions, National Museums of Kenya, Kenya
ITP 2008, Senior Fellow 2013

Eileen is a design graduate from the University of Nairobi, School of Design. Together with colleagues in Art and conservation fields, she is presently working on an Art Conservation Project. This project is supported by a grant from the Bank of America and involves art and textile conservation experts from the British Museum. The chosen art pieces represent an important part of Kenya's collection of Pan - African heritage.



Eileen is the head of the Exhibitions Section, under the Directorate of Antiquities, Sites and Monuments, National Museums of Kenya. Her responsibilities consist of supporting the Exhibitions team to deliver on its core functions to the museum and linking with the various departments that provide research and objects for the exhibitions. She also works closely with the Education and Public Programmes sections in delivering and interpreting public programmes for the museum, and with the various curators in coming up with new exhibitions and maintaining the established ones.

Eileen joined the Museum in 2006 when it was undergoing tremendous refurbishment and participated in the development of the permanent exhibitions at the Nairobi National Museum. She also shared skills with colleagues in Ethiopia towards the refurbishment of the permanent history exhibition at the National Museum of Ethiopia.

More recently, she is involved in advising and organising the establishment of private sector exhibitions and museums, notably the Central Bank of Kenya's Numismatic Exhibition, the Maritime Museum, the Power Generation Museum and the Aviation Museum. She is also a member of the team developing the Kenya Exhibition at the Aswan Nile Museum, Egypt.

Eileen also enjoys working on temporary exhibitions in her museum, such as the Kanga Stories textile exhibition, the People with Disabilities exhibition planned in line with the 2018 ICOM theme, and Rebirth of a Legend that tells the story of a famous revered snake.

In addition to design work, Eileen worked as a Curator at the Nairobi Gallery, Karen Blixen Museum and at the Nairobi National Museum, positions that vastly added to her experience in the heritage profession.

She furthered her training in education programmes by taking part in the British Museum Getty East Africa Programme, from 2013-2014. This programme offered a series of workshops on core museum skills for staff working at the national museums of Kenya, Tanzania and Uganda. The main objective was to create a network of dedicated museum professionals in both national and regional museums.

At the British Museum

During her time on the International Training Programme in 2008, Eileen was based in the Department of Africa, Oceania and the Americas and her partner placement was spent at the [National Museum Wales](#). Her experiences at the ITP were the confidence boost she needed to find her place in the museum world.

Legacy Projects

In March 2010 Eileen attended the Cairo Conference Towards a global network where she presented a paper on what she had gained, both professionally and personally, from attending the ITP and her career development since the programme.

Eileen returned to the British Museum in 2013 in the role of Senior Fellow. She supported the ITP team in the build up to, during and after the Summer Programme, attended by 21 museum professionals from 10 countries.

In November 2015 Eileen attended the ITP Mumbai Workshop Creating Museums of World Stories. The workshop was held at CSMVS and was attended by many ITP fellows from different years and countries, UK partners and British Museum Colleagues.

In November 2018 Eileen participated in the ITP MA Conference programme in Belfast. With fellows from Egypt, Lesotho and Turkey, Eileen attended a programme structured around National Museums Northern Ireland and the three-day MA Conference on Dissent: inspiring hope, embracing change.

ITP Newsletter Publications

ITP Newsletter Issue 2 (2015), Legacy projects and cascade training: ITP legacy project: past participant

Rebecca Njeri Gachihi

Research Scientist, National Museums of Kenya, Kenya
ITP 2010, Senior Fellow 2016

Njeri is a Research Scientist based at the National Museums of Kenya serving one of Kenya's Vision 2030 flagship projects, Natural Product Industry Initiative, from March 2020 to date. On top of her research role, Njeri focuses on community engagement, capacity building in indigenous knowledge and developing relevant programmes for various stakeholders for education and pleasure.



Previously she was Programme Manager at the Kenya Heritage Training Institute (KeHTI) within the National Museums of Kenya where in addition to conducting heritage training, she also brought together a Kenyan art group encouraging artists to exhibit internationally.

From 2011 – 2015, Njeri had an integral role in implementing the Getty East Africa Programme. In 2012, she completed her Masters degree.

At the British Museum

During her time on the International Training Programme in 2010, Njeri was based in the Department of Africa, Oceania, and the Americas and her partner placement was spent at [The Collection: Art and Archaeology in Lincolnshire](#).

Njeri's exhibition project proposal was entitled 'From Nature to Culture'.

Legacy Projects

In November 2015 Njeri attended the ITP Mumbai Workshop Creating Museums of World Stories. The workshop was held at CSMVS and was attended by many ITP fellows from different years and countries, UK partners and British Museum Colleagues.

Njeri returned to the British Museum in 2016 in the role of Senior Fellow. She supported the ITP team in the build up to, during and after the Summer Programme, attended by 21 museum professionals from 13 countries.

ITP Newsletter Publications

ITP Newsletter Issue 3 (2016), Bulletin Board

ITP Newsletter Issue 3 (2016), How the ITP changed my life

ITP Newsletter Issue 3 (2016), Collections in focus: Siwa: the ceremonial horn

ITP Newsletter Issue 4 (2017), Bulletin Board

Hayk Mkrtchyan

Chair, ICOM Armenia, Armenia

ITP 2014, Senior Fellow 2017

Since 2021, Hayk has been Chairing the ICOM National Committee of Armenian Museums. Alongside this, Hayk is working as Project Administrator within the DIS Properties Charity Foundation.

From 2001 – 2005, Hayk studied at the Armenian State Pedagogical University, in the Faculty of Culture, Department of Museum Studies and Monuments Preservation. After graduating, he qualified as a museologist and guide, and also began working at the History Museum of Yerevan as a senior researcher and briefly as Deputy Director of Finances.



Currently, Hayk is studying an Executive MBA at the University of Sheffield, City College and expects to graduate in 2023.

Since 2013 Hayk has been a board member of the International Committee of Marketing and PR within ICOM, which has helped him with some great achievements, including the 2015 conference; New Technologies, New Possibilities, New Marketing Approaches.

At the British Museum

During his time on the International Training Programme in 2014, Hayk was based in the Middle East department and his partner placement was spent at [Glasgow Museums](#).

Hayk's place on the programme was generously supported by the Aall Foundation.

Legacy Projects

In November 2015 Hayk attended the ITP Mumbai Workshop Creating Museums of World Stories. The workshop was held at CSMVS and was attended by many ITP fellows from different years and countries, UK partners and British Museum Colleagues.

At this conference Hayk began discussions with colleagues from Manchester Art Gallery, on hosting an education conference and workshop in Yerevan, Armenia.

In October 2016 Hayk, with the help of Marine Mkrtchyan (Armenia, ITP 2014) and Davit Poghosyan (Armenia, ITP 2015) hosted Learning, Engagement and Museums, a four-day conference and workshop held at Cafesjian Centre for the Arts in Yerevan Armenia. The event was attended by 19 Armenian museum educators from 18 institutions, UK partner museum educators from Glasgow Museums, Manchester Art Gallery and The Collections and ITP fellow museum educators from Egypt, India, Lebanon and Turkey.

Hayk returned to the British Museum in 2017 in the role of Senior Fellow. He supported the ITP team in the build up to, during and after the 2018 Summer Programme, attended by 25 museum professionals from 18 countries. In this position, Hayk also took on the role of guest editor of the ITP Newsletter Issue 5 (2018), Learning and Engagement.

Hayk organised a workshop on Museum leadership and management which was held in Armenia in 2019, supported by the ITP and delivered by Janet Vitmayer, former Chief Executive, Horniman Museum and Gardens and Iain Watson, Director, Tyne & Wear Archives and Museums.

