

5th CEO Leadership Seminar
17 and 22 October 2016
Vittoriosa and Mdina, Malta

Dates and Locations: **Monday 17 October: Vittoriosa**
Fort St. Angelo, Vittoriosa Waterfront, Vittoriosa, Malta
www.maltacultureguide.com/index.php?page=article&article_id=44

Saturday 22 October: Mdina
Palazzo De Piro, 3 Triq Is-Sur, Mdina, Malta
www.palazzodepiro.com/

Attendees: CEOs of National Arts Councils and Senior Executives of Arts Divisions/Ministries of Culture that are national members of IFACCA

Purpose: Drawing on global experiences and perspectives, the Seminar will provide an opportunity for CEOs of IFACCA national member agencies to hear from their colleagues on issues of leadership in arts funding, to reflect on the challenges of being leaders of government agencies that support the arts and culture, and to share learning about their successes and failures. The seminar will also provide delegates with a chance to build collegial bonds and discuss future directions for the Federation.

The programme is designed to allow maximum opportunities for participants to share information about the situation, challenges and success, in their countries. In responding to previous seminar feedback we are keen to give ample time for discussion and debate. The amount of expertise as a collective in the seminar is significant and by using an open format, often referred to as Open Space facilitation, we expect to tap into this expertise. Open Space facilitation is a structured format designed to encourage meaningful conversations where you create the topics and where you tap into the expertise and collective knowledge of your fellow Seminar attendees.

(Please note that in order to encourage openness and the sharing of information, Chatham House Rule will apply, meaning that participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed outside the Seminar.)

Host: This event is hosted by IFACCA. Participants must be CEOs of national members of IFACCA or invited guests and be registered as delegates of the 7th World Summit on Arts and Culture.

Co-Chairs: **Stephen Wainwright**, IFACCA Chair, Chief Executive, Creative New Zealand and **Albert Marshall**, Chair, Arts Council Malta.

Facilitator: **Graeme Gherashe**, facilitator, coach and guest speaker with over 35 years' experience as an executive and consultant in Australia, Asia, UK, Africa, Europe and North America.

Topics: You will set the topics for the break-out groups in the Seminar. The following may stimulate your thoughts on the topics that you would like to discuss:

- **Sustainability** – in changing local and world economic frameworks, what does this mean for the arts sector? What are some new business models – both in how we invest in the arts but also for the arts organisations we support?
- **Value** – What are the new models of measuring ‘value in the arts’? How are we capturing and using BIG DATA – how can we work together to share this data and knowledge?
- **Diversity** – demographics, education levels and economic models are rapidly changing – how are we facing these changes?
- **Governance** – What is the governance framework to support innovation in our own organisations and in the arts sector? Do traditional governance frameworks create risk averse cultures and are they counter to the sectors we support?
- **Advocacy** – arts sector issues such as creativity, risk taking and freedom of expression can generate tense and complex debates – what is the role for leaders of government agencies in such situations?
- **Capacity building** – what are our needs? What is working in our jurisdictions? How can we share our knowledge and exchange ideas and people?
- **Soft skills** – we discuss hard skills in leadership, but what are the soft skills required to be effective leaders and how do we develop them?

To further stimulate your thinking on topics you may wish to have on the agenda you should consider the following documents:

- **Cultural Leadership in the 21st Century** – a Discussion Paper for participants in the 7th World Summit on Arts and Culture
- **Supporting Culture: Governance and Operations** – D’Art Report 50, a members-only survey of national arts and culture agencies
- **Freedom of Artistic Expression** - a draft Briefing Note

Pre-work Open-Space facilitation depends on you, the participants, generating topics that you are interested in, and having others participate in discussions on the agreed topics. Often it’s the questions others ask that stimulates thoughts and ideas for you or confirms your own thinking. The pre-work for the Open Space sessions is to come prepared with topics that you would like to discuss. These may come out of the topics listed above or be something that you are struggling with or have had success with and wish to discuss. You will self select the topics you wish to participate in for discussion. The notes from all discussion groups will be distributed to all Seminar participants.

AGENDA Monday 17 October 2016 – Fort St. Angelo, Vittoriosa (terrace level)

Fort St. Angelo is the jewel in the crown of The Maltese Islands' military heritage. According to legend, the fort stands on the site of a fortified Roman settlement. When the Knights arrived on the Island in 1530, the Fort became the seat of the Grand Master of the Order. It was to play a heroic role in the Great Siege of 1565, when, against all odds, it managed to repel a formidable Saracen armada. The epic resistance of the Knights during the three-month siege gave the Fort its legendary status. It provides majestic views of Valletta.

