



**IFACCA**

International Federation  
of Arts Councils  
and Culture Agencies

**Revised Strategic Plan**  
2018-2020

# About us

The International Federation of Arts Councils and Culture Agencies (IFACCA) is the global network of arts councils and ministries of culture, with member institutions in over 70 countries. The IFACCA Secretariat provides services, information and resources to member institutions and their staff – from senior executives and policy makers, to researchers, grant makers and administrators – as well as the wider community.

Our unique international network is collaborative, and geographically and culturally diverse. Our members are at the heart of the network and represent a range of institutions from ministries of culture and arts councils, to other agencies that are committed to public support of arts and culture. Our network connects members to international peers with a wealth of expertise, and the Secretariat serves members by ensuring that they can access current knowledge and information, latest practices and relevant resources to assist them in their work.

# Introduction

In 2015, IFACCA released its *Strategic Plan 2015-2020*, which outlined how the Secretariat would provide high-quality services and value to members. In 2017, under new leadership and with a fresh approach, the Secretariat has reviewed its progress to date and identified opportunities for improvement. The review was informed by an in-depth consultation with members, to which 78 percent of National Members actively contributed.

In response to members' feedback, the Secretariat will further hone its services and programmes. This includes revising our core objectives and refocussing our attention on the needs of our members. As such, from 2018-2020 our core objectives will fall into three areas of work: Networking, Knowledge and Data, and Capacity Development. Advocacy will no longer be a distinct area of work for the Secretariat. Instead, we will ensure that all our activities provide informed thought leadership on key issues to empower members to advocate for arts and culture in the contexts in which they work. As champions for arts and culture in public life we will continue to sustain international dialogue, contribute to debates on global priorities, and exchange and partner with key international bodies where collective action is needed.

The following reports on our work to date, outlines our revised objectives and aims, and explains the impetus for change. As we move through the final years of the *Strategic Plan 2015-2020*, we will continue to consult National Members and will work with our Affiliate Members to identify their priorities and refine the services they receive.

## Vision

Our vision is a world in which arts and culture thrive and are recognised by governments and peoples for their contribution to society.

## Purpose

Our purpose is to support and engage members, by leading global thought and action for arts and culture in public life and forging platforms for collaboration and exchange.

## Core Objectives

### Networking

Maintain effective and lasting international cooperation in the field of arts and culture.

### Knowledge & Data

Build and share global knowledge and data on the development and implementation of arts and cultural policies.

### Capacity Development

Strengthen the effectiveness and efficiency of government arts and culture agencies.

### Stephen Wainwright

CEO Creative New Zealand  
Chair of IFACCA

### Magdalena Moreno Mujica

Executive Director  
IFACCA

# Networking

**Networking is central to the Federation's purpose and remains a core objective. The Secretariat will continue to build strong, sustainable relationships with – and between – members.**

## **From 2015-2017, we delivered:**

- a comprehensive review of our World Summits on Arts and Culture
- the 7th World Summit on Arts and Culture (Valletta, Malta, October 2016)
- a dedicated members' events programme during the 7th World Summit
- Regional Meetings for Chapters in Africa, the Americas, Asia, Europe and the Pacific
- THRIVE – a capacity building workshop on the sustainability of international culture networks (Singapore, August 2015).

## **Revised aim**

**Feedback from members on these activities confirmed that networking is vital; it also revealed scope for enhancing our networking services.**

We will maintain effective and lasting international cooperation in the field of arts and culture. In response to feedback, we will renew our focus on networking between members and develop greater opportunity for meaningful peer exchange.

Our networking activities will be flexible and tailored to members; they will connect targeted groups of members with common needs, interests and priorities; and consider strategic regional and extra-regional relationships. Activities will be peer-led and focussed on members.

## **World Summit on Arts & Culture**

In March 2019 we will deliver the 8th World Summit on Arts and Culture in Kuala Lumpur, Malaysia. The Summit will bring together IFACCA Members and the wider international arts and culture community to share in meaningful peer to peer exchange.