ITP Newsletter Publications

ITP Newsletter Issue 5 (2018), Learning, engagement and museums

ITP Newsletter Issue 5 (2018), Bulletin Board

ITP Newsletter Issue 5 (2018), The ITP in Armenia: The power of collaboration

Mohamed Mokhtar

Curator, Abdeen Palace Museums, Egypt
ITP 2015, Senior Fellow 2019

Mohamed works as a Curator at the Abdeen Palace Museums in Cairo. Mohamed recently participated in Abdeen Palace Museums' marketing campaign, making a deal with the Head of the Governmental oil company's PR department to sell 50 thousand prepaid tickets for Abdeen Palace Museums, for half a million Egyptian Pounds. He is currently developing the Museum's exhibitions based on his experience from the ITP summer programme and recently became a head of team, developing the Abdeen Palace Museums website, responsible for providing artefacts data on artefacts and historical information about the palace and the museum.



As head of team, he was responsible for developing the guidebook of art masterpieces which decorate the Union Palace (El Ethadeya Palace) in Heliopolis, Cairo. This was prepared for official guests who come to Egypt to meet the president. Recently Mohamed also prepared the data to be included on labels and flyers for objects intended for the two new museums in the Dome Palace (El Koba Palace) in Heliopolis, Cairo.

His previous role was as Technical Officer for the Ministry of Antiquities in Egypt, where his work focused on organising temporary exhibitions. In 2016, he was involved in the preparation of the Repatriated Objects exhibition at the Egyptian Museum, which contained around 300 objects from more than seven countries, including the UK, USA, France and South Africa. He was responsible for all printed material related to the exhibition.

Mohamed was previously Temporary Exhibition Coordinator at the National Museum of Egyptian Civilization, where he was involved with the museum from its initial stages. He was involved with the process of selecting scientific committee members to write exhibition proposals, and in selecting objects for the museum. He then supervised the work on the museum's Egyptian Handicrafts gallery.

In 2019 Mohamed completed a Masters degree in Heritage Conservation and Cultural Heritage from Helwan University in Cairo.

At the British Museum

During his time on the International Training Programme in 2015, Mohamed was based in the British Museum's Department of Egypt and Sudan. His UK Partner placement was spent at [Manchester Museum](#) and [Manchester Art Gallery](#).

Mohamed's exhibition project proposal was entitled Shaping Lives: Mud brick craft in Ancient Egypt.

Mohamed's place on the International Training Programme 2015 was generously supported Marie-Louise von Motesiczky Charitable Trust.

Legacy Projects

In November 2015 Mohamed attended the ITP Mumbai Workshop, Creating Museums of World Stories. The workshop was held at CSMVS and was attended by many ITP fellows from different years and countries, UK partners and British Museum Colleagues.

In October 2018 Mohamed attended the ITP+ Course on Museum Interpretation in Aswan. Fellows and colleagues from Egypt, Sudan and around the world listened to interpretation case studies and

participated in project work, sessions on label & panel writing and panel discussions on audience surveys and evaluations. The course was hosted by the Nubia Museum.

Mohamed was the Senior Fellow for the 2019 summer programme. He supported the ITP team in the build up to, during and after the Summer Programme, attended by 23 museum professionals from 16 countries.

Following on from this Mohamed also took on the role of guest editor of the ITP Newsletter Issue 7 (2020), Museum Audiences.

ITP Newsletter Publications

ITP Newsletter Issue 6 (2019), Your collection in focus: An old form of password protection!

ITP Newsletter Issue 7 (2020), Engaging with our audiences: Museum Audiences in Egypt

Bilwa Kulkarni

Head – Programming, Museum of Solutions, India
ITP 2015, Senior Fellow, e-Learning, 2021



Bilwa is currently working for a new upcoming children's museum in Mumbai called the Museum of Solutions, a JSW initiative. Inspired by the UNSDGs this is a unique space where children are encouraged to find solutions to problems of the world, and through exhibits, workshops and interactions with industry partners be inspired, enabled and empowered to make meaningful change in the world together, today. Bilwa is in-charge of the educational programming and outreach co-ordination at MuSo, where she is currently working on carving out a learning model for programming, designing educational engagements as well as exhibits.

Bilwa previously worked for CSMVS Mumbai for many years and has been involved in several areas of museum management, though her focus remains on education. Her previous role as Assistant Curator of Education developed robust educational programmes to support children's learning needs as well as their creative interests, facilitate training for educators and caregivers, coordinating academic and cultural events at the Museum. Beyond museum education, she is interested in interpretation and museum communication.

Since the ITP, Bilwa has been involved in new in-house initiatives, including new exhibitions, the upgrade of the syllabus for the Post-Graduate Diploma in Museology course conducted by CSMVS, the operations and programming of the Museum on Wheels, the conception and creation of a new Children's Museum wing at the CSMVS and the acquisition of a new children's art collection. She was part of the team working to prepare the 2017-18 exhibition India and the World: A History in Nine Stories, which is a collaboration between CSMVS, the British Museum and the National Museum, New Delhi.

At the British Museum

During her time on the International Training Programme in 2015, Bilwa was based in the Department of Asia.

Her UK Partner placement was spent with [Bristol Museums, Galleries and Archives](#).

Bilwa's exhibition project proposal was entitled 'Sakyamuni Buddha: The Icon of Gandhar'.

Bilwa's place on the International Training Programme was generously supported by Steven Larcombe and Sonya Leydecker.

Legacy Projects

Bilwa attended the ITP 10th anniversary workshop Creating museums of world stories organised by the British Museum and CSMVS Mumbai in 2015. The event was attended by many ITP fellows from different years and countries, UK partners and British Museum colleagues.

In 2019, Bilwa co-organised and took part in the ITP+ Course on Museums and Education held at CSMVS Mumbai which focused on the vital role museums can play in education, learning and social development. The workshop was attended by ITP fellows from Malaysia, Tanzania, Uganda and Zimbabwe as well as UK partners and British Museum colleagues.

Bilwa was selected as Senior Fellow role for the 2020 summer programme which was postponed and therefore Bilwa assisted on the ITP 2021 Annual Programme online.

Heba Khairy Metwaly

Exhibition Coordinator, The Grand Egyptian Museum, Egypt
ITP 2017

Heba currently works as an Exhibition Coordinator at one of the most important cultural projects in Egypt “the Grand Egyptian Museum”. She is responsible for managing and coordinating the exhibition work inside King Tutankhamun galleries. She was also the project coordinator for the relocation project of King Khufu’s Boat from its previous location in Giza Plateau to the new museum building at the Grand Egyptian Museum.

She obtained a master’s degree in cultural heritage conservation and site management, where she focused on the safeguarding of the intangible cultural heritage by Egyptian Museums. Currently, she is a PhD researcher, and her thesis is revolving around the collection management and documentation policies and practices inside Egyptian Museums.

She has participated in many national and international cultural heritage projects and workshops which aimed to safeguard and preserve Egyptian cultural heritage within its different domains, in addition to her participation in many international conferences.

In 2017 she participated in the British Museum international Training Programme (ITP) where she gained an intensive and international experience on museums and heritage. Currently she is working closely with the ITP and the British Museum’s Department of Egypt and Sudan on a Tutankhamun co-curation project, this project aims to highlight the legacy of King Tutankhamun and his influence on the modern Egyptians.

At the British Museum

During her time on the International Training Programme 2017, Heba was based in the Department of Egypt and Sudan and spent her partner placement with the [Ashmolean Museum of Art and Archaeology](#), Oxford.

Heba worked with fellow Ala Talebian, architecture student, studying in Tehran University’s College of Fine Arts (Iran) on her exhibition proposal project, entitled The Legend of the Winged Disc: From Egypt to Iran.

Heba’s participation on the International Training Programme was generously supported by the de Laszlo Foundation.

Legacy Projects

In April 2018 Heba attended the ITP Egypt reunion, hosted by the Egyptian Embassy in Cairo.