8.15 **Meeting point/registration** at the IFACCA desk at the Excelsior Hotel (Floriana)

Option #1 via bus to ferry station, Valletta:

8.30 Bus departs hotel

Option #2 walking via Barrakka Gardens and panoramic lift to ferry station:

8.30 Group departs walking via gardens and lift

8.50 Arrival at the Ferry Station

9.00 Ferry scenic ride to Birgu ferry station, Vittoriosa

9.15 Arrival at Vittoriosa, then walk via waterfront to Fort St Angelo (15 minutes) or mini bus if required

9.30 **Arrival and seating** (tea and coffee)

9.50 **Albert Marshall** welcomes participants to Malta and introduces **Stephen Wainwright** to provide an overview of the Seminar and introduces facilitator **Graeme Gherashe**. **Sarah Gardner**, Executive Director, IFACCA will provide an overview of IFACCA's current activities related to the Seminar. (20 mins)

10.10 **Graeme Gherashe** will outline his role which will be to facilitate the seminar and in turn topics that it will cover; listen to the issues and topics covered in the seminar and provide an overview of the types of skills and expertise that he thinks that CEOs need to develop in their staff and in funded organisations to effectively deliver arts and cultural policies and programs. The outcomes of the discussions/topics covered will be summarised and distributed after the Seminar. Participants will introduce themselves during this session. (50 mins)

11.00 **Key topic: *Supporting Culture [D'Art 50]*** – Major research study that IFACCA has undertaken in 2016, presented only to IFACCA members.

Annamari Laaksonen, Research Manager, IFACCA (10 minutes)

Stephen Wainwright, will start the discussion with a presentation on recent developments in New Zealand and the leadership implications. (5 minutes)

Albert Marshall will then describe recent changes in Malta and leadership implications. (5 minutes)

Open discussion
(10 mins)

- 11.30 MORNING TEA (15 mins)**
- 11.45 Led by **Graeme Gherashe**
Set up the process and format of the day - discussion on key themes
Set-up of the break-out groups
(60 mins)
- Reconvene and presentations by break-out groups**
(15 minutes)
- 13.00 LUNCH and informal networking (75 mins)**
- 14.15 **Break-out groups**
(70 mins)
- Reconvene and presentations by break-out groups**
(20 mins)
- 15.45 AFTERNOON TEA (15 mins)**
- 16.00 **Break-out groups**
(45 mins)
- Reconvene and presentations by break-out groups**
(15 Mins)
- 17.00 Concluding comments and overview on key issues (**Albert Marshall, Stephen Wainwright and Graeme Gherashe**)
(30 mins)
- 17.30 **Conclusion and departure to Maritime Museum**
- 18.00 CEO Leadership Seminar Reception hosted by the Asia Europe Foundation** at the Malta Maritime Museum, Ex-Naval Bakery, Vittoriosa Waterfront. (90 mins)
- 19.30 Bus transfers to Excelsior hotel (Floriana)

AGENDA Saturday 22 October 2016 – Palazzo De Piro, Mdina

Mdina is a fortified medieval town enclosed in bastions, located on a large hill in the centre of Malta. The town was the old capital of Malta, and with its narrow streets, few inhabitants and beautiful views over the Island it is truly a magical town. Mdina is referred to as the 'Silent City' by Maltese and visitors alike as no cars have permission to enter Mdina and the town provides a relaxing atmosphere among the visitors walking its narrow streets and alleyways.

- 8.15 Gather at the front entrance of the Excelsior hotel
8.30 Buses will depart from hotel to Mdina (30 mins drive)
- 9.15 Arrival to Mdina and 15 minute walk through Mdina to the Palazzo De Piro (tea and coffee provided on arrival)
- 9.30 Summary of Day 1 and World Summit – discussing and identifying major topics and interests - **Graeme Gherashe, Stephen Wainwright** (30 mins)
- 10.00 ***Set up of the peer-to-peer support system***
Discussion led by **Graeme Gherashe** (90 mins)
- 11.30 MORNING TEA (15 mins)**
- 11.45 Capacity Building: what members [CEOs] need, what can/should IFACCA do?
Leadership, training, capacity building
Discussion guided by **Graeme Gherashe** (45 mins)
- 12.30 Concluding comments and priorities for further development **Sarah Gardner** and **Stephen Wainwright** (15 mins)
- 12.45 **Farewell lunch (75 mins)**
- 14.00 Guided tour of Mdina (60 mins) or free time in Mdina

Bus Departure bus options (to be developed based on delegates' requirements):

- 14.00 Transfer by bus from Mdina to Airport (20 mins)
15.00 Transfer by bus from Mdina to Excelsior Hotel (Floriana)
16.00 Transfer by bus from Mdina to Excelsior Hotel (Floriana)

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Participants (as at 6 October 2016)

Bilel Aboudi, Tunisia

Head of Monitoring and Evaluation Unit, Ministry of Culture and Heritage Preservation