## **What's new?**

- We will review the format of Summit sessions and the dedicated members' events programme to maximise opportunities for peer learning and exchange.
- The Summit is currently held every two to three years. From 2019, the Summit will be delivered every three years. This will create additional capacity for the Secretariat to deliver tailored services dedicated solely to members in a timely manner.

## **Regional networks**

We will continue to consider regional priorities and hold regular Regional Chapter Meetings for members.

## **What's new?**

- We will renew our regional strategies and put in place a new model that embraces the knowledge and expertise of our member institutions in each of the five regions.
- We will introduce new Regional Focal Points. This will entail a National Member institution assigning a member of staff as a liaison engaging members in their region, this may include being responsible for organising a Chapter Meeting or other joint initiative. This role will be for a fixed period and will be open to all National Members in the long term, on a rotating basis.

## **Virtual networks**

We will continue to promote information and conversations between members online, including through the Members' Login section of the IFACCA website (currently available to National Members only).

## **What's new?**

- In 2018 we will launch a Members' Directory within the new Members' Login section of the website. The Directory will allow staff at National Member institutions to make contact and find international peers based on roles, responsibilities and expertise.

# Knowledge & Data

We provide trusted information and platforms for the exchange of knowledge. This remains a core objective, with a new focus on delivering data and information services that provide members with current insight into global issues as they emerge.

## From 2015-2017, we:

- published *Supporting Culture*, a members' only research report on the governance and operations of public agencies
- published four public research reports on *International Entrepreneurship in the Arts*, *International Culture Networks*, *Local Cultural Policies and National Frameworks*, and *Cultural Leadership in the 21st Century*
- published a *Freedom of Artistic Expression Briefing Note* and regional *Cultural Policy Quick Facts* for members
- grew and improved our online resources, including through the launch of our new website, Themes and Places portals, and members' only resources within the Members' Login
- co-hosted the 5th IFACCA Researchers' Meeting (Seoul, South Korea, July 2016).

## Revised aim

**Feedback from members on these activities revealed that our research outputs to date are valued, but there is now a more pressing need for tailored knowledge, data and information services that respond quickly to issues as they arise.**

We will continue to build and share global knowledge and data on the development and implementation of arts and cultural policies. In response to feedback, we will adopt a fresh approach to provide tailored, concise and current thought leadership for arts and culture in public life.

Through responsive knowledge and data activities we will create a more diverse range of resources that are tailored to the needs and priorities of our members. We will monitor and respond to global priorities and work in partnership with key international bodies.

## Online resources

We will continue to monitor, collect and share the latest news and publications on arts and cultural policy. We will continue to grow the resources on our website and will issue ACORNS, our arts and cultural policy newsletter, monthly.

## What's new?

- We will create a data hub to monitor and collect data and report on current trends.
- We will use data collected to develop quick response briefing materials, position statements, and relevant topical case studies for members.
- We will create a data dashboard and online tools for members, so that they can access and harness information for their own work.

## Research and data specialist network

We will continue to connect with our existing network of researchers and create opportunities for collaboration and knowledge development.

## What's new?

- We will create an IFACCA Pool of Experts, drawn from our international, multilingual network. These experts will provide insight into global and regional trends, and will be available to assist members with specific knowledge and data projects.
- We will enhance our network of arts and culture data specialists, to complement our existing network of researchers and policy makers from member institutions.

## Reports

We will continue to publish occasional extended research reports that explore key issues related to arts and culture in public life.

## What's new?

- We will develop a suite of trend reports as issues emerge, from briefing notes and positioning papers to trend analyses and editorials.
- We will produce extended reports in collaboration with external researchers, including our international and multilingual Pool of Experts. These reports will be based on need and the bulk of research will no longer be conducted in-house.

# Capacity Development

## From 2015-2017, we delivered:

- a comprehensive analysis of stakeholder capacity building needs
- workshops tailored to members and the international sector on topics including cultural diversity, cultural diplomacy, and cultural leadership on environment and sustainability issues
- *Supporting Culture*, a members' only report on the governance and operations of public agencies
- the 5th CEO Leadership Seminar
- three cultural policy modules for the Australian Institute of Music (AIM).

