

Creating Museums of World Stories

Mumbai Workshop marking 10 years of the International Training Programme
Final report to the Getty Foundation - December 2015



“With so many alumni of previous ITPs gathered together, there was an unprecedented energy of friendly collaboration which enabled curators from such different countries and cultures to work creatively together. It was a moment that perfectly demonstrated exactly what the British Museum... can do”, Neil MacGregor, Director, British Museum

Summary

In October 2015 the Getty Foundation generously awarded the British Museum a grant to support the delivery of a workshop in Mumbai, India to mark the tenth anniversary of the Museum's renowned International Training Programme. The Foundation's grant of \$100,000 was designated to support the costs associated with former ITP participants' involvement in the workshop. This report provides a narrative description of the wider activities undertaken in the planning and delivery of the workshop held on 20 and 21 November 2015.

Background

Since 2006 the British Museum's International Training Programme (ITP) has sought to develop a sustainable global network of inspired museum and heritage professionals, through sharing knowledge, skills and experiences. Working with countries and institutions integral to the Museum's international strategy and those particularly in need of support in building capacity, the annual programme aims to provide a platform for the exchange of ideas through the staff and collections of the British Museum and our programme partners.

Since its inception in 2006, ITP alumni now total 207 past participants from 31 countries spanning the world. To mark ten years of the ITP, the British Museum, in collaboration with the Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (CSMVS) Museum in India, devised and delivered a workshop hosted by CSMVS in Mumbai entitled *Creating museums of world stories*. The aim of the workshop was to build on and deepen relationships between past participants, and to broaden the educational initiatives around encyclopaedic museums beyond Europe and North America.



Bilwa Kulkarni (ITP 2015), CSMVS, leading a tour of the Museum

‘This workshop made our conviction stronger that our museums should work closely and increase the scope for cultural interaction. We hope this has opened that opportunity. It will be a pleasure to continue this relationship ahead and work on a constructive project,’ Mr Sabyasachi Mukherjee, Director, Chhatrapati Shivaji Maharaj Vastu Sangrahalaya.

Project Delivery – delegates and workshop scope

Delegates

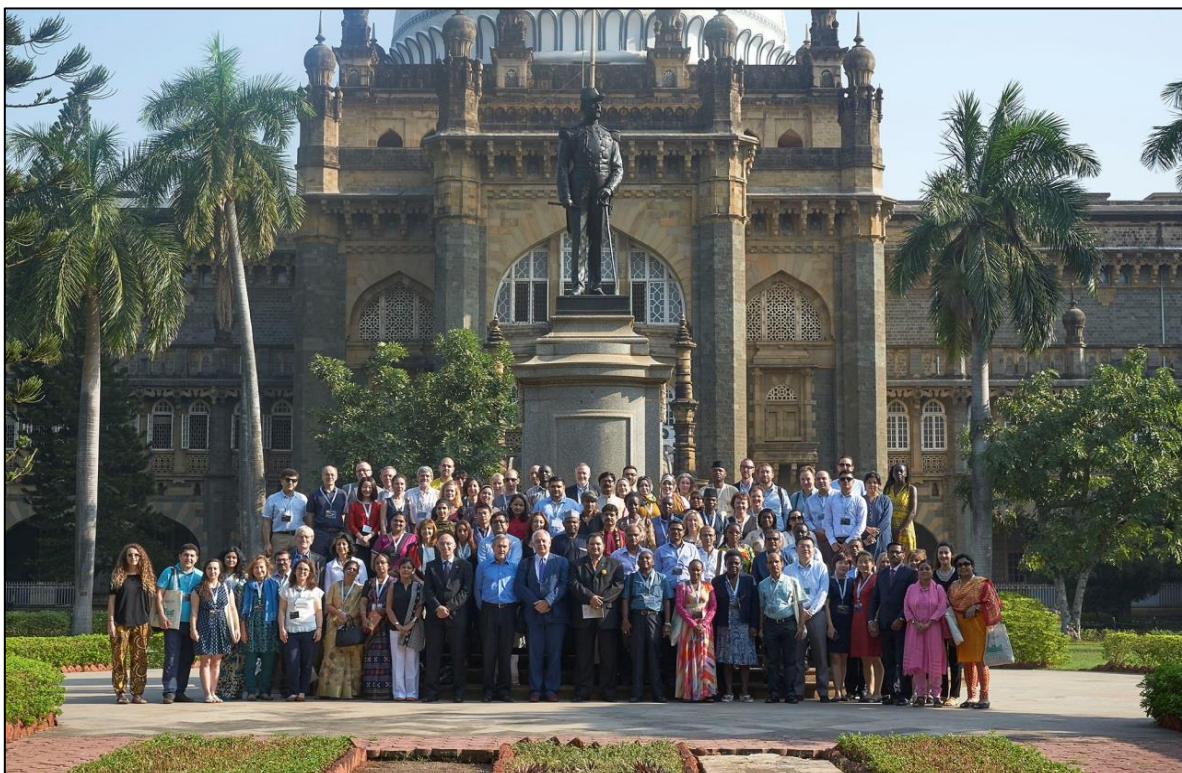
The workshop aimed to provide an opportunity for past ITP participants to reconnect with the alumni from across the Programme’s ten annual seasons (2006-2015) and also provided a forum for colleagues to network with museum and heritage professionals from around India and the rest of the world. The Museum held an open application process and selected a group of 45 past ITP participants from 15 countries to attend the workshop.