In October 2018 the ITP supported Heba’s participation in the ICOM International Committee for Egyptology annual conference, held at the Egypt Centre at Swansea University where she delivered her research paper. Heba also attended the Museums and digital memory: from creation and curation to digital preservation conference at the British Museum during her trip to the UK.

In November 2018 Heba participated in the ITP MA Conference programme in Belfast. With fellows from Kenya, Lesotho and Turkey Heba attended a programme structured around National Museums Northern Ireland and the 3-day MA Conference on Dissent: inspiring hope, embracing change.

In 2020, Heba attended the ITP’s series of online subject specialist sessions. Heba attended the ‘Circulating Artefacts: A global platform against the looting and trafficking of cultural property’ and the ‘Setting up a Subject Specialist Network (SSN)’ sessions.



Appendix 2: ITP Futures online sessions

Session 1 – ITP Futures 2021: aims and objectives

An informal session to introduce the Senior Fellows to one another and to discuss aims and objectives of the online preparation sessions.

Suggested question and action point:

- Request recent update about ITP network's institution/museum, career, skills development, region, any policy taken by your local/national authority for the management of cultural heritage.

Session 2 – where are we now?

ITP key successes and network analysis. A session showcasing ITP's key successes so far and the results of the ITP's network and social media analysis.

Suggested questions and action points:

- How can ITP fellows connect with other museums in their communities, can social media be the answer and how?
- How has the ITP shaped your understanding on museum and cultural heritage management?

Session 3 – museum definitions

During this session, a variety of museum definitions were considered and a discussion occurred as to why it so difficult to agree on a definitive definition.

Suggested questions and action points:

- Do you use the ICOM definition, or have you developed your own? Please expand on why you use ICOM's or your own and what is the most important thing, in your opinion, to include in a museum definition? If you do not use a definition, why not?
- Culture changes, humans change, should museums change at the same time? What is the most significant change in museums in the past 10 years? Why do we need a unique/official museum definition? Does the museum definition have to be a reflection of the museum institution and its duties or the society/communities it represents?

Session 4 – ITP challenges and questions, legacy projects

A group discussion where the ITP Senior Fellows shared their thoughts on questions and challenges from the analysis of the ITP network that the past 15 years have highlighted. This session focused on legacy projects.

Suggested questions and action points:

- In your experience of the ITP Annual Programme and legacy projects, what is the greatest barrier to participation in the programme for colleagues in your sector?
- The ITP now has an e-Learning platform – have you taken part in any online learning? What did you enjoy about learning remotely and what were the challenges?
- How will institutions linked to you, benefit from ITP Legacy projects? Why is it relevant, as a museum professional, to participate in an international environment?
- What is your idea of 'ITP legacy'? Is it training or skills development or do you think there are larger issues (related to cultural, heritage, environment) to address through this?

Session 5 – ITP challenges and questions, communications

A group discussion where the ITP Senior Fellows shared their thoughts on questions and challenges from the analysis of the ITP network that the past 15 years have highlighted. This session focused on communications.

Suggested questions and action points:

- Why do you think interaction differs between countries on social media and what could we do to change this? What would encourage you, personally, to invest more into the ITP's social media and communications?
- Do you think your institution and you personally, would be more in touch with the ITP network if there was a place to directly share resources and posts?
- What are the issues/ topics you would like to share in digital platforms?

Session 6 – ITP challenges and questions, annual programme

A group discussion where the ITP Senior Fellows shared their thoughts on questions and challenges from the analysis of the ITP network that the past 15 years have highlighted. This session focused on 'core skills' and subject specialist sessions (SSS's).

Suggested questions and action points:

- Which countries haven't we worked with that you would like to see added to the network? Which countries do you feel are underrepresented in the Annual Programme in terms of repeat representation?
- How do we contact new museums in countries where the ITP hasn't been able to reach? Would you be ready to mediate between the new contacts, countries and their institutions and the ITP? Which countries do you have contacts in which would benefit from the ITP

Session 7 – e-Learning

An hour-long session to look at how the ITP can best use online/e-learning. During the pandemic, online work across the ITP network proved very successful. This session looked at how to take this forward into the future and utilise this new way of learning and networking in both the annual programme and legacy work.

Suggested questions and action points:

- The ITP now has an e-Learning platform – have you taken part in any online learning? What did you enjoy about learning remotely and what were the challenges?
- Is your participation with the ITP community difficult because of your schedule? And if so, if content was online, with access at all times, would you be interested in delivering a session yourself and what kind of topic would you want to share?

Session 8 – UK partner day meeting

A session with ITP UK Partners to reconnect with colleagues and discuss ideas for the ITP annual programme partner placements – this is an important area to discuss as all museums deal with the financial aftermath of Covid-19.

Suggested questions and action points:

- From your time on a partner placement, what do you feel was the most important aspect of this in terms of your professional career and network and did you keep in touch with colleagues from the placement (both ITP fellows and partner museum colleagues)?

- What kind of collections would you be interested to see at your partner placement? What are the skills that you need support with from the partner network?
- What were the highlights of your partner museum visit?
- What kind of communication do you prefer to have with the partner placement representatives before traveling to the UK (emails, brief online meetings, other social media platforms like WhatsApp, twitter or Facebook)?

Session 9 – British Museum departmental representatives meeting

A session with the Departmental representatives to reconnect with colleagues and discuss the 2021 and future annual programmes regarding challenges and objectives related to departmental time.

Suggested questions and action points:

- From your time working in a British Museum department, what do you feel was the most important aspect in terms of your professional career and network and did you keep in touch with British Museum staff or work on any post-fellowship projects?
- Would you have been interested in seeing what other departments do?
- Would you like to hear about news and projects from the BM departments?

Session 10 – networking and partnership

This session focused on ITP's networking and partnerships asking why networks and partnerships are important to the BM, ITP and the fellows. The session also analysed the ITP's current and previous partnerships.

Suggested questions and action points:

- In your experience of the annual programme, online sessions and/or legacy projects, which ITP partnerships or members of the network have interested you most? Did you go on to contact or further network following the project or session?
- What do you think about the idea of a 'Universal Museum' without any boundaries?

Session 11 – advocacy and access

A session to discuss advocacy and access challenges and projects within the cultural sector and the ITP, considering how to make the ITP accessible to as many people as possible and how the programme can engage with culture and heritage professionals beyond the ITP alumni.

Suggested questions and action points:

- In your experience of the ITP Annual Programme and legacy projects, what is the greatest barrier to participation in the programme for colleagues in your sector?
- Do you think museum has an important role for social change and development?
- Do you prefer information and sessions related to museums and heritage to be delivered in your own language rather than in English?

Session 12 – evaluation and feedback

This session wraps up the online programme, looking towards the on-site element in 2022 and evaluating the learning gained from the online sessions.

Suggested questions and action points:

- What would you expect an ITP Advisory Group to work on as a priority?

Appendix 3: ITP Futures 2022 programme schedule

Monday 13 June ITP Futures Introduction and expectations Boardroom, British Museum	
10:00 – 11:00	Expectations Aim & objectives: An opportunity for Senior Fellows to tell us what they would like to get out of the programme and if they want to add anything to it.
11:00 – 13:00	ITP Futures online Aims & objectives: Looking back at the ITP Futures online summary document: a group discussion on ITP's challenges and questions and the areas covered during the online ITP Futures sessions. What did we learn? Were there questions we didn't cover? What other information might we like to gather? How do we collate and share the information? How do we engage with the network for their input? Group to decide on questions to roll out to the network and how (using the online summary document - copy in Senior fellow's welcome pack, which incorporates previously suggested questions from Senior Fellows, which incorporates previously suggested questions from Senior Fellows).
13:00 – 14:00	LUNCH – free hour to potentially meet BM colleagues in the canteen.
14:15 – 16:00	Strategic Planning Workshop 1: Scanning for change & implications. Introduction to the Strategic Planning project and the first workshop. Brief discussion about the week's social media plan.
16:00 - 17:00	The Albukhary Foundation gallery of the Islamic world, curator's tour of <i>Life in a cup; coffee culture in the Islamic world</i> , with Zeina Klink-Hoppe, Phyllis Bishop Curator for the Modern Middle East.
17:40	Meet ITP team outside hotel entrance.
18:00 – 20:00	Welcome dinner with the ITP team, Dishoom, Covent Garden.

