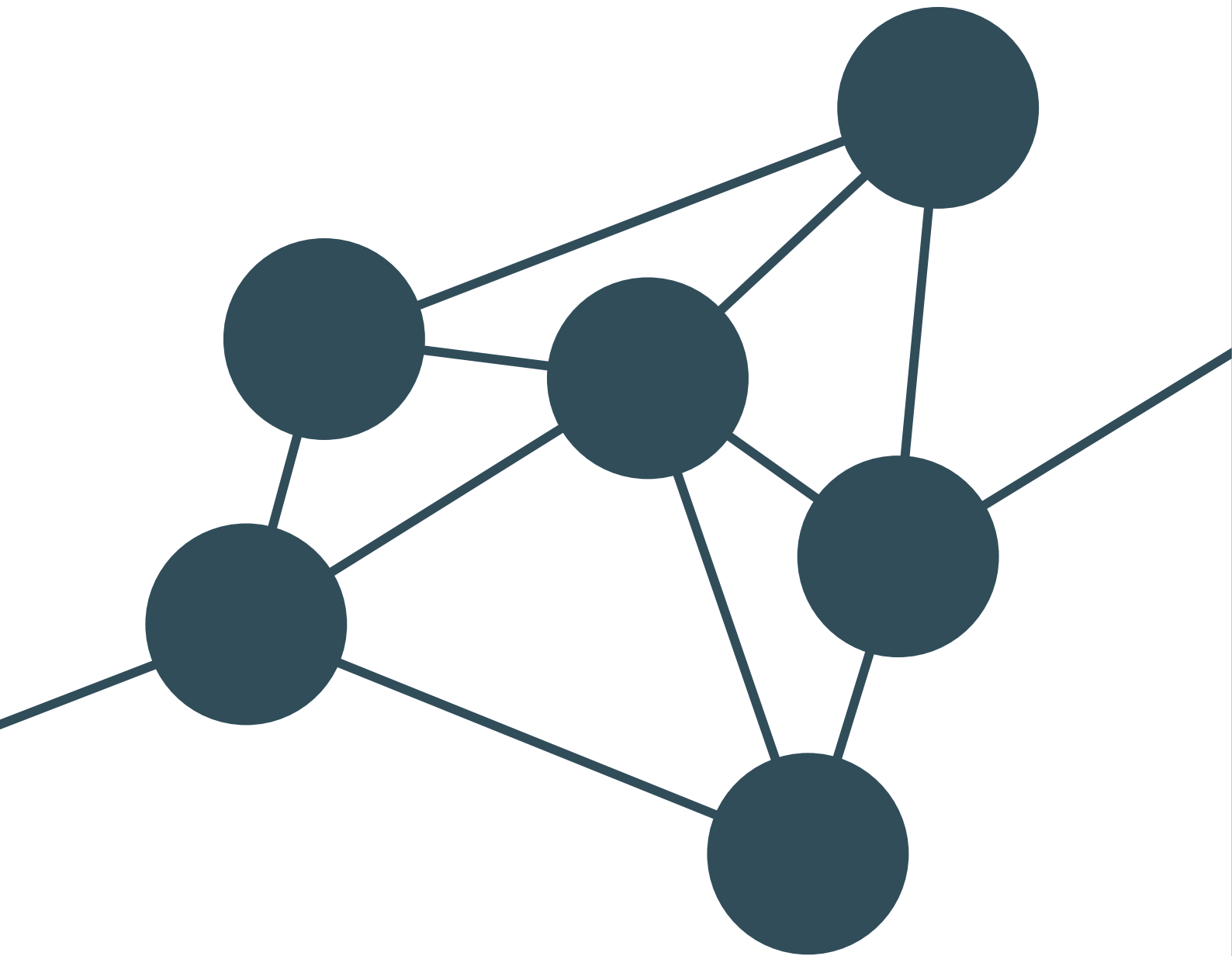




# STRATEGY 2021 2026



## ABOUT US

The International Federation of Arts Councils and Culture Agencies (IFACCA) is the global network of arts councils, ministries of culture and government agencies that advance arts and culture, with member institutions representing over 70 countries. Our members operate in developed and developing countries across Africa, the Americas, Asia, Europe, the Middle East, and the Pacific. The IFACCA Secretariat oversees the Federation: it supports, connects and responds to the needs of members; creates opportunities for collaboration and exchange; and provides trusted leadership and intelligence on arts and culture in public life, for members as well as the wider international community.