Bilel has served as a Public Services Advisor at the Ministry of Culture of Tunisia since 2001. As a public policy specialist, he was assigned in his early career to elaborate a new cultural policy framework based on development projects. Later, he was responsible as a negotiator and as a cultural policy specialist for development oriented international cultural cooperation, namely at the multilateral level (International and regional organizations). Since its elaboration in 2004, he actively participated in the UNESCO convention for the protection and the promotion of the diversity of cultural expressions as a Vice-chairman, as an international expert and as a UNESCO programme specialist. He has a Diploma of High Studies (Master) from the National School of Public Administration (Tunisia) specialized in development projects and policy analysis. Currently, He is Head of Monitoring and Evaluation Unit at the Ministry cabinet

Veronica Ahumada, Mexico

Director of International Cultural Cooperation, Secretariat of Culture of Mexico

Veronica is the Director of International Cultural Cooperation, of the General Directorate of International Affairs of the Secretariat of Culture of Mexico. She encourages, promotes and monitors international cultural cooperation projects; participates in bi-national, regional and multilateral meetings, forums and events related to cultural diplomatic agenda; and conducts negotiations and oversees the implementation of the agreements between the Secretariat of Culture and different international organizations, regions and countries in cultural and arts-related affairs. She holds a Master of Arts Degree from the Universidad Iberoamericana (IBERO) in Mexico City, a Bachelor's Degree of Arts from the University of the District of Columbia (UDC) in Washington, D.C., and an Undergraduate Degree in International Relations from the Universidad Autonoma de Chihuahua (UACH), Chihuahua, Mexico. During 2015, Ms Ahumada worked as a Professor at the Department of Arts at the Universidad Iberoamericana in Mexico City, lecturing the "Concept of art over time" for students of BA in Humanities. In 2010, she was Coordinator and Professor of Art at CentroNia DC Public Charter School in Washington, DC. From 2001 to 2007, she worked in the Department of the Institute for Mexicans Abroad (IME) in charge of Public Relations and Cultural and Educational programs and events at the Consulate General of Mexico in El Paso, Texas.

Janet Archer, Scotland

CEO, Creative Scotland

Janet took up her post at Creative Scotland in July 2013. Since that time she has appointed a new senior leadership team and produced a long term plan for the arts, screen and creative industries in Scotland 'Unlocking Potential, Embracing Ambition'. Alongside this she has simplified Creative Scotland's approach to funding and begun implementing a new People

Strategy for the organisation. Prior to joining Creative Scotland, Janet spent 6 years at Arts Council England as Director, Dance, working as part of the national arts strategy team. She played an active role in developing Arts Council England's 10 year framework for the arts: 'Achieving Great Art For Everyone'. Before joining Arts Council England, Janet spent 16 years with the Newcastle based National Dance Agency, Dance City as Chief Executive and Artistic Director. Janet's work in Scotland includes chairing the artist-led organisation The Work Room based in Glasgow, supporting the British Council in programming their showcases in Edinburgh and as a former dancer, choreographer, founder and Artistic Director of the Nexus Dance, touring into Scotland as well as attending the Scottish Youth Dance Festivals held in Stirling in the 1980s. She is an award winning performer who won the first Cosmopolitan Dancer of the Year Award in 1981.

Toni Attard, Malta

Director of Strategy, Arts Council Malta

Martyn Bould, Cayman Islands

Chairman, Cayman National Cultural Foundation

Martyn is President of several property development and holding companies having developed for his own account office buildings, luxury residential condominiums, houses, warehousing, shopping centres and sports clubs. He is an Arbitrator, Mediator and Expert Witness for and Lecturer on, Construction Claims both large and small throughout the Region and was appointed an honorary Fellow of the Cayman Society of Architects Surveyors and Engineers in 2012. Martyn is Chairman of the Cayman National Cultural Foundation and Director of the National Gallery of the Cayman Islands and was appointed a Member of the Most Excellent Order of the British Empire (MBE) by Her Majesty, Queen Elizabeth in 2012.

Simon Brault, Canada

Director and Chief Executive Officer, Canada Council for the Arts

Simon Brault began his five-year term as Director and CEO of the Canada Council for the Arts on June 26, 2014. Active in the cultural sector for over 30 years, he has been a driving force behind a number of major cultural projects, most notably as Administrative Director and Director General of the National Theatre School of Canada, and as a founding member and Chair of Culture Montréal from 2002 to 2014. His first non-fiction book, *Le facteur C: l'avenir passe par la culture*, explains the dramatic rise of cultural concerns in the public agenda. This highly-acclaimed work was published in English as *No Culture, No Future*. Simon has received numerous distinctions for his commitment to the social recognition of arts and culture, including the Order of Canada, l'Ordre national du Québec, and more recently the Quebec CPA Order's prestigious Outstanding Achievement Award for bringing together "two worlds that were once disparate – the arts and business – an alliance that significantly benefits society at large."