Additional delegates included British Museum staff and Trustees alongside representatives from UK partner museum associated with the ITP, each of whom holds working relationships with Programme alumni.

The workshop provided an opportunity to link the ITP to the British Museum’s Leadership Training Programme (LTP), a collaborative project with India’s Ministry of Culture and the National Culture Fund delivered in 2012-14 to support museum leaders in the country. As part of the workshop, a group of participants from the LTP were invited to attend the proceedings, along with key museum directors in India.

Invitations were also extended to museum directors from the Middle East, Asia and Africa to enhance the workshop’s global representation and to provide valuable input to the delegates’ activities. The Museum was particularly pleased to have representatives from the Getty Trust and the Getty Foundation attend the workshop.

A full list of workshop delegates is included in this report as **Appendix 1**.



Mumbai Workshop delegates

Workshop scope

A key aim of the workshop was to provide an opportunity for global museum and heritage professionals to brainstorm and debate proposals which develop new forms of 'encyclopaedic' museums, or their displays, beyond Europe and North America. These museums, displays or temporary exhibitions would present familiar local and national histories in the context of global stories. The participation of the ITP and LTP alumni and the international directors was intended to move this debate beyond the practice currently held elsewhere in the world.

Following two successful exhibition projects with CSMVS (*Mummy: the inside story* and the display of the Cyrus Cylinder), a proposed exhibition CSMVS provided the initial introduction to the workshop and a platform for the discussions that followed. Inspired by the acclaimed *History of the World in 100 Objects* touring exhibition, the proposed display, provisionally titled *India and the World*, would focus on key 'moments' in Indian history, setting them within a global context. Each section in the exhibition would use objects from the CSMVS collection to introduce visitors to the activity in India at the time, and continue to tell the story of other cultures across the world with objects from the British Museum's collection.

The complete workshop programme is included in this report as **Appendix 2**.



Working groups discussing India and the world

Workshop Programme

Prior to the formal delivery of the workshop, the wider activity programme included an ITP alumni orientation day on 19 November; this included a city tour of Mumbai and a tour of CSMVS led by colleagues at the Museum. This was followed by an expectations session and briefing to discuss the range and format of the workshop, led by the ITP team. The remaining delegates joined the ITP group for an evening welcome reception in the gardens of CSMVS, hosted by Director Mr Sabyasachi Mukherjee.

The programme also included evening events which provided an introduction to India, its traditions and culture to delegates. The informal and relaxed settings contributed to, and provided an opportunity for, networking, discussion and further collaboration.

'The ITP and the workshop has given us the impetus with ideas, creativity and innovative venture around diverse issues of humanity and its sustainable way of dealing, at grassroots level, with inputs from the global perspective'. Y.S. Wunglengton, Director, Directorate of Museums, Government of Assam, India, ITP 2014

Day 1: Creating museums of world stories – Friday 20 November

The initial day of the workshop began with an introduction by Neal Spencer, Keeper, Ancient Egypt and Sudan, and Claire Messenger, Manager, ITP, to both the annual International Training Programme and the present workshop. The presentation provided background on the history, format, legacy and sustainability of the Programme and explained the remit, aims and objectives of the workshop.

