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Training is an inherently difficult activity to organise because:

- The value of the training depends on the recruitment of people with the appropriate language skills, motivation and knowledge to match the learning offer.
- People differ in their learning styles and preferences. Training could be described as a group activity for an individual and highly personal activity. Sometimes trainees have unreasonable expectations about the extent to which training can meet their specific needs.
- Some aspects of delivery are outside the control of the training provider. This is especially the case for placements, such as the partner programme. It is also true for presenters. Sometimes a speaker will agree to talk on one subject and then decide to speak on another, which can result in duplication between speakers.
- Delivering training requires a mix of different skills. Highly expert people differ in their presentation skills and it is not easy to ask a very senior person to attend a public speaking course.
- Other aspects of delivery are dependent on good will and capacity. This could be said to apply to the departmental programme.
- As with other programmes, satisfaction is relative to expectations. ITP has a potential challenge that the BM programme is so well organised that it might set up unreasonable expectations for the partner museums.
- Each year is different because of the special qualities of individual trainees. Vigilance and responsiveness are necessary to maintain high standards.
- Trainees might not be the best judge of what is useful. Understanding the relevance of subject such as community engagement is a learning objective in itself.
- Enjoyment is not the same as effectiveness. Some training is tiring and difficult, with its value only clear in the medium to long time.

This evaluation suggests that ITP has reached a level where organisational issues are as well managed as possible. Particularly impressive is the warm relationship the ITP team develops with the participants. This has important benefits in helping trainees to trust the value of the training, and also in building long term relationships.

Participants express a need to spend more time in BM departments, but responses from BM representatives suggests this would not be welcomed.

Previous challenges – poor English skills in trainee - did not happen this year, which is confirmation of the team's skill in recruitment, and also of the importance of having the training team in charge of recruitment (which is not the case in other projects in the BM). Problems of poor organisation in a BM department, which happened last year, weren't

mentioned this year. However, one partner seemed to have struggled with managing the placement.

We mentioned possible changes last year, which are still relevant. In addition, from our observation, we suggested organising courses in public speaking for BM staff.

## APPENDIX ONE: PARTICIPANTS' COMMENTS ON LEARNING

Evaluators don't usually provide raw data in an unanalysed form, however, questions on learning are useful to the ITP team in their individual form. I have included the full responses this year, as these are better than previous years.

### BM SURVEY

**For our ITP annual report, we would like to include some of your thoughts in your own words. Please write a paragraph on ONE of the following for us: Highlights... If there is one highlight of the ITP for you, what would it be and why? It could be an ITP or departmental session, a day or evening trip, a conversation with an ITP colleague or staff member, a piece of information you were given that you will always remember or a friend you have made with whom you will always want to stay in contact. Your fellow participants... What was it like sharing your ITP experience with people from different countries and professional backgrounds? What did you learn from each other? What qualities do you hope you brought to the group?**

i liked the well-come party arranged by BM staff very much because of it introduction to all the participants and BM staff take place. The way the well come us and give us a feeling like we are their fellows is amazing.

Actually, I spent a good time with colleges from about 14 countries. this was the first time for me meet this numbers from different countries. we spent 42 days eat and drink with each other. It was the first time for me to cook in this course, also cook with college from Pakistan. also I cooked for the ladies who were with me in the partner museum in Manchester. also It was a good thing for me to come to my country holding the title of Selfie King.

Since 2012 when I found the link of the ITP at the British Museum website, I started to keep contact with ITP staff by email and every year I found positive reply. Those Past ITP international participants who I knew them gave me clear information about this programme and how I can benefit from this training. After hard contact and at the end of 2015 a positive email asked to send my resume and short expression then I realized that my dream comes true. In spite all circumstances that our country Yemen is faced. Then I started the process of Visa with great support and help from ITP staff, eventually I joined to the programme and came to UK. In this programme I am getting new experiences that allow me to go beyond museum field, my core responsibility, and shared our knowledge between participant and to understand our museums better as well as build good relations with our fellow.

The most important thing in a partnership between the participants in the program to give a good impression and useful information about your community and your country's culture also your organization and most importantly we exchanged experiences and both of us spoke largely about his work, which gave us the opportunity to open up prospects for the exchange of experiences between us

I would like to highlight the session about The culture heritage and peace building which I believe it covers one of the most important challenge for all of us . I think keeping the human cultural resources away from the conflicts should be on the top of our goals for the future.

As I have mentioned, it is so difficult for me to choose only one highlight. Perhaps it would be conversations with Ian Jenkins regarding my Room 3 project and his upcoming exhibition, and having a possibility to have an insight in the behind the scene development of the project. For me this is invaluable experience.