Nick Capaldi, Wales

Chief Executive, Arts Council of Wales

Nick has been Chief Executive of the Arts Council of Wales since September 2008. Prior to his appointment in Wales, he was Executive Director of Arts Council England South West, and before that Chief Executive of South West Arts. He has been a Board member of Culture South West, and Chair of the Bristol Cultural Development Partnership (a pioneering public/private regeneration initiative). And as Chair of Arts 2000 he led a national organisation commissioning projects across England designed to celebrate the role of the artist. He has also spent time working in festivals and orchestral management. A graduate of Manchester's

Chetham's Music School, the Royal College of Music and City University in London, Nick's career in the arts started as a professional pianist in concert performances as well as broadcasts on radio and television. He holds diplomas in musical performance from the Royal College of Music (DipRCM, ARCM) and the Royal Academy of Music (LRAM). Nick was awarded an Honorary Doctor of Arts by City University London in 2016. He is also a Fellow of the Royal Society of Arts.

Peni Cavulagi, Fiji
Director, Fiji Arts Council

Adrian Chipindi, Zambia
Director, National Arts Council of Zambia

Adrian has been working as an arts administrator for close to ten years. He holds an MA in Arts Administration from Columbia, New York and a BA in arts from the University of Zambia. He is currently the Director of the NAC Zambia.

Jane Chu, USA
Chairman, national Endowment for the Arts

Jane Chu is the eleventh chairman of the National Endowment for the Arts. With a background in arts administration and philanthropy, Chairman Chu is also an accomplished artist and musician. She leads a dedicated and passionate group of people to support and fund the arts and creative activities in communities across the nation.

Felipe De Leon, Jr., Philippines
Chairman, National Commission for Culture and the Arts

Felipe is a professor of the humanities and the current Chairman of the National Commission for Culture and the Arts (NCCA). He is concurrently Head of NCCA's Committee on Intangible Heritage and National Committee on Music, and Commissioner of the Sub-Commission on the Arts. He was chairman of the humanities department of the University of the Philippines (UP) Diliman from 1976-82. During his term as the Department Chair, he moved for a major shift from a Eurocentric to a World Art approach, with emphasis on Southeast Asian and Philippine arts. He was President of the National Association for Philippine Psychology in 1985-86. He studied Humanities in the College of Arts and Sciences in U.P. Diliman 1965-69, and took his graduate studies in Music Composition and Philippine Studies in the same university from 1973-76. He also did his musicological studies in the Madras Music Academy in India in 1976-77. Among the honors and recognitions he has received are the U.P. Gawad Chancellor Award, National Research Council of the Philippines Achievement Awardee, Patnubay ng Kalinangan Award from the City of Manila, Outstanding Citizen Award of Quezon City, and NRCP Award of Distinction. He is active in promoting and preserving Philippine indigenous cultural heritage and specializes in aesthetics, music theory, and culture and human development issues. He is a lecturer at the international academic circuit and a professor at the Asian Social Institute on development studies and social transformation courses. He comes from a highly gifted and musical family. His father is the late Felipe Padilla de Leon, National Artist for Music and the composer of two grand operas, Noli Me Tangere and El Filibusterismo, and the most popular Christmas carols Pasko Na Naman, Noche Buena and Payapang Daigidig.

Yan Zhang, Singapore
Executive Director, Asia-Europe Foundation

Dong Zanshun, China**Director General, International Liaison Dept, China Federation of Literary and Art Circles (CFLAC)**

Mr Dong graduated from the Beijing Normal University in 1988 with a bachelor degree in English language and Literature and a master degree in Education. Since 1988 Mr Dong has worked in the field of cultural exchange at CFLAC. With 25 years of experience in culture and arts management, Mr Dong has built a strong network of many high-profile artists and has extensive knowledge of different art forms. He has successfully organized many cultural events, including the China Today Cultural Week and the China International Folk Art Festival, the key cultural exchange brands of CFLAC.

Staffan Forssell, Sweden**Director General, Swedish Arts Council**

Staffan is the Director General of the Swedish Arts Council and has a 20 year career in the field of culture. Mr Forssell has held senior positions in most fields of culture, including music, theatre, dance, film, museums and literature. From 2010 to 2014 he was the Director General of the Swedish Exhibition Agency and from 2008 to 2010 the CEO of the Stage Company in Sundsvall, Sweden. He has also been the managing director of the Swedish Army Museum and of Cosmonova at the Natural History Museum, as well as three years managing the mountain division of the Swedish Touring Club. Mr Forssell has a background as a physicist and prior to his career in culture he spent 8 years in the aviation industry as an officer in the Swedish Air Force where he was a flying weatherman.