Tuesday 14 June ITP Futures what's next? Sloane Room, British Museum	
08:45	Meet at info desk, Great Court, BM.
09:00-10:00	<i>Feminine power: the divine to the demonic</i> Curator's tour of the British Museum exhibition Feminine power; the divine to the demonic. The first exhibition of its kind, Feminine power takes a cross-cultural look at the profound influence of female spiritual beings within global religion and faith. With exhibition curators, Lucy Dahlsen and Belinda Crerar.
10:00 – 12:00	Advisory Board introduction Aims & objectives: Discussion about the ITP Advisory Board plan including ITP team ideas, how it could work, possible structure and pilot plans and think about questions for this afternoon's discussion with UK partners. Explore the role of the advisory board: • What are group and individual strengths and what are the benefits/challenges when they come together on a board? • What do advisory boards/groups do? • What are the different roles and responsibilities? • The art of leadership (leadership through governance) • Working through conflict and negotiation skills. • Networking with existing advisory boards around the UK. Reconnecting with colleagues across the BM and UK partner networks.
12:00 – 13:00	Strategic Planning Workshop 2: Backcasting.
13:00 – 14:00	LUNCH - free hour to potentially meet BM colleagues in the canteen.

14:10	Meet at info desk, Great Court, BM
14:15 – 16:30	Advisory Board Discussion, East Residence meeting room, BM. Aims & objectives: Colleagues join us from the BM and institutions in London to discuss the advisory boards they are involved with. Introductions, followed by discussion.

	Joining us: Sian Hoggett, Head of Customer Relationship Management and Head of The British Museum Friends: the British Museum Friends Advisory Council. Ashley Almeida, Greengross Family Young People's Programme Manager: The British Museum Youth Collective - Ashley will also be joined by Honey Musham, a member of the Youth Collective. Rudi Schmidt, Youth Engagement Coordinator at the Horniman: the Horniman Youth Panel.
17:00 – 18:00	The world of Stonehenge. In this special exhibition, the British Museum reveals the secrets of Stonehenge, shining a light on its purpose, cultural power and the people that created it. Curator's tour with Jennifer Wexler.

Wednesday 15 June Leadership Workshop The Fitzwilliam Museum, Cambridge	
08:15	Meet George in hotel lobby.
09:00 - 10:00	Train to Cambridge from London Kings Cross: George has train tickets.
10:00 – 12:45	Meet Anna in Cambridge for museum/gallery visits – see programme for suggestions, page 28/29.
12:45 – 13:45	LUNCH
13:45	Meet Anna/George outside Fitzwilliam Museum main entrance.
14:00 – 16:00	Leadership and management in the cultural sector. Workshop with Neal Spencer, Deputy Director for Collections and Research at Cambridge University's Fitzwilliam Museum. Aims & objectives: Discuss, explore, and develop on what kind of leader you are – or want to be. Senior Fellows answers to the question above have been sent to Neal in advance to inform workshop content. Questions you may want to consider: What are the key principles to successful leadership and how will these benefit your institution?

	How do sector leaders create a strong, cohesive vision for their institution? What are the challenges in ensuring all levels of an organisation share the same values? What are the challenges and opportunities when developing and delivering strategic goals? How do different audiences, collections and staff change priorities and focus? What kind of leader are you – or would you like to be? How have museums changed in recent years, and how they can prepare for the challenges of the future?
16:30	Train back to London.

Thursday 16 June British Museum ITP Departmental rep/ITP UK Partner Institutions day Sloane Room, British Museum	
08:45	Meet at info desk, Great Court, BM
09:00 – 10:00	Strategic planning workshop 3: Scenarios.
10:00 – 11:00	Coffee with the Director, Hartwig Fischer to discuss what we have been doing this week and Advisory Board plans and ideas. We will also be joined by some of our UK Partner Institution colleagues.
11:00 – 11:15	Welcome colleagues from UK Partner Institutions and BM ITP Departmental reps, followed by brief introduction to the ITP Futures project and aims of today. Joining us for the session: ITP UK PARTNER INSTITUTIONS Louise Smyth, HR Business Partner (L&D), National Museums NI. Andrea Martin, Exhibitions and Interpretation Manager, The Collection, Lincoln. Pat Allan, Curator of World Cultures, Glasgow Life. Campbell Price, Curator of Egypt and Sudan, Manchester Museum. Ronan Brindley, Head of Learning and Engagement, Manchester Art Gallery. Sarah Gore, Teaching Museum Manager, Norfolk Museums Service. BM COLLEAGUES/REPS

	Emily Hannam, Project Curator: South Asia, Asia. Julie Anderson, Egypt and Sudan. Helen Anderson, Curator: Africa, Africa, Oceania and the Americas. Handover to Senior Fellows.
11:15 – 13:00	ITP Senior Fellows presentations: Where am I now? Aims & objectives: An opportunity for the Senior Fellows to update on where they are now in their careers and any changes or developments since the ITP. There will be an opportunity for Q&A after each presentation. Heba Khairy, Curator, Grand Egyptian Museum (Egypt, ITP Fellow 2017) will also be presenting – Heba is here in the UK for an ITP/Department of Egypt and Sudan co-curation project and will participate in a co-curated display to commemorate the centenary of the discovery of the tomb of Tutankhamun (opened in November 1922) through objects from the British Museum’s collection. Heba will be working collaboratively on this as well as participating in aspects of the ITP Futures programme. Schedule (10 minutes each with 5 minutes for Q&A) 11:15 – 11:25 Hayk Mkrtchyan 11:30 - 11:40 Eileen Musundi 12:00 – 12:10 Heba Khairy 12:15 – 12:25 Mohamed Mokhtar 12:30 – 12:40 Njeri Gachihi 12:45 – 12:55 Bilwa Kulkarni
13:00 – 14:00	LUNCH with UK Partners and British Museum reps in the Sloane Room.
14:15 – 17:00	Discussion with the ITP British Museum reps and UK Partners about the future of the ITP. Aims & objectives: To explore the potential of the partnership between the ITP network, BM reps and colleagues and UK Partners. Focus will be on networking – what kind of ITP collaborative projects would support colleagues in the UK and the BM and how can we connect our national network with the international network more effectively?

	Sharing some of the ideas developed from the online ITP Futures sessions, including the ITP Advisory Board, for feedback. We will also be discussing the Senior Fellow role more generally.
17:40 18:00	Meet ITP team outside hotel entrance. Dinner with ITP team and UK Partners, The Life Goddess, Store Street.

Friday 17 June The future of museums East Residence Meeting Room, British Museum	
9:45 10:00 – 12:30	Meet at info desk, Great Court, BM Welcome coffee in the East Residence Meeting Room. The future of museums Aims & objectives: What challenges are facing the museum and cultural sector and how can we embrace the possibilities of the future? Group discussion with ICOM UK, ITP UK Partner institutions, BM colleagues and ITP UK Partners. Joining us for the session: ICOM UK Pip Diment, Head of Interpretation and Digital Engagement at Royal Armouries Museum, Leeds. Jilly Burns, Head of National and International Partnerships, National Museums of Scotland. ITP UK PARTNER INSTITUTIONS Louise Smyth, HR Business Partner (L&D), National Museums NI. Campbell Price, Curator of Egypt and Sudan, Manchester Museum. Ronan Brindley, Head of Learning and Engagement, Manchester Art Gallery. BM Colleagues Ilona Regulski, Curator: Egyptian Written Culture. Nadja Race, Director of International Engagement. Maria Bojanowska, Dorset Foundation Head of National Programmes.