The exhibition proposal for *India and World* was presented by British Museum Director Neil MacGregor, and Mr Mukherjee. This was followed by a warm welcome from Deborah Marrow, Director of the Getty Foundation.

Workshop delegates were asked to break into small groups to review and refine the *India and the World* concept. Groups focussed on the following questions:

- Assess the narrative; how could it be improved?
- How would Indian audiences react to this narrative?
- What programming could support such an exhibition?
- What institutional partnerships would enhance the impact of the exhibition?

Each group nominated a spokesperson to report back on their answers, followed by a discussion led by the international directors. Select key views and issues arose during the discussions:

- The concept was dynamic, exciting and inspiring.
- There should be a focus on daily life and society, not just major historical and political events and figures.
- How can you represent all of India – a country of large and diverse population? Should the exhibition focus on the current geographical limits of India, or take a more cultural definition as its starting point?
- Should the show be chronological or thematic?
- The exhibition mustn't focus on India and its influences on the world, or the world and its influences on India, but, at this current moment in history, museums must work as one and tell common stories.
- The exhibition should strive to find and highlight similarities not differences.
- *India and the World* should not compare and contrast cultures and countries, so as to avoid any sense of competition.

Delegates were asked to work on a proposal for the proposed example "Your city & the world." Each group focussed on one global city, selected by the group on the basis of their knowledge and background, and on its potential for conveying global and local stories. Each group was asked to create an outline brief for a display for their selected city, with the following questions in mind:

- Can the model of *India & the World* be deployed in other cities/countries?
- What would be the key moments in their city's national history that would be highlighted?

- How could collections around the world, whether part of the ITP global alumni or from other museums, enhance the exhibition proposal?
- What kinds of exhibitions would be most appropriate and engaging in different cities and countries?
- How could local museums' collections support this proposal?
- How would their target audience react to the presentation of familiar local and national histories in a global context?



Delegates from India and Turkey presenting their exhibition concept

Day 2: Creating museums of world stories – Saturday 21 November

During the second day of the workshop, delegate groups were asked to display their exhibition outline on pin-up boards. A number of delegates in each working group then presented their exhibition briefs to the wider group, with other delegates offering feedback, asking questions, and sharing their thoughts and ideas for the future.

(A list of proposal cities and their titles is included as **Appendix 3**.)

Evaluation and immediate outcomes

A full external evaluation will be carried out to assess the effectiveness of the workshop. This will provide data to measure impact and will additionally aim to highlight potential outputs and possible future collaborations. ITP delegates have been asked to provide written reports on their experiences on the workshop and feedback. Following this, the Museum will produce a further summary report which will be made available on the Museum's website and ITP blog, and

distributed to all stakeholders. A copy of these evaluations will be submitted to the Getty Foundation as part of the activity summary.

Immediate outcomes from the workshop are identified below:

- Enhanced relationships for International Training Programme participants across the breadth of the Programme's ten years of delivery
- Stronger links between the Museum and UK partner museums with curators across the world
- Development of ideas around new local and global displays for colleagues beyond western nations, and an increased appetite for innovative themes and narratives, such as a move beyond historical events and chronologies.
- Development of relationships between CSMVS and curators and institutions across Africa, the Middle East, South Asia and the Far East
- Confirmation of strategic aims of next five years of International Training Programme, particularly the potential impact of small collaborative grants to foster bi- or multilateral small projects between alumni from different countries.



ITP alumni reconnecting in Mumbai

The 2015 workshop has helped to demonstrate the successful development of the International Training Programme, while taking a forward-looking approach to building on success. The Programme's key aim - to build a global network of museum professionals – has been further supported by activity in Mumbai, which has built additional links between colleagues and served to strengthen the global community of museums.

The British Museum is very grateful to the Getty Foundation for its involvement and encouragement of the project, and for proving support to enable participants to attend the workshop in Mumbai.