**Our global network contains a wealth of expertise which we harness to develop the capacity of public agencies that support arts and culture. This remains a core objective, with a renewed focus on members.**

## Revised aim

**Feedback from members confirmed that they greatly value our existing capacity development services; it also showed demand for more services, tailored to specific needs.**

We will continue to strengthen the effectiveness and efficiency of government arts and culture agencies. In response to feedback, we will create new services that meet the capacity development needs of our members and allow for greater peer to peer learning.

Our capacity development services will be tailored to needs identified by members. We will embed capacity development in our networking and knowledge and data activities; and identify further opportunities for members to share their expertise with each other.

## Executive Leaders' Seminar

We will continue to deliver an Executive Leaders' Seminar (previously the CEO Leadership Seminar) alongside the World Summit on Arts and Culture and refine the format in line with members' needs.

### What's new?

The CEO Leadership Seminar has been held every two to three years. From 2019, it will be delivered every three years, as the Executive Leaders' Seminar. This will create additional capacity for the Secretariat to deliver tailored services to members in a timely manner.

## Online resources

We will continue to produce capacity development resources through our Knowledge and Data programme.

### What's new?

- We will produce more diverse materials, more often, to help members respond to current issues and priorities.
- We will provide members with privileged access to resources and findings generated through our other programmes, using the Members' Login section of the website.

## Peer learning and exchange

We will continue to encourage peer learning and exchange through existing networking activities such as Regional Chapter Meetings, the World Summit and associated member events.

### What's new?

- We will launch a Members' Directory within the Members' Login section of the website. This will allow staff at National Member institutions to connect with their international peers to seek (or offer) advice and expertise.
- We will identify opportunities to connect non-executive staff at National Member institutions to allow them to share expertise and best practice in their fields of work.

# Secretariat & Board

## New tailored services

We will consult with National Members to identify and understand their capacity development priorities and needs.

Based on these, where appropriate we may:

- create tailored resources for members with common needs and priorities
- offer the expertise of Secretariat staff
- identify and connect members to their peers within the network who could share expertise and experience
- engage specialists from the IFACCA Pool of Experts, or other IFACCA partners, to advise and offer assistance.

Where possible, we will also play an active role to assist with specific member projects and collaborative projects between National Members. Our role will be determined by the needs of members, but may include scoping, developing plans and providing advice for projects led by members.

The Secretariat is responsible for the general management of the International Federation of Arts Councils and Culture Agencies, including the execution of the Strategic Plan. We provide services to member institutions and their staff, and ensure the smooth administration of the organisation. We maintain an overview of the international arts and culture landscape and have insight into current issues and emerging trends.

In order to deliver our new and improved services we will update our approach as well as our systems. We have established and will actively maintain an organisational structure that is lean, flexible and effective; we will ensure that staff have the knowledge, skills and capacity to respond to members' needs. We have adopted a new Membership Engagement Framework which guides our work to ensure that our activities generate the greatest possible benefit for members; we will continue to improve how we engage and communicate with members and the wider international arts and culture community.

Like our members, we are increasingly aware of the challenges and possibilities presented by new technology and we are taking a proactive approach. We are developing a comprehensive IT Strategy that will support our work and consider the needs of the Secretariat and members. We will invest in new systems and technologies that will make our work as efficient as possible and ensure the success of the Federation, now and into the future.

The IFACCA Board comprises a group of committed international leaders in arts and culture who apply their collective and individual expertise to govern the International Federation of Arts Councils and Culture Agencies in keeping with its Constitution. Board Members meet biannually to oversee the good governance and sustainability of the Federation, its strategic vision, operations, applications for membership, as well as guide and inform the work of the Secretariat to ensure it meets members' needs.

Board Members are elected by IFACCA National Members at the General Assembly, which is held alongside the World Summit on Arts and Culture. The Board adheres to the principle of diverse representation and its members are appointed to reflect the geography, needs and priorities of IFACCA Members.

**IFACCA** is the International Federation of Arts Councils and Culture Agencies.

We welcome applications for new members, and are always interested to work with new partners.

For more information, simply contact us at **info@ifacca.org**

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**ifacca.org**

**Centred on members, focussed on the world.**