	ITP UK PARTNERS Anais Aguerre, Founder & Managing Director at Culture Connect. Jacques Schuhmacher, Rosalinde and Arthur Gilbert Provenance and Spoliation Curator at the V&A Museum. Session Structure Introductions and handout on the new, proposed ICOM museum definition (below). This session will be Fellow led, covering areas such as: What are the possible futures for Senior Fellows' museum sectors? What are the main challenges/concerns? What isn't happening/how do we overcome this? What kind of networks do you need and want, and what do you want those networks to do? Does online networking work for you, for example? What support do you need/want for your sector? What kind of international work do UK colleagues engage with at the moment, aside from the ITP? Fellows' can respond with feedback. This is the definition that ICOM will put to a vote at their Prague conference 2022: "A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing."
12:30 – 13:50	LUNCH in the East Residence Meeting Room with Partners and BM colleagues.
13:55 14:15 – 15:00	Walk over to Boardroom with ITP team. The future of the British Museum, Reimagining the British Museum (RBM) project team, Boardroom, BM. Aims & objectives: A session with the Reimagining the British Museum (RBM) project team, to gain an insight into the RBM project and put forward opinions and feedback. The Reimagining team are working on an exciting and complex new project to place global collaboration at the heart of the Museum's new

	masterplan. The RBM project will develop new curatorial approaches to interpreting the collection and developing the narratives that will underpin a comprehensive redisplay of the galleries. The RBM team: Julia Farley, Lead Curator: Reimagining the British Museum. Guillaume Olive, Programme Manager: Reimagining the British Museum. Vikki Hawkins, Project Curator: Reimagining the British Museum. Imma Ramos, Project Curator: Reimagining the British Museum. Claire Edwards, Interpretation Manager: Reimagining the BM. Nabilah Begum, Project Assistant: Reimagining the British Museum.
15:00 – 16:00	Gallery work and panel discussion with the RBM team.
16:00 – 17:00	Strategic planning workshop 4: Evaluation – Senior Fellow's feedback on these sessions.
17:40 18:00	Meet ITP team outside hotel entrance. Farewell Dinner with the ITP team, Pizza Express, Bloomsbury.

Appendix 4: Senior Fellows' summaries of ITP Futures 2022

Mohamed Mokhtar

ITP Futures emphasised one of the important aims of the ITP which is to keep connections within the global network, and create new opportunities for collaboration and seek increased and new forms of engagement. The ITP administration developed the ITP Futures workshop as a legacy project which started one year beforehand with online preparatory sessions to shape our ideas before coming to London in June 2022.

After arriving in London and meeting face to face for the first time with the other Senior Fellows, as we always experienced with the ITP, the ITP team provided us with the detailed programme for the week and at the same time, they gave us the time to rest for one day before starting the programme. Resting for one day is a great idea from the team to start the week with a fresh mind and body as well.

Starting the week with a warm welcome from the ITP at the hotel was a great gesture from all of them, I want to thank them all for that; Claire, Anna and George. Then we headed to the British Museum to start the work.



ITP Team with Senior Fellows in the front of the British Museum Entrance

The schedule of the first day was very important to put the aims and the objectives of the week in front of all of us. The discussion started with the strategic planning and scanning for the change as an introduction, like a brainstorming for ideas and also we talked about social media and how to we look at the news via social media and ideas that are developed from this news.

In the second part of the day we visited the Albukhary Foundation Gallery of the Islamic world and we had a great tour with Zeina Klink-Hoppe, Curator of Modern Middle East. For me personally I enjoyed this tour for different reasons, first I saw this exhibition in 2019 when I came to the BM as the ITP Senior Fellow as it had recently opened and we had a session with the rest of the fellows about the process of preparing this exhibition for opening to the public. Secondly I was very happy this time about the idea of using part of this exhibition to talk about the coffee culture in the Islamic world and the idea of drinking coffee and how it started and developed in different parts of the world and is connected to the social life of people, the tools used and different types of recipes of making coffee. I would like to thank Zeina for this tour, and in addition to that she showed us the other spaces used for modern exhibitions like the one at the end of the gallery of a Lebanese artist

showing collections of portraits. Thirdly and most importantly we learnt that the objects are changed regularly such as textiles, which will be removed because of conservation reasons. It is always very important that you find new things when you come to the same exhibition after a long time. The second day started with great tour of the exhibition, *Feminine Power*; the divine to the demonic with curator Belinda Crerar. We then continued our discussion about the idea of an ITP Advisory Board and thought about the role of members and the period of time they should be in this role and what's next after the end of this period, concluding that an evaluation will be needed at the end of the first advisory group timeframe. We also thought about names and whether the advisory group should be a 'Council/Board/Group' etc.



Neal Spencer with Senior Fellows during the Leadership workshop in Fitzwilliam Museum

Then we had an important meeting with colleagues from the BM Friends Advisory Council and Youth Collective during which we listened carefully as they spoke of their experiences and discussed with them some points during their talks.

The end of the day was another great experience with Jennifer Wexler, the curator of *The world of Stonehenge* exhibition who showed gave us a tour and discussed the story of this interesting exhibition.

The next day we headed to Cambridge and had a meeting with Neal Spencer, Deputy Director for Collections and Research at the Fitzwilliam Museum and talked about his experience at the museum and how he is working now on creating strategic frameworks and research and impact strategies for the museum and we had a discussion on possibilities and aims for when we start to think about developing strategic plans for our institutions. I would like to thank Neal Spencer for giving us this great opportunity to come to the Fitzwilliam Museum and talk with him.

The following day we had another good opportunity to meet with UK Partner Institutions and BM ITP departmental reps and start to share ideas and thoughts about the Advisory Group and what they could add from their side and how they see the group from their point of view. After the discussion we started to present our presentations about where we are now in our institutions and projects.

The last day was for a meeting on the future of museums with ICOM UK representatives, ITP Partner Institutions and BM colleagues and we had a discussion about the work they are involved in

and also gave them a brief explanation about the ITP Advisory Group. An important aspect of this meeting was that the ITP team offered all the Senior Fellows opportunity for more engagement with representatives from different UK Institutions. It opened up the opportunity for me personally to engage with Pip Diment, Head of Interpretation and Digital Engagement at Royal Armouries Museum at Leeds.

I want to add that the commitment of the ITP administration to do this workshop after 2 years from its initial date (due to COVID delays) was so important and after one year of online meetings, the actual meeting was vital to shape our ideas and thoughts about the ITP Advisory Group.

I would like to thank Claire for giving us this opportunity to come to London and do these important meetings and talks in order to shape the ideas around the ITP Advisory Group.

I would like also to thank Anna and George for the well-organised programme for the week we spent in London.

Finally, I would like to thank the Marie-Louise von Motesiczky Charitable Trust which supported the ITP Futures 2022 legacy project, without your generous support we wouldn't be able to do this project.

Eileen Musundi

ITP Futures Introduction and Expectations

ITP Futures in London was the culmination of two years of regular communication and planning. Even though most of us Senior Fellows had never met physically before, we gelled immediately due to the online sessions that we had all participated in.

The Programme started off with a look at what had been covered so far in the online sessions and a chance for the Fellows to discuss their expectations and views on the upcoming event, along with the growth of the ITP over the years, what has changed and improved, the impact the ITP has had on our personal and professional lives, issues that have affected us all globally and regionally, like the Covid 19 Pandemic, climate change and Cultural Restitution.

We shared ideas on cultural heritage management, updates on happenings within our individual museums, information on career and professional development.