## OUR GUIDING PRINCIPLES

Collectively we are committed to international dialogue and exchange, undertaken in a spirit of solidarity, inclusion, reciprocity, and mutual learning. The Federation represents plural voices and perspectives, unified in the belief that arts and culture are a public good – with the potential to further inclusive social transformation – to be shaped and accessed equitably by all peoples. As an international Federation, we respect national governance and commit to the promotion of the diversity of cultural expressions.





**INTRODUCTION**

Since IFACCA was established in 2001, the world in which the Federation and its members operate has changed profoundly. The early effects of globalisation and digitalisation, which inspired and enabled the Federation's existence, have since developed to define a global agenda that affects us all – however unevenly – as we face new challenges and opportunities related to technological change; economic and environmental sustainability; social protection; equity; and, of course, public health. Our response to these challenges demands that we, as an international community, cooperate and recognise the contributions of diverse actors.

The COVID-19 pandemic has had severe effects on the professional arts and culture sector that will be felt for years to come, with some in our global community facing particularly grave prospects. Yet the vital role of arts and culture in public life is not diminished. If anything, it is more important now than ever, as we negotiate our experiences of the pandemic and make choices about how to rebuild and revive our communities, our sectors, and public governance for the future. Arts and culture give expression to the diversity of human experience and enrich our lives in their own right; they also contribute to health and wellbeing, foster social cohesion, build communities, help us make sense of the world, and inspire experimentation and innovation. The value of these contributions and the leadership potential of our sector – working in shared resolve across sectors with public, private and civil society partners – must not be underestimated as societies work to rebuild.

Our Federation represents public institutions whose purpose is to advance arts and culture, through investment, policy and promotion. While our arts and cultures are diverse, our

systems of government are varied, our pandemic experiences are disparate, and our institutions and the sectors they serve may differ, IFACCA Members share the same purpose and are united in the belief that arts and culture are a public good that should thrive and be recognised. In the wake of the pandemic, we also share an urgent need to address new and existing social and sectoral fault lines, to consider how our institutions can adapt and evolve to support the sector, to work with new partners across different sectors, and develop policies that will lay the foundation for a more sustainable, secure, just and inclusive future.

In this, the unique qualities of the Federation will be indispensable. Our collegial international community of peers will provide members with space to share knowledge and experience; forge partnerships; explore new ideas; learn from others; and receive support from people uniquely placed to understand their work, ambitions and challenges. And the trusted advice, knowledge, evidence and facilitation provided by the Secretariat – with its global bird's-eye perspective – will ensure that members have access to current, relevant and reliable information, as well as each other. Moreover, at a time when individual members' attention and resources will be largely focussed on the recovery of national sectors, the Board and Secretariat will keep sight of, and create space for members to drive, collective long-term leadership for arts and culture.

**Simon Brault, O.C., O.Q.**

Director and CEO, Canada Council for the Arts  
Chair of IFACCA

**Magdalena Moreno Mujica**

Executive Director  
IFACCA



2021  
2026



## VISION

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

## PURPOSE

The purpose of the Secretariat is to support and engage members; to forge platforms for collaboration and exchange; to be a trusted source of intelligence; and to lead global thought for arts and culture in public life.

## OBJECTIVES

- Maintain meaningful, effective and lasting international exchange in the field of arts and culture.
- Generate, interpret and share global knowledge and evidence related to the development and implementation of arts and cultural policies.
- Strengthen the effectiveness and efficiency of government arts and culture agencies.
- Profile and raise awareness of key concerns for members of the Federation and the sectors they support.

## OUR ASPIRATIONS FOR 2021-2026

**In the next five years, we aspire to work with members to:**

- **adapt to post-COVID conditions, through crisis management, recovery and long-term strategy**
- **rebuild, redefine and reform public support for arts and culture, towards a more sustainable and secure future**
- **demonstrate the international leadership and innovation potential of our sector**
- **embed arts and culture in wider social conversations and collaborate with other sectors**
- **welcome new members to stand with us, unified in global commitment to arts and culture.**

**WHAT**

**WE**

**WILL**

**DO**

From 2021-2026 the Secretariat will continue to provide programmes and services that respond to members' needs, with a focus on international relationships and exchange, and knowledge and evidence. We will strengthen the effectiveness and efficiency of government arts and culture agencies, and profile key concerns for members and the sectors they support.

We recognise that the years covered by the IFACCA Strategy for 2021-2026 will entail significant upheaval for members who face different changes and challenges in the wake of the pandemic, including across digital divides that are now more pronounced. This strategy is informed by direct input from National Members, who continue to be at the centre of our work and considers immediate and longer-term needs identified by them. It is intended as a flexible roadmap which will be reviewed in 2023, to allow us to adapt to ongoing change.