I learned from my fellow participants that there are no limits to our possibilities, regardless of all practical obstacles. The enthusiasm, knowledge, will to expand it constantly, hard work.. can bring the best out of every member of our museum communities. Our power lies also in our contacts and connections and in our readiness to share information and knowledge.

It was a pleasure meeting and working with fellow museum professionals from around the world and learning

from them. The bond that I developed with other participants, colleagues at British Museum, and Manchester Museums has been very enriching and I look forward to building up on this relationship in future. ITP affords us the opportunity to constantly learn from each other and widen our horizon.

ITP is quite meaningful to me since it's my first time to stay with a group of foreign friends in a foreign country for 6 weeks. 6 weeks is quite a long period for a new mom. However, due to ITP's intense arrangement and all the lovely participants, I didn't suffer a lot because I didn't have time to feel so sorrowful or every evening I had dinner with my adorable friends and chatted with each other on food, culture, religion, society, families, etc. Within us, nothing seemed to be sensitive. We were free to share our ideas and make comments. It was the first time that I saw my beautiful Egyptian friends without scarf. It was my first time that I touched my South African friends' braid. It was the first time that my Greek friend did a make-up for me for exhibition shows and farewell dinner. So many first times. All of these contributed to better understanding of each other. We are different, but we indeed respect and value each other. Thanks to ITP.

I have very strong feelings and thoughts about this amazing programme. While I was there, I was very busy to understand the meaning and the influence of this experience into my life.

Not just the programme itself but also BM's people and wonderful participants from 12 different countries are also responsible for that.

I made some very good friends and all together, we shared our personal and professional experiences with no feeling of conscience.

My professional experiences and my positive way of thinking and acting, is what I hope to brought with me in this programme.

Thank u!!

The highlight of the ITP was the energy of the group. This was probably because of the perfect organization and the warm friendship. Events and attractions were beautiful. Friends from different countries and culture were mixed and together agreed on least common to have a fruitful training.

The ITP experience in the British Museum was for me a once-in-a-lifetime experience. As researcher into the history of architecture, I always wonder and endeavour to find out what my topic might be moving towards – I am interested in the future of the research and see in the transformation of scholarly investigation into exhibition the finest way in which to fulfil my objectives.

Scholarly research is a search for truth and beauty in the past that helps us understand and to live the present better, to plan for a better future.

Sharing the results of research with the academic community is exceptionally valuable and worthwhile, but to succeed in the right way in presenting research to the wider audience for cultural matters is a complex matter and a still greater challenge.

The experience in the British Museum, in which I had the opportunity to become acquainted with every phase of this complex process of the transformation of scholarly research into exhibition, including conversation and interpretation, legal and economic issues, design and dialogue with the audience, the educational role of an exhibition and many other phases afforded me a foundation for being able to devote myself to participation in this splendid mission.

I was particularly glad about and grateful for the ability to work so closely together with international experts dedicated to the historical heritage, for I believe that connectedness via the history of art and culture, via joint exhibitions and projects is a way in which the world can be intertwined with the finest of all links.

The highlight of my stay was work in the Greek and Roman Department, understanding the importance of the interpretation of research and the possibility of international collaboration and, above all, the sense of belonging to a family of scholars dedicated to the cultural heritage and its presentation.

Beside that the program was useful to me, it forced me to face my fears, time and again. I always get nervous and scared of presenting but ITP had forced me to do this on regular terms. I liked that I became more confident as the time goes.

## Highlights...

A discussion with Ian Jenkins during the Room 3 presentation and at the barbeque evening. I was astonished by his knowledge on various topics across different fields after I mentioned that I'm planning a sculpture exhibition in the next three years. He gave me pointers and literature reference I never thought of, he also mentioned some international sponsorships I could make applications to for research funding. I did not have to be based in the Greek section for him to share his knowledge, he just did. Had it not have been for ITP I wouldn't have met the great expert. I would definitely stay in contact with Barbara.

## Fellow Participants....

It was such an amazing experience and I feel privileged to have had the opportunity. I've learned so much from these participants and just to mention a few that stand out: The Children's Museum which is directed by Shreen from Egypt. Although I knew of such museums, it was my first time getting to understand what they really are about and how they are structured. I've had late night discussions over biscuits and coffee with Shreen whereby she shared her educational programmes which I intend to share with my colleague in the education department. Barbara is another one I've had a wide range of discussions with but I found her love for art amazing which has made me want to read more on art. Since I'm planning a sculpture exhibition in the near future I will be using her expertise which she's very excited about. Through this I've also discovered that Shi from China works for an institution that was in talks with my institution over a South African exhibition which had to go China but did not due to broken communication and change in leadership. Through discussions with her and after I have met with my superiors, I hope for the talks to resume. I've also had academic discussions with Ana and we hope to have collaborations in the future. Other participants have been amazing in their own rights and all that would have not been possible had it not been for the ITP.