ITP Colleagues have progressed in their personal and professional lives. It was fascinating to hear about the novel Museum of Solutions in India and about the new museums and exhibitions being established in the Egyptian Museum of Civilisation, what working in a presidential palace involves and how it engages its audiences. Also, the decentralising of the Arts in Armenia and how the museum sector is accommodating people fleeing the war in Ukraine. I seized the opportunity to have discussions with my Egyptian colleagues in the Nile Museum and to revive my country's involvement in it. Together with my Kenyan counterpart, we shared ideas with British colleagues on how to establish a Folk Life Museum similar to the Ulster Folk Museum and St Fagan's, to serve our needs for national cohesion and representation.

Establishment of the ITP Advisory "Group"

The programme was structured around Strategic Planning, introduced to us by the ITP manager, Ms Claire Messenger. As the week progressed and the project was broken down and disseminated, its relevance to the ITP and even back to our professional life was revealed. What it is and why it is useful and how it works. Its implications and ripple effects. How to name and define our Advisory "Group" or "Council". The role of the Advisory Group and our individual parts in it will be useful in working through any future conflicts that need negotiation skills. Connecting, collaborating, innovating, empowering, coalescing, communicating the ITP Futures!

We had an interesting practical session on scanning for change in the news under relevant topics, i.e., society, technology, ecology, economy and politics. We discovered a news item about how climate change has revealed by a submerged city in Iraq.

We also got a first-hand demonstration on how different advisory groups relate with the BM, in particular the Friends of the British Museum and the Youth Advisory groups of the BM and the Horniman Museum. These seek to value and include young people into the museum and to let their voices to be heard. The BM Friends Advisory Council gave practical tips on how to operate an Advisory Council and the tasks it undertakes.

We looked at back casting, how and why it is used. The strength of the ITP lies in its innovativeness, advocacy, hands-on sessions, diversity, multi-cultural background and dynamism, summed up in its individual members.

Two years seems like a reasonable time frame for one to serve in the Advisory Group, with the upcoming Senior Fellows taking up the roles as the elders retire to become mentors.

We were challenged to look to our desirable future. I wish to be a leader with vision and compassionate skills, to be knowledgeable and abreast of relevant matters in my profession, able to effect change and empower/ encourage others to do the same.

The session on leadership with Dr Neal Spencer in Cambridge was insightful. Some ideas that made an impact on me included self-renewal, tips on how to find resources online that will assist in building strong teams; not challenging, but complementing my leadership.

Others were thinking about what the small things are that I can do to make a great change, how to develop our audiences as co-curators, how to build on our strengths, not focus on our weakness! This session made me think hard on what kind of leader I am and I aspire to be.

We had a wonderful chance to have a discussion with the Reimagining the British Museum project team and give them our opinions and what we thought about the layout and interpretation of the galleries within the British Museum.

Interspersed with the discussion sessions were practical visits to some new and revamped BM galleries and displays/exhibitions: Life in a cup, Feminine Power; the divine to the demonic; the World of Stonehenge. I also visited other museums for my personal research; the Imperial War Museum, the V&A and the Natural History Museum where I had an interesting meeting with the curators of the Dippy Exhibition! We also had lots of fun and interaction at the joint evening dinners and connected at deeper levels.

Conclusion

Walking through these matters with Fellows from diverse backgrounds but similar interests brought home to me the relevance and impact the ITP has on my life, and how unique this chance of making an impact in the museum sector is. The ITP is my go-to for trends, information and inspiration. I resolved to always dedicate time for the programme in my weekly timetable.

I am happy to give back and help others along the path of making museums and the heritage sector accessible and relevant in our world today.

Hayk Mkrtchyan

Since 2006, the British Museum has been running the International Training Programme (ITP) which aims to share best practice in the museum and heritage sector of the UK. The programme has become an important platform for professional development and networking for many countries across the globe. The programme does not only start and end within certain project timeframes, but it opens large and various opportunities afterwards. There are a number of re-connecting opportunities such as calls for workshops, research support grants, the senior fellowship placement, conferences led by ITP fellows in different countries etc. This all is possible through generous support from a number of organisations, foundations and individuals who support the programme in its vision and mission.



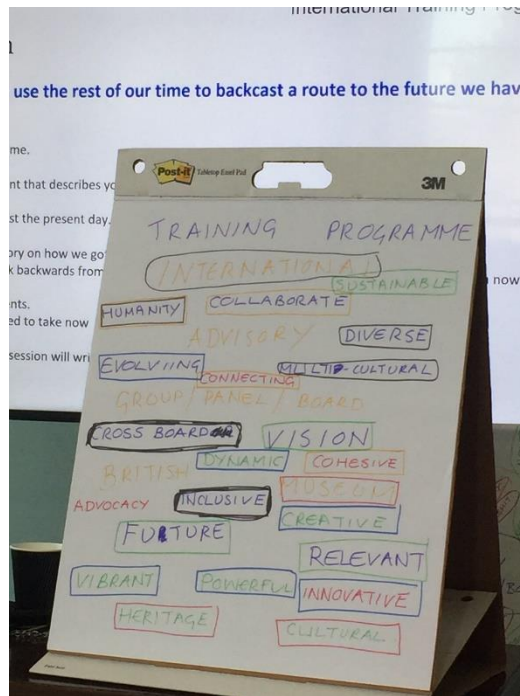
During the global lockdown due to Covid-19, the ITP programme team skillfully created a digital version of the ITP Futures project content thus continuing its important role as a professional development platform. This was the first time since the beginning of the programme that the ITP organised an online course, bringing a new way of delivering knowledge and expertise.

As a part of the new digital strategy, the ITP team developed a series of virtual discussions for ITP Futures. These discussions were via a virtual platform with Senior Fellows from Egypt, Kenya, India, Armenia, Guatemala, and Palestine and became a generator of ideas, future plans and perspectives of the International Training Programme.

Eventually, from June 11-19, 2022, ITP Futures became a week long project of discussions with ITP Partner Museums and BM departmental representatives which brought new insight into the existing model of the programme.

I want to mention the strategic discussions between the ITP team and Senior Fellows on a number of important aspects such as forecasting and backcasting, possible scenarios, visibility issues, risks etc. One of the highlights of the weeklong discussions was meeting with the Director of the British Museum, Hartwig Fischer who represented what it means to Reimagine the British Museum. We also met the team who is delivering this project and shared our vision about the Reimagining of the British Museum.

We also had a very inspiring and fruitful discussion with Neal Spencer, Deputy Director of Collections and Research at Cambridge University's Fitzwilliam Museum.



I think that one of the many important aspects of our discussions was that ITP is an important changemaker both personally and professionally. We could see this through the Senior Fellow's presentations and where ITP was and is an important turning point.

The ITP Futures programme will become a new motivation for our global network. Our beloved ITP team will summarise what was discussed and we will continue to work on some documents, plans and scenarios about how we can be helpful both to our network as well as to our countries and institutions.

I am looking forward to new challenges, possibilities, and opportunities.

Rebecca Njeri Gachihi

The British Museum formally invited me to attend the International Training Programme legacy project, ITP Futures 2022. This was an engagement meant to allow Senior Fellows to look ahead to the future as part of the Museums' commitment to the programme until 2025 as expressed in 2021 to mark the ITP's 15th anniversary. It was also an opportunity for the senior fellows to continue strengthening the collaboration and networking that has been happening offsite with all the eight ITP Senior Fellows.



The workshop took place for 5 days between June 13th and 17th 2022, where we attended a tailored programme at the British Museum, an opportunity for the Senior Fellows to come together to help plan the future of the ITP – both the Annual Programme and legacy projects. Also joining the meetings were departmental colleagues and key stakeholders around the British Museum and UK and programme partners. This enabled a wider discussion enabling our network (both national and international) to help determine the direction and strategy of the Programme over the next five years.