“Back at work and missing Mumbai terribly... it felt good to imagine we could rethink the world & create new stories through museums.” Tugba Tanyeri Erdemir, Turkey, ITP 2015

Appendix 1 – Complete delegate list

Richard	Lambert	British Museum	London, UK	Chairman of Trustees
James	Sassoon	British Museum	London, UK	Trustee
Ahdaf	SouEIF	British Museum	London, UK	Trustee
Richard	Blurton	British Museum	London, UK	Curator, Asia
Emma	Croft	British Museum	London, UK	Coordinator, International Training Programme
John	Giblin	British Museum	London, UK	Curator, Africa
Jessica	Harrison-Hall	British Museum	London, UK	Curator, Asia
Mahmoud	Hawari	British Museum	London, UK	Lead Curator, ZNM
Ian	Jenkins	British Museum	London, UK	Curator, Greece and Rome
Ivor	Kerslake	British Museum	London, UK	Manager, Photography & Imaging
Zeina	Klink Hoppe	British Museum	London, UK	Curator, Middle East
Neil	MacGregor	British Museum	London, UK	Director
Joanna	Mackle	British Museum	London, UK	Deputy Director
Claire	Messenger	British Museum	London, UK	Manager, International Training Programme
Neal	Spencer	British Museum	London, UK	Keeper, Ancient Egypt and Sudan
Jonathan	Tubb	British Museum	London, UK	Keeper, Middle East
Jonathan	Williams	British Museum	London, UK	Deputy Director
Hisham	Elleithy	Ministry of Antiquities	Egypt	Head of Centre of Documentation
Nanette Jacomijn	Snoop	Staatliche Kunstsammlungen Dresden	Dresden, Germany	Director Staatliche Ethnographische Sammlungen Sachsen (State Ethnographical Collections)
Janet	Vitmayer	Horniman Museum and Gardens	London, UK	Chief Executive
Patricia	Allan	Glasgow Museums	Glasgow, UK	Curator of World Cultures
Ronan	Brindley	Manchester Art Gallery	Manchester, UK	Head of Learning
Susan	Giles	Bristol Museums, Galleries and Archives	Bristol, UK	Senior Curator, World Cultures
Adam	Jaffer	Birmingham Museums Trust	Birmingham, UK	Curator of World Cultures
Andrea	Martin	The Collection: Lincoln	Lincoln, UK	Collections Access Team Leader
Syed	Albukhary	Islamic Arts Museum	Malaysia	Director
Nada	Al Said	National Museum	Oman	Head of external relations unit
Alec	Coles	Western Australian Museum	Australia	Chief Executive Officer
Hartwig	Fischer	Staatliche Kunstsammlungen Dresden	Dresden, Germany	Director General
Ahmad	Kamil	Iraq Museum	Iraq	Director
Purity	Kiura	National Museums of	Kenya	Director, Museums Sites & Monuments

		Kenya		
Anmari	Maila	National Museum	Lebanon	Director
Deborah	Marrow	The Getty Foundation	USA	Director
Rose	Mwanja	National Museums	Uganda	Commissioner
Bongani	Ndhlovu	Iziko Museums of South Africa	South Africa	Executive Director: Core Functions
Tarek	Tawfik	Grand Egyptian Museum	Egypt	Director
Yusuf	Usman	National Commission for Museums and Monuments	Nigeria	Director General
Joan	Weinstein	The Getty Foundation	USA	Deputy Director
Sarit Kumar	Choudhuri	Indira Gandhi Rashtriya Manav Sangrahalaya	Bhopal	Director
Karni	Jasol	Mehrangarh Fort Museum	Jodphur	Director
Jayanta	Sengupta	Victorial Memorial	Kolkata (West Bengal)	Director
Rajesh	Purohit	Allahabad Museum	Allahabad (Uttar Pradesh)	Director
A Nagender	Reddy	Salar Jung Museum	Hyderabad	Director
Joyoti	Roy	National Museum	Delhi	Outreach officer
Piyashi	Bharasa	VMH	Kolkata (West Bengal)	Education Officer
J.M	Gandhimathi	Government Museum	Chennai (Tamil Nadu)	Curator
Ajay	Kochle	CSMVS Museum	Mumbai	Assistant Director
Surya Kumar	Pandey	Indira Gandhi Rashtriya Manav Sangrahalaya	Bhopal (Madhya Pradesh)	Assistant Keeper
Shankar	Rao	Indira Gandhi Rashtriya Manav Sangrahalaya	Bhopal (Madhya Pradesh)	Assistant Keeper
Nita	Sengupta	Indian Museum	Kolkata (West Bengal)	Senior Technical Assistant
Manvi	Sharma	National Museum Institute	Delhi	Assistant Professor, Museology
Ajay	Shrivastava	Archeological Museum, Sarnath	Sarnath - District Varanasi (Uttar Pradesh)	Assistant Superintending Archaeologist (ASI)
Onkar	Wankhede	Allahabad Museum	Allahabad (Uttar Pradesh)	Assistant Keeper
Rajendra	Yadav	Archaeological Museum, Lucknow	Lucknow (Uttar Pradesh)	Assistant Archaeologist (ASI)
Khadijeh 'Zohreh'	Baseri	National Museum of Iran	Iran	Curator and Keeper Head of Seals and Coins Department
Pengliang	Lu	Metropolitan Museum of Art,	China	Henry A Kissinger Curatorial Fellow