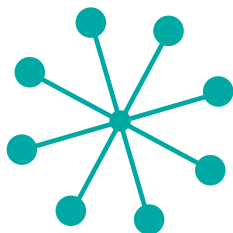
**We will:**

- connect members with common interests and goals; create and facilitate confidential spaces for peer exchange; and foster international participation, collaboration and action
- generate, interpret and share global knowledge and evidence related to the development and implementation of arts and cultural policies
- use our unique global perspective and understanding of the membership to offer trusted advisory services to help members connect, find relevant and reliable information, solve problems, and develop new areas of work
- introduce themed programming to develop sustained discussions on significant issues; and to offer opportunities for members to engage across regions and with the wider international community, and across sectors where relevant
- complement our in-person programmes with more opportunities for online engagement, noting that most of our work will remain online until 2022.

# INTERNATIONAL RELATIONSHIPS AND EXCHANGE

Relationships are central to how we foster meaningful, effective and lasting international exchange; leverage our collective leadership; and strengthen the effectiveness and efficiency of government arts and culture agencies.

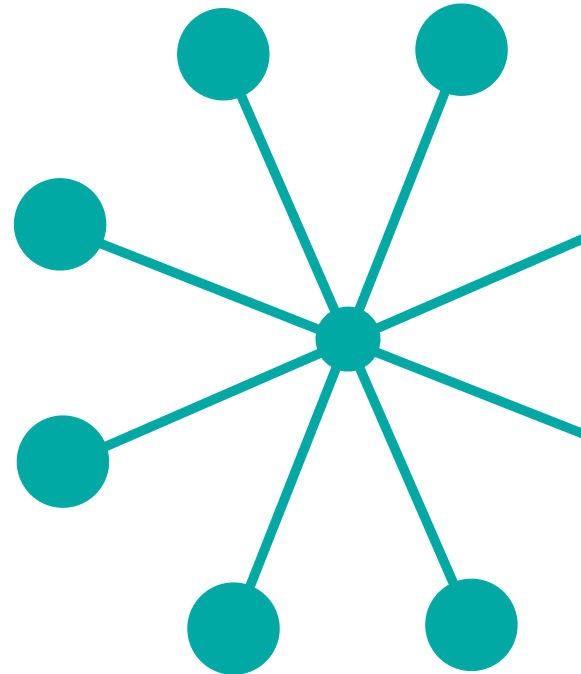
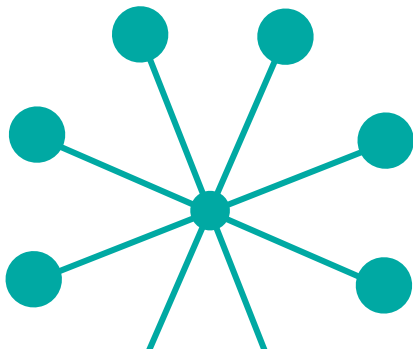
The Secretariat builds and nurtures international relationships with – and between – National Member institution executive leaders and their staff; as well as Affiliate institutions, experts, and representatives from the wider international community, including across sectors. These relationships enhance the capacity of our membership – both individually and collectively – and are founded on principles of inclusion, reciprocity and mutual learning. Our engagement activities bring together plural voices and perspectives; are peer-led; and respond to the needs of members in their work to advance arts and culture in their national contexts.



## From 2021-2026:

- We will bring together members and the wider international community for the World Summit on Arts and Culture, our highly participatory networking and relationship building platform. We will harness the World Summit to lead global thought and profile key issues; foster exchange between governments, cultural and non-cultural sectors, and civil society; and promote public support for arts and culture.
- We will create and facilitate platforms for learning and exchange between executive-level peers representing National Member institutions worldwide. This will include our Executive Leaders' Seminars and Executive Working Groups, which will also offer opportunities to work directly with international experts from cultural and non-cultural sectors and leverage shared leadership.
- We will support Regional Chapters and create space for executive-level peers representing National Members in each region to connect on key issues, establish and promote shared agendas, and devise and deliver initiatives. This will include Regional Chapter Meetings, and Regional Working Groups where requested.