On the first day we covered:

- Aims & Objectives: An opportunity for Senior Fellows to explain what they would like to get out of the programme and if they want to add anything to it.
- A recap on the ITP Futures online programme 2021
- Looking back at the ITP Futures online summary document: a group discussion on ITP's challenges and questions and the areas covered during the online ITP Futures sessions. What did we learn? Were there questions we didn't cover? What other information might we like to gather? How do we collate and share the information? How do we engage with the network for their input?
- Group to decide on questions to roll out to the network and how (using the online summary document).
- Outcomes

It was nice to come together with colleagues and check with one another where each one was. We then continued to have a Strategic planning workshop that emphasized on the introduction to foresight especially in a time of drastic change. "It is the learners who inherit the future" hence it is important for everyone to keep scanning for change and looking for important information such as

trends, threats and signals. We are called upon therefore to keep the following in mind when scanning, watching news or online:

- Social
- Technology
- Ecology
- Economy
- Politics

We then took part in a practical scanning activity using online news and since issues of decolonizing museums were very fresh in my mind, I came across a Decolonizing Museum article on restitution and the following statement stood out “Our cultures will not grow if we do not have access to the aspects of cultural heritage beyond the sculptures and artefacts” Dr. Joyce Nyairo.

Back casting

This is an important activity that helped us to think more keenly on the role that ITP has played and how being in an advisory group can help make this even better and more resourceful. I did see our role as very useful and timely since I can play a role in;

- Preparing the ITP fellows from my country/region before they arrive in London so that they can achieve more from the Annual Programme rather than grappling in the dark.
- Assisting in the selection process.
- Following up and offering support to ensure that there is a pass-on to other colleagues on lessons learnt.

This way the ITP fellowship will bear tangible outcomes especially at home since the fellows will participate in solution-based activities especially having support to do a Room 3 exhibition at home. I have a role in ensuring that the ITP is enhanced and enriched to enable it to be more inclusive.

Learning from others – Not reinventing the wheel

It was important to meet other people who have had the experience of being on an advisory Board. They gave an overview of what they do and how they do it and this was indeed useful as most of the invited members were in diverse areas but all serving the heritage sector.

Cambridge City

The day began by taking an early morning train to Cambridge city. We visited the many colleges in the city and also two Museums – The Museum of Archaeology and Anthropology (MAA) and Cambridge University’s Fitzwilliam Museum.

In the afternoon we were privileged to have a workshop with Dr. Neal Spencer on Leadership.

He began by the beauty of “Thinking about change” especially movement from what is familiar and comfortable. He gave his own example of changing jobs and how it had worked very well for him.

It was also very key that a leader gets time for self-renewal through pausing and thinking about something from the outside. This in particular gives a leader a new way of looking at issues and getting solutions. He also highlighted some useful assessment activities such as the 360 degree view of self, strength finder and GRID. He gave an example of the process ongoing at their museum to have a plan/strategy/policy that will be more inclusive. The Museum, as it stands, now has a limited audience that does not even cover the needs of a village less than 10km away.



Left: A sculpture in the Museum of Archaeology and Anthropology in Cambridge; Right: Kuria drum in the Museum of Archaeology and Anthropology - we have looked at its provenance in my museum

They are looking into making the Museum lead with action research responding to the current needs of the society and running away from the traditional university museum output which is publications and degrees, to more tangible results.

This should then lead to more high impact journals, visitor focused, quality exhibitions and more nature inspired and inclusive art production. The indirect results will be responsible research as an unintended outcome. In short, the Fitzwilliam Museum aims to be the Museum for the future that takes more responsibility.

Coffee with the Director, British Museum

Coffee with the Director Hartwig Fischer was a very exciting way to spend the morning. He has always had great plans to have a space that communicates within itself and do away with the 'walling' of cultures. It is important according to him that visitors get to choose what they would like to do with collections instead of defining rigid pathways and themes. He highlighted the work being carried out by the Reimagining the British Museum project. He pledged his support to the Advisory Board and the ITP fraternity.

In the afternoon, fruitful engagement occurred with the ITP British Museum representatives and UK partners on the future of the ITP. The purpose was to explore available opportunities for partnerships between fellows, the BM departments and the Partner Museums. Networking was achieved here by understanding who was doing what, and where. The discussion was open minded and general in nature but very resourceful. I particularly enjoyed revisiting old contacts (The Collection, Lincoln) and made some new ones especially relating to redefining the role of Museums (World Cultures, Glasgow, AOA-BM, Manchester Art Gallery).

Towards the end of the programme, it was necessary to have a session on the challenges facing the museum and cultural sector and what possibilities were accessible in the future. The informal group discussion involved ICOM UK, ITP UK partners and select BM colleagues. It began by highlighting the museum definition that will be voted on in the ICOM general meeting Prague 2022.

“A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing”. I am looking forward to participating in the vote as an ICOM member. It was also a time to highlight the following: possible futures for Senior Fellows; the challenges and concerns and how to overcome them; the networks needed going forward; the kind of support needed and also the kind of projects that UK colleagues have ongoing internationally and how Senior Fellows can be of help. I also made several useful contacts on matters of provenance research and restitution such as: Royal Armouries Museum, Leeds; National Museums Scotland; Manchester Museum and the BM International Engagement Department.

The session I had been most looking forward to was the Reimagining the British Museum (RBM) presentation and discussion – this was the last formal session. With the aim of giving some insights into this mega project, the team presented the project ideas and the proposed curatorial approaches and plans. The intention of the project is to have an overhaul on the BM displays, narratives and galleries. It is all contained in a master plan that will be implemented over a long period with the view of: representing all regions; representing time depth; rebalancing narratives; exploring both regional distinctiveness and interconnectedness; geography and chronology; future displays; interpretive approaches; align with social development goals; melt the current region-specific gallery; juxtaposing ancient and modern as well as culture in dialogue. RBM hopes to “establish an overarching framework which will form the first building blocks towards a comprehensive redisplay of the future galleries”. I do hope that I live long enough to see this master plan actualized if not to participate in making it a reality.