		Department of Asian Art		
Eileen Ondusye	Musundi	National Museums of Kenya	Kenya	Exhibitions Designer
Lydia Regina	Nafula	National Museums of Kenya	Kenya	Research Scientist
Nilanjan	Banerjee	Independent curator and filmmaker	India	Editor and Series Director/ World Heritage India: A Digital Heritage Gateway
Sayan	Bhattacharya	Indian Museum	India	Education Officer
Gilda Carla Angelica	Jorge	National Museum of Art	Mozambique	Digitization Project and Research
Antonio Luis	Ntimbanganga	National Museum of Ethnology	Mozambique	Head of Exhibition and Education Department
Layla Mahmoud	Salih Salih	Ministry of Tourism and Antiquities	Iraq	Archaeologist
Nourah T.A	Sammar	Birzeit University	Palestine	MA Student
Omar	Abdulrahim Abdalla	National Museums of Kenya	Kenya	Administrator
Rebecca Njeri	Gachihi	Karen Blixen Museum	Kenya	Senior Curator
Vandana	Prapanna	Curator, Indian Miniature Painting and Numismatics	India	CSMVS
Jana N. I.	Alaraj	Birzeit University	Palestine	MA Student
Levent	Boz	Ministry of Culture and Tourism	Turkey	Specialist (Art Historian / Archaeologist)
Dikko	Idris	National Commission for Museums and Monuments	Nigeria	Assistant Chief Curator (Curator in-charge).
Manisha	Nene	Senior Curator	India	CSMVS
Joyee	Roy	Victoria Memorial Hall	India	Documentation & Curatorial Official & Nodal Officer of JATAN database maintained by Ministry of Culture, Government of India.
Nathalie Fawzi	El Alam	Directorate General of Antiquities	Lebanon	Archaeologist – Assistant coordinator
Shambo	Ghosh	Sahapedia	India	Project Coordinator
Saadu	Hashim Rashid	National Museums of Kenya	Kenya	Acting Principal Curator
Asad	Hayee	Rohtas 2 Gallery	Pakistan	Curator
Ishaq	Mohammed Bello	National Commission For Museums And Monuments, Kaduna	Nigeria	Principal Technical Officer (Education)
Nevine	Nizar Zakaria	Centre of	Egypt	Curator/ Egyptologist

	Hassan	Documentation & Studies on Ancient Egypt [CEDAE]		
Ma	Shengnan	The Palace Museum	China	Researcher
Adebo Nelson	Abiti	Uganda National Museum	Uganda	Conservator, Ethnography
Hadeer Ahmed Mohamed	Belal	The Coptic Museum	Egypt	Curator
Buket	Coskuner	Research Center for Anatolian Civilizations, Koç University	Turkey	Manager
Mahesh A.	Kalra	Centre for Numismatic Information & Studies	India	Convenor
Sibel Yasemin	Ozgan	Istanbul Technical University, Faculty of Architecture	Turkey	Research and Teaching Assistant
Rige	Shiba	National Museum New Delhi	India	Assistant Curator (Education),
Shubha	Banerji	Pre Columbian and Western Art Collection; National Museum, New Delhi	India	Assistant Curator
Hayk	Mkrtchyan	Museum Education Center	Armenia	Coordinator
Marine	Mkrtchyan	Russian Art Museum ICOM - National Committee of Armenia	Armenia	Deputy Director Secretary
Yue	Qi	The Palace Museum	China	Foreign Affairs Officer, Foreign Affairs Department
Wunglengton	Yazing Shimray	Directorate of Museums, Govt. of Assam	India	Director
Saad Ismail	Amira	The Palestinian Museum	Palestine	Research Assistant
Xuejing	Dai	Shangdong Museum	China	Educator
Bilwa	Kulkarni	Education Officer	India	CSMVS
Mohamed Mohamed	Mokhtar Mohamed Ameen	National Museum of Egyptian Civilisation	Egypt	Temporary Exhibition Coordinator
Davit	Poghosyan	Armenian State Pedagogical University after KH. Abovya, Service for the protection of	Armenia	Lecturer and Researcher