I hope I've brought analytical, scholarly and creative qualities to the group.

I will never forget the ideal temporary exhibition of storms, war, and shipwrecks, and hope to stay in contact and learn from exhibition designer Clair as I learned from her to share all departments in the collective decision

Not everyday in our working life we are able to meet knowledgeable people who research, curate, discuss, present and write on specific topics that we deal daily. If more time can be spent together with them, more knowledge, experience and skills will be acquired from them.

the ITP programme was useful for me to meet all the participants from different countries was a big experience to me, I learn a lot of things personally and professionally, the time I spend in UK / BM / ITP / ME is unforgettable. All people want to help you, to share with you ideas, skills, professional and personal. I will be in contact with all participants. Thank you ITP

## highlights

I am very happy to have worked with so many participants from all over the world, many of whom I count as good friends as well as colleagues.

Newcastle, North East London, a new adventure to experience

In Newcastle I have started my new adventure by enjoying an internal building tour, learning about the building, especially its design and seeing behind the scenes. Then strapping me in for a climb like no other. It was such a nice time with my ITP friends. We explored one of Newcastle Gateshead's most iconic buildings. Once I reached the top I have further opportunity to learn more about the structure as I walk across

the 3,043 stainless steel and 250 glass panels that make up its unique curved roof. Standing tall and admire the spectacular views across Newcastle Gates head Quayside and beyond – seeing the famous bridges like never before. In Newcastle, you can figure out the Britain’s urban heritage that is one of the main symbols of human evolution through history that reflects the capacity of man to overcome surrounding environment; as it is listed in (WASHINGTON CHARTER 1987. All urban communities, whether they have developed gradually over time or have been created deliberately, are an expression of the diversity of societies throughout history. These areas embody the values of traditional urban cultures.

Quite easily, the best part of the ITP was our interaction with our fellow participants. Through our conversations with each other and insights that we gained through sessions like 'Cultural Heritage and Peace Building', the one thing that struck me was how privileged we are in India. Security, resources, the freedom to express ourselves, all things that we take for granted are not so for many others. It led to a deep introspection about how effectively we are actually using what is available to us and how much more we can do if we apply ourselves.

The diversity of the participants also proved to enhance our learning. Not just through our interaction but also questions that the participants would ask during sessions. They were things that we wouldn't have thought of given our different backgrounds and listening to the conversations during these sessions was quite informative and though provoking.

Meeting people from India, Yemen, China, Turkey, Croatia, Greece, Egypt, Sudan, South Africa, Britain, Scotland, Malaysia, Lebanon, and more is great. I love that I got this opportunity, and the diversity of the group was just great. I learned that many museums globally face the same issues, and even saw how similar we all are, yet different.

I think the best for me is to have chance to see many different museum in the UK,so I can know how they work .

No matter where we are , we just need do something first important, have a nice time and keep health .

Highlights:

There are so many highlights but I will always remember Beamish museum sharing on their community work with dementia people; 2nd, visit to Horniman museum and its garden. Museum is an open space for public to enjoy and create happy society.

Participants...

I am going to miss all of the participants. Each one of us has their uniqueness, strengths and humour. We are from different part of the worlds but the differences have changed into sweet memories and sharing of knowledge and friendship.

## PARTNER SURVEY

**What did you learn from the partner museum placement that you could apply to your home institution upon your return? Please explain in detail what you would like to change and any barriers to you being able to apply your learning**

Definitely the selfie points at Manchester Museums to increase engagement that visitors have with the collections is something I feel can be applied to National Museum in Delhi.