Sarah Gardner, Australia**Executive Director, IFACCA**

Since March 2001, Sarah Gardner has been the founding Executive Director of IFACCA. She was previously the Director, Strategic Initiatives at the Australia Council, where she held various senior executive roles from 1990. She was formerly the Director of Public Affairs for the Australian Bicentennial Authority and a consultant in the private and public sectors for the leading Australian firm Issues Australia. Prior to that she was technical manager with the German company, Schering AG, and worked freelance in the tourism industry and community sector in England, Italy, Scotland and Spain. She has a BSc and Masters in Public Policy from the University of Sydney. In 2015 she was appointed to the expert panel for the UNESCO 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions.

Myn Garcia, Canada**Deputy Director, Commonwealth Foundation**

Myn comes to the Commonwealth Foundation with extensive and multidisciplinary experience in International Development and Communication including participatory governance, peacebuilding, gender, cultural diversity, communications for development, social marketing and advocacy, capacity development and knowledge management. Most recently, she was the Director-Development of the Canadian International Development Agency (CIDA) funded Afghanistan Technical Assistance Program and was based in Kabul, Afghanistan. Previous to this she was the Canadian Field Program Manager of the CIDA funded Local Governance Support Program in the Autonomous Region of Muslim Mindanao in Southern Philippines. Myn has also worked as a Program Manager at the Laurier Institution, a non-governmental Canadian policy think tank examining the economic and social impact of cultural diversity and peace. She has worked with national and local governments, civil society organisations, international organisations, academia, media and the private sector in Canada, the

Philippines, Sri Lanka and Afghanistan. Myn has an MA in Communication and Development from Simon Fraser University School of Communication in British Columbia, Canada, and has authored, edited and published a number of books on governance, capacity development and knowledge management. Vancouver, Canada is home.

Graeme Gherashe

Director, Gherashe Consultants Pty Ltd

Graeme holds qualifications in Psychology, Pure Mathematics and an MBA. Graeme has worked with a number of leading financial institutions including HR Director roles at Bank of America, Security Pacific, Westpac, Standard Chartered and Aviva. Graeme has been a member of a number of Boards of Management in Australia and Europe. An in demand consultant, coach, facilitator and guest speaker has seen Graeme work with a number of companies across a broad industry range including government, media, finance, pharmaceuticals, the arts and professional services. As a consultant Graeme has provided consultancy services in strategy design and execution, organization alignment including design, policy setting, talent management and culture change and delivered top team strategic planning workshops. With a background in start-ups and turn arounds both domestically and internationally Graeme is known for his ability to work at all levels of an organization. As a coach Graeme has worked with CEO's, high potential middle managers and executives achieving exceptional results for both the individuals and the companies. In addition to his consulting services Graeme has worked with a number of leading academic institutions including LBS, UCLA, INSEAD, Wharton, Columbia Business School and UNSW in design and delivery of customized executive education. During his career Graeme has focused on the link between strategy and leadership, culture alignment, capability and talent development and change management. Over the last ten years Graeme has combined his interest in the arts with his consultancy business and delivered both developmental and strategic planning workshops to the Arts sector in Australia. Of note is the delivery of the Australia Council for the Arts Emerging Leaders Development Program from 2011 – 2015

Tony Grybowski, Australia

Chief Executive Officer, Australia Council for the Arts

Tony is the Chief Executive Officer of the Australia Council for the Arts. Since taking on the role in 2013, Tony has led the organisation through its most significant period of reform, resulting in an ambitious new approach by the Council to investment and advocacy for Australian arts. Tonys' 25 year career in the arts has included leadership roles with a broad range of arts organisations, as well as arts policy work in state and federal government bodies. In the arts sector Tony has held management roles with the Victorian Arts Centre, the Sydney Symphony Orchestra, Musica Viva Australia and the Australian Youth Orchestra. With over a decade working in government bodies Tony's experience includes arts policy development and program delivery in the Victorian Government and five years as Executive Director Arts Organisations with the Australia Council, before taking on the role of CEO.

Elise Huffer, Fiji

Adviser, Human Development Programme, The Pacific Community

In her role with SPC (Fiji), Dr Huffer is responsible for the promotion of culture in the Pacific Islands region. This entails implementation of model laws for the protection of traditional knowledge, the promotion of measures to assist the development of the arts and crafts sector (including the protection and promotion of the natural resources the arts and crafts sectors depend on) and the promotion of cultural epistemology. From 1997 to 2007, Dr Huffer held

positions as Associate Professor and Acting Director, Institute of Pacific Studies Publications/Pacific Studies Program, Pacific Institute of Advanced Studies in Development and Governance (PIAS-DG), at the University of the South Pacific, Suva, Fiji. Dr Huffer's educational achievements include a PhD in Political Science, International Relations, Universite d'Aix-Marseille III; Research scholar, Institut de Recherche Scientifique pour le Developpement en Cooperation (ORSTOM); MA in Political Science, Universite de Toulouse; BA in Political Science, International Relations, University of California, Los Angeles (UCLA).