		historical environments and cultural museum reserves		
Vasundhra	Sangwan	National Museum New Delhi	India	Outreach officer
Ebru Esra	Satici	Koç University Research Center for Anatolian Civilizations	Turkey	Projects and Events Coordinator
Tugba Tanyeri	Erdemir	Science and Technology Museum, Middle East Technical University	Turkey	Director, Science and Technology Museum and Deputy Director, Center for Science and Society, Middle East Technical University
Wendland Chole	Kiziili	Kapenguria Museum	Kenya	Curator

Appendix 2 – Workshop Programme

Thursday 19 November

Evening Welcome reception

Gardens of CSMVS

18:00 Inauguration of the exhibition of the folios of the Laur-Chanda manuscript. The exhibition is specially designed keeping the theme of the workshop - *India and the World*.

18:30 Cultural Programme

19:00 Dinner to be hosted by CSMVS

Friday 20 November

Day 1

09:30 – 10:00 Introduction to the International Training Programme, Neal Spencer and Claire Messenger.

10:00 – 10:45 Introductory session, The India and the World exhibition; Neil MacGregor and Sabyasachi Mukherjee

10:45 – 11:00 Welcome from the Getty Foundation, Deborah Marrow

11:00 – 11:30 Break

11:30 – 13:00 Break-out session 1

Review and refine India and the World concept.

13:00 – 14:00 Lunch

14:00 - 15:00 Panel discussion

A spokesperson for each of the break-out groups will feed back on India & the World, followed by responses from global directors.

15:00 – 15:30 Break-out session 2

Your city & the world

15:30 – 16:00 Break

16:00 – 17:30 Break-out session 2 continued

18:00 “*A Shared History for a Global World*” Evening Heras Lecture by Neil MacGregor
St Xavier’s College

19:30 Dinner hosted by the British Museum at Bombay Gymkhana

Saturday 21 November

Day 2

09:00 – 10:30 Break-out session 2 continued

10:30 – 11:00 Break

11:00 – 12:30 Break-out session 2 continued

12:30 – 13:30 Lunch

13:30 – 14:30 Presentations of Your city & the world proposals

14:30 – 15:00 Break

15:00 – 17:00 Directors' thoughts and panel discussion

Museum directors will be invited to speak for 5 minutes as a response to the proposals, highlighting challenges and possible next steps for their museums/cities/regions.

17:00 – 17:30 Thanks and closing remarks by British Museum Trustees Richard Lambert, Ahdaf Soueif and James Sassoon

19:00 Farewell Dinner hosted by CSMVS, C. K. Naydu Banquet Hall, Cricket Club of India

Appendix 3 – Your city and the world project proposals

Shanghai, China - "From Blue Dragon Harbour to Sin City"

Tehran, Iran - "Tehran: Jaan-E-Man"

Bristol, United Kingdom - "Seeing the Invisible"

Usak, Turkey - "Carpet Connections: Usak and the World"

Bhopal, India - "Untold Connections"

Jerusalem, Israel - "Reality and Imagination"

Istanbul, Turkey - "Istanbul: City and Empire"

Mombasa, Kenya - "Mombasa: Point of Contact"

Ismailia, Egypt - "The Suez Canal: The Early Days"

Erbil, Iraq - "A Past From the Blast"

Appendix 4 – Financial breakdown

Mumbai Workshop Expenditure report on Getty Foundation grant

Cost area	GBP	USD*
Travel and accommodation		
Participants' international travel	£34,225	\$52,902
Participants' travel within India	£260	\$402
Participants' local travel (airport transfers and daily travel)	£4,300	\$6,647
Total Travel	£38,785	\$59,950
Accommodation, subsistence and hospitality		
Participants' accommodation	£18,329	\$28,331
Subsistence	£2,250	\$3,478
Hospitality	£1,451	\$2,243
Materials for delegates (books, session material, etc.)	£4,102	\$6,341
Total Accommodation, subsistence and hospitality	£26,132	\$40,393
Grand Total	£64,917	\$100,343

Notes:

*1 GBP = 1.54571

A: projected costs