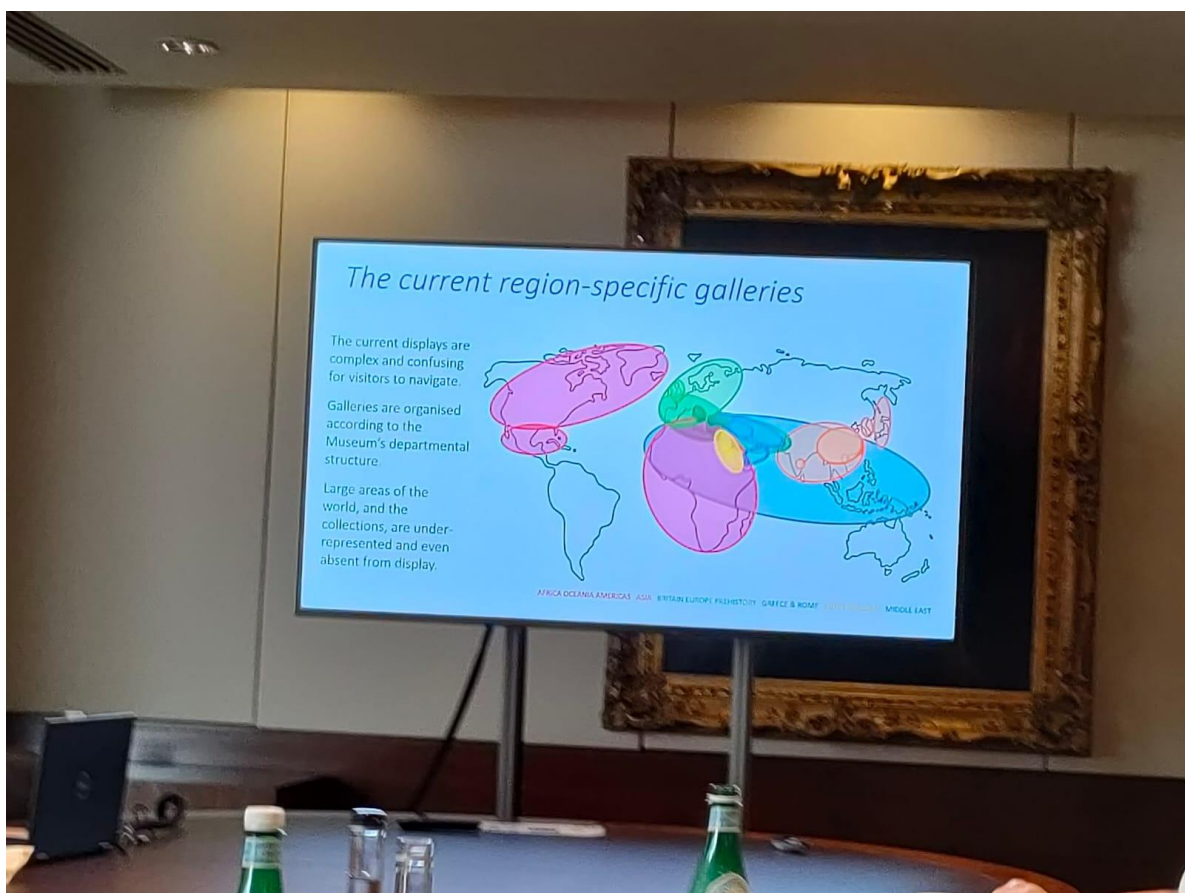
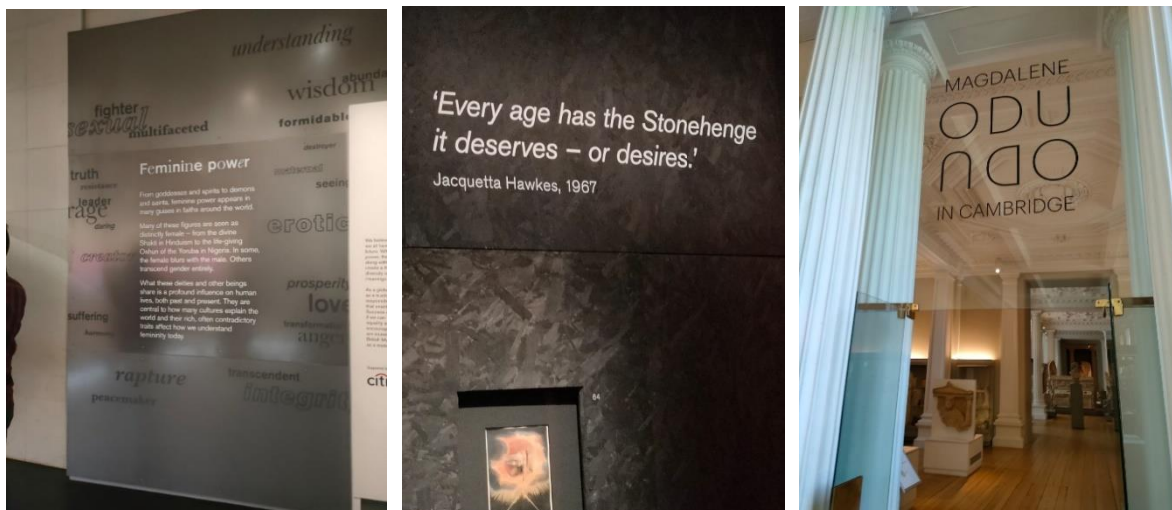


Photo from the presentation showing the current region-specific galleries currently in the British Museum and under review

Other Activities

- Visits to exhibitions
- Africa Galleries (though when I had time after the session, I found it closed twice).
- *Feminine Power: The Divine to the Demonic*
- *The World of Stonehenge*
- Coffee Culture in the Islamic World
- Life in a Cup: Coffee in Islamic World
- Room 3 The Platinum Jubilee
- All temporary exhibition in the British Museum and Magdalene Odundo in Cambridge at the Fitzwilliam Museum.



In addition, there were fruitful informal sessions with British Museum staff, Partner Museum representatives and Senior Fellows during breakfast, lunch and dinner.

Outcomes:

- Networks renewed and refreshed with other Museums in the UK that hold Kenyan Cultural property
- New connections and conversations with partner museums and BM departmental heads
- Access to museum collections that are useful in the provenance research
- Access to toolkits and guidelines that museums have used in restitution and repatriation
- Visits to galleries and stores where Kenyan objects are on display



Bilwa Kulkarni-Poddar

Following on from the ITP Futures project, that was conducted online in 2021, the idea of an Advisory Group was floated. This Advisory Group was to consist mainly of Senior Fellows who would bring their skills, expertise and experience of culture and heritage sectors from their own country, to help create more value for the ITP Annual Programme as well as legacy projects.

The group gathered in London on 11 June consisting of Senior Fellows from Egypt, India, Kenya and Armenia. The week that followed was an intense one, involving brainstorming sessions, meetings with professionals from advisory groups, departmental reps and UK ITP partner reps, discussions and workshops on leadership and strategic planning.

We participated in a Strategic Planning workshop to understand its various aspects – scanning, backcasting, scenarios and evaluation while at the same time using these tools to map out a working way forward for the Advisory Group. The workshop was conducted through engaging brainstorming activities that culminated in interesting assignments. At the same time, it also helped us chart out a mandate for the Advisory Group. These sessions were interspersed with meetings with museum professionals who were part of different advisory groups, the BM departmental reps as well as reps from ITP partner museums in the UK. Below, are the highlights and possible outcomes of the week-long discussions:

1. A name for the Advisory Group was to be finalized – whether it should be called a Council/ Board/ Panel. This was still undecided by the end of the week and would be finalised through vote in a questionnaire to be filled out by each Senior Fellow.
2. The discussion chiefly revolved around the question – what would the mandate of the Advisory Group be. The discussion involved taking a 360-degree understanding of all ITP stakeholders and plotting short-term and long-term goals. It was unanimously arrived at the decision that the mandate of the Advisory Group should be to act as ITP ambassadors for newer ITP participants for information/ guidance/ support regarding new projects, updates, opportunities with the ITP Annual Programme and legacy projects. It would also be their key objectives to advise on the ITP programmes to enrich the experiences for members to make it more relevant to the needs of the participants as well as explore the scope for ITP projects on a country level for collaborative work between ITP fellows from the same country.
3. Some of the tangible outputs of the ITP Advisory Group would be to
 - a. Advise on revitalization of the ITP Annual Programme
 - b. Create guides for ITP fellows and alumni based on areas of expertise
 - c. Create some opportunities for ITP fellows to come up with projects which can be approved by the Advisory Board
 - d. An emailer every quarter from the Advisory Board members (similar to the ITP Friday emails) to their own country members about updates on new projects, thoughts, topics.
4. The Advisory group members also discussed the short-term and long-term goals for itself. The discussion revolved around items such as the tenure of the Advisory group, who could qualify for it, how often would they meet (online and offline), having separate tasks for different members of the group.
5. Finally, with the BM departmental reps and UK ITP partner reps and the Advisory group members discussed how their roles and contribution could be modified to optimise benefit for fellows as well as themselves. This involved allowing fellows to have wider choices for departmental time, doing

cross-departmental work and having set modules or frameworks for each department to avoid time management issues.

The Advisory group was introduced to the Re-imagining British Museum team which prompted discussion on how the Advisory group and its work could fit into the model that the RBM project was looking to establish. Aside from this, the group spent some time in Cambridge visiting museums as well as participating in a discussion on leadership with Neal Spencer at the Fitzwilliam Museum, Cambridge. The group was also given time to visit the Stonehenge exhibition as well as the *Feminine Power* exhibition at the British Museum, which personally to me was a fount of great ideas on display and exhibit design.

After a week of engaging discussions, concrete ideas, hearty laughter and plenty of food and chat, the group parted on 17 June, full of promise and expectation to contribute to the Advisory group with an aim to transform the ITP Programme into something innovative, relevant, creative, vibrant and sustainable.