Daniele Kohn-Stoffels, Luxembourg

Conseiller de Gouvernement 1re classe, Ministry of Culture

Daniele is the deputy head of the Ministry of Culture Luxembourg and a counsellor to the Minister. For many years she carried out the Government's culture policy in the regions and developed further projects specifically for the Eastern part of the country. She was part of the Presidency team and manages the daily business of Luxembourg's Ministry of Culture.

Jozef Kovalcik, Slovakia

CEO, Slovak Arts Council

Jozef has been the Chief Executive of the newly established Slovak Arts Council since July 2015. He was previously Vice Rector at the Academy of Fine Arts and Design in Bratislava, where he also taught the theory of art, theory of design and aesthetics. His research has been focused on the relation between high and popular culture and cultural politics. He is the author of two books on the topic, entitled Aesthetics of Popular Culture, which is co-authored by Max Ryyin (Slovart, 2014), and High and Low (in print). He was also an active curator of contemporary art and design.

Ann Larsson, Sweden

Director, The Swedish Arts Grants Committee

Ann is the Director of The Swedish Arts Grants Committee since 2005. The Committee is a government agency responsible to the Ministry of Culture. It's primary function is to promote opportunities for artists to develop their art, to further artistic development, and to support innovative contemporary culture. The agency is also charged with analysing and disseminating information about artists' economic and social conditions. The agency has a number of remits from the government concerning policymaking round the arts. Swedish representative in the OMC working group under the European Commission on mobility of artists 2011-2012 and the OMC working group on artist's residencies 2013-2014. Board member and chair Nordic Culture Point 2012-2015. Representative Culture Committee of the Swedish National Commission for Unesco since 2014. Ann previously worked as a manager of modern dance and performance and has written a number of reports and investigations on dance in Sweden and the situations of the artists.

Rosemary Mangope, South Africa

Chief Executive Officer, National Arts Council of South Africa

Rosemary's tenure as National Arts Council (NAC) chief executive since 2013 has been characterised by a holistic approach to executing the organisation's operations and functions. Three years later, the NAC now finds itself driven by the implementation of impactful, cross-disciplinary initiatives and programmes that aim to fulfil its developmental mandate. With work experience over three decades in the arts and business, and through a passion for arts education, youth and community development through the arts, Mangope has been at the forefront of positioning the NAC more effectively within the broader arts, culture and heritage ecosystem, as well as within the context of South Africa's developmental needs. As CEO of

the NAC, Mangope has contributed immensely to shifting the perception of the organisation as being solely a grant making agency to it being recognised as a key player in the development of South African arts and culture. In keeping with her holistic, cross-disciplinary approach, Mangope views collaboration with key stakeholders in South Africa, including government departments such as education, social development, health, trade and industry as well as international relations as a priority to ensure the NAC continues to have a sustainable impact nationally and internationally. Rosemary holds postgraduate degrees in social sciences and is fluent in seven of South Africa's 11 official languages. She was appointed to the board of the International Federation of Arts Councils and Culture Agencies in 2014. Prior to joining the NAC in 2013, she was the divisional executive for communications, marketing and public affairs at the Development Bank of Southern Africa, where she contributed strategic leadership and guidance across the bank's communications and marketing initiatives. She has also served in various positions at the Department of Arts and Culture.

Elvas Mari, Zimbabwe

Executive Director, National Arts Council of Zimbabwe

Elvas has been Executive Director of National Arts Council of Zimbabwe (NACZ) since 2009. He holds a Master of Education (Curriculum Studies) from UZ, Bachelor of Arts General degrees as well as several Diplomas and certificates in education and administration. He then joined NACZ in 2002 as its Assistant Director before being promoted to become the Deputy Director in 2005, a post he held until 2009 when he was appointed to his present position. Mr Mari was instrumental in the conceptualisation, development and implementation of most of the NACZ flagship programmes and projects namely, National Arts Merit Awards, Culture Week, Arts Development Fund, Jikinya Dance Festival, Provincial Festivals and Jerusarema Mbende Intangible Heritage project. He is also a published writer of a Shona Textbook Secondary School Course, Kodzero 1-4 among other publications. Elvas sits on the boards of the Women's University in Africa Council, Patsime Trust and Mazowe High School.

Dennis Marita, Solomon Islands

Director of Culture, Ministry of Culture & Tourism

Dennis is a Performing Artist by profession having graduated with an arts degree in Theater Arts from the University of Papua New Guinea (UPNG) in 2001. He served as a high school teacher for 6 years before joining the Ministry of Culture & Tourism in 2008 as a Senior Cultural Officer. He was the Artistic Director for the 11th Festival of Pacific Arts (Festpac) hosted by Solomon Islands in 2012. He was later promoted to the position of Deputy Director of Culture in 2013. He finally got the position of Directorship in 2015 and was instrumental in many cultural reforms and developments in Solomon Islands which include the launching of the first ever Solomon Islands National Culture Policy and the formulation of the Traditional Knowledge & Expressions of Culture Bill which is due before Parliament this year (2016).