Fund raising, educational programmes and interactive family oriented interpretation are the areas that could be applied to the CSMVS. The Boxes of Delight and Sensory packs are ideas that would work well. Also the interactive elements used in display, especially at the site museums make for interesting family oriented exercises. The barriers to implementing these would mainly be funding as we would need to look for external

funding.
first,I learned to put education department strategy for long term and also how I can evaluate the work according to the strategy , they also provided me with the job description that will help me and my colleagues to know more about our duties
Trying to get young people to have fun in the museums while learning at the same time, push open doors in the galleries and the fact that anyone can come up with the exhibition proposal, team spirit and their ongoing exhibition on line, while it is completed in the museums. be able to get catalogues online.
Learning and Community Outreach especially the usage of the Learning Kit. Schoolchildren have an access to culture and history, and the museum objects is a good resource to start with.
Open Museum; Curators Forum; Volunteers in Museum; music in museum), people can eat and drink in museum (such as in Riverside Museum). Not many family could afford to buy food at the museum cafeteria; install stool/chairs/sofa inside the gallery for visitors to enjoy the exhibition; Kelvin Hall concept - museum as one stop center for community well-being (health centre, court, resource center, cafe etc); kids under 5 friendly; handicapped people friendly.
I have whole new insight to the approach to the organization and delivery of exhibition - from the research phase to the final output. I felt very strong connection between the programme of the Bristol Museums and The British Museum - so I feel this as a continuation of the same experience.
they learned me the how to put strategies for education programmes - how to deal with all museum departments to achieve two aspects of museum's work for community learning programmes and successful exhibition .
1- they have good displaying otherwise in museums or galleries
2- they have good preserving for their collections in the storerooms.
3- they have a good programs to engage their communities to the museums and galleries.
4- they have aims and messages that they need to reach to their community.
I found quite interesting and clever that in some texts in the gallery, they mention that u can find a relevant object in the gift shop.Usually, next to some famous paintings.
Online galleries and catalogues for temporary exhibitions are really amazing. I really hope it can be applied to my future job. But the major barriers may lies in the copyright.
For exhibitions, they let audience make their own decisions and get involved in it. And they use multi-sensory approaches to finish display. Those methods I will try to use to my future exhibitions.
the biggest barrier is always funding, If we had funding to create displays as amazing as riverside museum with interactive videos, and talk about people's social history in that very engaging way, I would definitely attempt to do it.
I would also attempt to apply something that wouldn't cost much, that is social media advice from John Ferry, and place a social media policy and strategy with the communications department at our museum. (as I am not in the communications department I think that would be a barrier as I doubt they would listen to me...)
we spend a greatful time at the UK partner museum, specific we did a lot of contact with a lovely personnes and colleagues.The programme was interesting. in the National Museum of Beirut where i work, we had a project to renew all the storerooms. and another project to built a new building for the learning programme, an auditorium.... In the 2UK partner museums we visited all the storerooms for different artefacts, and we saw a lot of storage and conservation methods, all this exempel can helpme to apply and to do the best in my country. an other thing i learn in the museum how they do the contact with the audience, specilly with the family and



kids
well, the BMG the main museum in the city there is a section of the Birmingham and its people History this idea is god to me may we reflecting to our institution and discuss with our board.
I learned so many ideas that could be applied in Egypt such as encouraging people in Egypt to donate to the museum by applying the batter fly wall for them and I think this idea could be applied easily where every detonator could write his name in a butterfly at the entrance of the Egyptian Museum ,Museum's Boxes of delight is very good idea to engage the schools to the museum and I have many Replicas in the Children Museum I could Begin with one Box and go to schools . one of good ideas I have ever seen was to engage community by presenting their opinion in the current cultural landscape and how they cloud shape it in the future by presenting activity called shape your cultural landscape and analyzing their opinions concerning the importance of museum in protecting and presenting the cultural landscape. among the programs of community engagement in the UK partner museum was engaging people who just have recovered from addiction, it is not easy to target those people in Egypt but I will try to contact one of the Egyptian health organizations that dealing with such cases and present lectures for them at the Egyptian museum. at the children museum my institution I will apply the idea of family table with many educational resources to engage more families to the Children museum , dress as roman is a nice activity I experienced in the UK partner museum that aim to engage the children and could by applied at the children museum with different name like dress as pharaohs. concerning barriers , they are two main barriers , the first one is getting the approval to apply these activities and the second one is the supported materials needed for these activities , i think i could able to apply some of these ideas after getting the approval of the head of museum sector in Egypt .
The important thing they are very small staff but the organizing their work very well and of course they have wonderful program in museum education and learning
Collection management and exhibition practices
Community involvement projects are at the forefront and that I found to be impressive. I will definitely apply all the things learned and keep in touch for advise on future projects. The only barrier would be not getting sufficient funding but a lot of programmes can still be delivered with the resources my institution currently have. I will most definitely encourage other colleagues to source out sponsors for their projects and not rely entirely on the museum's funding.
I want to open more objects to the public, and i want to encourage more people to the museum. But first we need to educate people understand more about museum and the history.