Albert Marshall, Malta

Executive Chairman, Arts Council Malta

Orlaith McBride, Ireland

Director, Arts Council

Orlaith is the Director of the Arts Council/An Chomhairle Ealaíon, the state agency for developing the Arts in Ireland. Prior to this appointment, she worked in the arts across a broad range of arts organisations including Local Authorities, arts-in-education, youth arts and theatre. She worked for many years in South Dublin County Council developing and co-ordinating arts projects and programmes before becoming Arts Officer at the National Youth

Council of Ireland where she developed the first National Strategy for Young People and the Arts. She was Director of NAYD, the development organisation for youth theatre in Ireland from 2003 - 2011. She produced the National Youth Theatre at the Peacock Theatre from 2007 - 2011. She served as a member of the Arts Council/An Chomhairle Ealaíon from 2003-2011, was a member of Dublin City Council Strategic Policy Committee (Arts and Youth) from 2004-2009 and was a member of the Special Committee on the Arts and Education. She was President of the National Youth Council of Ireland, 2010- 2011 and is a member of the Governing Authority of Dublin City University.

Dean Molebatsi, Botswana

Programmes Co-ordinator, Dept of Arts and Culture, Ministry of Youth, Sport & Culture

Magdalena Moreno Mujica, Australia

Deputy Director, IFACCA

Magdalena Moreno joined the IFACCA team in July 2014 as Deputy Director. Prior to IFACCA, she was Head of International Affairs at the National Council for Culture and the Arts (CNCA), Minister's Cabinet, Government of Chile, and international advisor to Ministers of Culture Luciano Cruz-Coke, Roberto Ampuero and most recently Claudia Barattini. Most notably, she served as the Programme Director of IFACCA's 6th World Summit on Arts and Culture, staged in Santiago in January 2014. Ms Moreno served on the board of Fundación Imagen de Chile, and from March 2012 to January 2014 she represented the CNCA on the board of IFACCA. Prior to her appointment by the CNCA and move to Chile, Ms Moreno worked in Australia as CEO for Kultour, Australia's national peak body supporting cultural diversity in the arts and was a member of the National Cultural Policy Taskforce for Creative Australia. She has a bachelor of arts degree from the University of Melbourne, is an alumnus of the Asialink Leaders Program (2008) as well as the Inaugural Emerging Leaders Program 2010, Australia Council for the Arts. In 2000, after being awarded the Keith and Elisabeth Murdoch Fellowship, she undertook an internship in UNESCO (ICOM) in Paris.

Hoa Nguyen, Vietnam

Deputy Director General, Ministry of Culture

Myungjin Park, South Korea

CEO, Arts Council Korea

Javier Pascual Echalecu, Spain

Senior Counselor, Directorate General of Cultural Policy and Industries and of Books (Spanish Secretariat of Culture)

Nirvana Persaud, Guyana

Chief Executive Officer, National Trust of Guyana

Nirvana holds a Masters in World Heritage Management (2010 University of Turin, Italy), a Bachelor of Arts Degree in History (2002) & a Post Graduate Diploma in International Studies (2004) (University of Guyana), a Professional Specialization Certificate in Heritage Conservation Planning (2007) & a Diploma in Cultural Resource Management (2008) (University of Victoria, BC, Canada). She is a UNESCO Fellow for research in Heritage Conservation Management (University of Victoria, Canada) in 2006-2007. She joined the National Trust (Guyana) in 2003 as a Researcher & in 2010 became the first Chief Executive Officer. Her interests are heritage, preservation, management, public awareness & education. She is a member of ICOMOS & the National Focal Point for world heritage matters in Guyana.

Under her watch the Trust won 2 international awards for its work in 2013 (Caribbean) and 2016 (UK) & enlisted City Hall on WMF (USA) Watch list for 2014.

Fernando Iván Petrella, Argentina

Secretary of International Cooperation, Ministry of Culture

Iván holds a Ph.D. in Religion and Law from Harvard University and a Bachelor's degree in International Affairs from Georgetown University. He previously served as a member of House of Representatives of the City of Buenos Aires for PRO and Academic Director of the Pensar Foundation. He was a tenured professor at the University of Miami and is currently a professor at the University of San Andres and Torcuato Di Tella University. He is the author of several academic books such as *The Future of Liberation Theology: an Argument and Manifesto*, *Beyond Liberation Theology: a Polemic* and *Latin American Liberation Theology: the Next Generation*. He serves as Secretary of International Cooperation of the Ministry of Culture.

Tan Sri Norliza Rofli, Malaysia

Director General, National Department for Culture and Arts, Ministry of Tourism and Culture Malaysia

Norliza has been Director General of the National Department for Culture and Arts since May 19, 2005. She obtained her first degree BA (Honors) geography from University of Malaya and Master of Arts Management - Dean's List from Carnegie Mellon University, Pittsburgh, USA. She is the first Civil Service Officer and Culture Officer to have obtained an MA in Arts Management. She is also a Board Member of the Art Institute of Malaysia, Malacca, Secretary of Malaysia Arts Council, Advisory Board of Curriculum Committee Universiti Malaysia Sarawak, Advisory Committee of Cultural centre University of Malaya, Board of Directors of Pahang State Museum, Secretary of national Arts Laureate and Board of directors of ASWARA (National Arts, Culture and Heritage Academy).

Patrick Sam, Namibia

Chairman, National Art Council of Namibia

Patrick Sam is a young Namibian with an array of interests. He spends most of his time navigating the academic and art world. He graduated from Columbia University with a MA in International Education Development, specializing in Policy and Planning in New York City, and with a BA (Cum Laude) in integrated Social Sciences from University College Utrecht. He is currently the Executive Director of the Namibia Institute for Democracy (NID) and a broadcasting journalist at NBC. Interestingly, he is an artist at heart, and uses storytelling as a medium, performing mostly as a poet.

Minna Sirna, Finland

Director, Arts Promotion Centre Finland

Minna has been the Director of the Arts Promotion Centre Finland since 2013. Her other roles include:

- Executive director of Finnish Playwrights and Screenwriters Guild (2011 - 2013)
- Member of Parliament, Left Alliance (2003 - 2011)
- Member of Finance Committee
- Member of Subcommittee for Education and Science
- Chair of the Finish All-Party Parliamentary Group on Population and Development (2006 -) and Chair of the Think tank Friday-Group of the Members of Parliament, Civil Servants and the representatives of the Development NGOs
- Member of the Executive Committee of the European Parliamentary Forum on Population and Development

- Chair of the Theatre and Media Employees in Finland (2006 - 2009)
- Vice-President of the Left Alliance (2001 - 2007)
- The Good Will Ambassador of the work against homophobia (2010)

Constanza Symmes, Chile

Head of Division, Consejo Nacional de la Cultura y las Artes

Constanza Symmes studied in her first degree public administration at the University of Chile. She then did her Master at the same University on Latin American Studies. Later she obtained a second Master Degree in sociology at the cole des hautes Studes en sciences sociales (EHESS) in Paris. Currently she is finishing her PhD in sociology at the EHESS. She has published various articles on independent publishers. Currently she is the head of the Study Division at the Chilean Council of Culture and Arts.

Chandraguptha Thenuwara, Sri Lanka

President (Chairman), Arts Council of Sri Lanka

Thenuwara (BFA, Sri Lanka/MFA, Russia/MPhil, Sri Lanka) was born in 1960, Sri Lanka. He is a senior lecturer and head of the department of History and Art Theory at the University of the Visual and Performing Arts Colombo and President of the Arts Council of Sri Lanka.

Chandraguptha Thenuwara is a leading Sri Lankan Artist whose work focuses on issues surrounding the impact of war in Sri Lanka. He has devised his own stylistic formulations, which he has called Barrelism, Neo-Barrelism and Post-Barrelism. In 1993, He founded the Vibhavi Academy of Fine Arts (VAFA), an artist-run Alternative art school. Since 1978 he has exhibited widely in Sri Lanka and Abroad. He is well known as a social activist also. He was a President of the Federation of University Teachers Association (FUTA) from 2014 January to January 2015. He is an active member of 'Purawesi Balaya' (Citizens Power) organization. He lives and works in Colombo.

Anthony Turua, Cook Islands

Secretary, Ministry of Cultural Development

Anthony is the Head of the Cook Islands Ministry of Cultural Development in charge of the National Museum, National Archive, National Library and Arts and Culture. Members can access the Ministry's website on www.culture.gov.ck.

Stephen Wainwright, New Zealand

Chief Executive, Creative New Zealand

Stephen joined Creative New Zealand in 1990 and was appointed Chief Executive in 2008. Prior to being appointed Chief Executive, Stephen was Acting Chief Executive and had been a member of Creative New Zealand's senior management team since 2002 as Manager of Arts Infrastructure Services. Creative New Zealand's job is to work with the arts community to build New Zealand's culture and help the wider community appreciate and support its development. Stephen graduated from Victoria University with a Bachelor of Arts and Bachelor of Commerce and Administration.

Comlanvi Zohou, Togo

Technical Advisor, International Cultural Cooperation/ Secretary General for Cultural Heritage, Ministry of Communications, Culture, Sports and Civic Education

Comlanvi Zohou has 34 years of experience in cultural administration. He is currently the Adviser in charge of the Technical COOPA cultural (ratification folders cultural conventions of UNESCO, monitoring of agreements for Economic Co-operation of cultural).