- We will nurture relationships that support the exchange of knowledge and facilitate capacity development for staff working in different areas of National Member and Affiliate institutions worldwide. This will include thematic online Member Forums, Technical Working Groups where requested, and an introduction service to connect members with common priorities.
- We will be a reliable companion to members in their work. The Secretariat will continue to offer individual members confidential space to discuss issues and concerns; provide advice, insight and a critical perspective on members' ideas and work in progress (where requested); and actively consider member priorities and needs in the course of our daily work.




# KNOWLEDGE, EVIDENCE AND INSIGHT

Knowledge and evidence are fundamental to our trusted advisory services and insights; how we strengthen the effectiveness and efficiency of government arts and culture agencies; and how we profile and raise awareness of key concerns for members of the Federation and the sectors they advance.

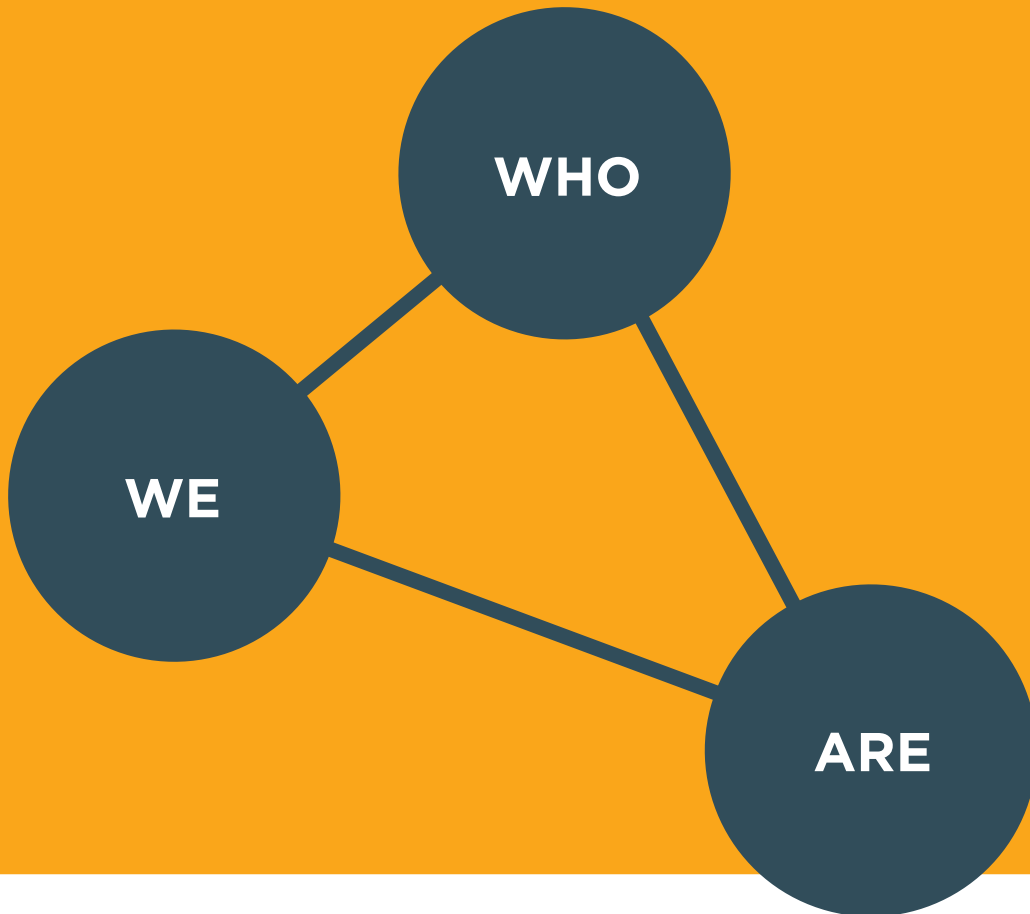
We monitor, gather and interpret current information and data to create accessible knowledge and evidence related to the development and implementation of arts and cultural policies; collaborate with international experts on original research and recommendations; and provide tailored intelligence and insights for members, where requested.

## From 2021-2026:

- We will gather intelligence on the development and implementation of arts and cultural policies for members and the wider international community. This will include sharing the latest news, resources and publications on our public website, and providing insights and news updates in ACORNS, our monthly arts and cultural policy newsletter.
- We will maintain our unique bird's-eye perspective, actively monitor arts and cultural policy and implementation measures worldwide, and act as a clearing house to produce targeted knowledge, evidence and insights that support members' work in the national context. This will include briefing notes for National Members on key issues identified by the Secretariat; dedicated briefing notes on issues identified by and/or requested by National Members; and Technical Workshops and Working Groups.

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- We will develop in-depth information on the policies, governance, operations and resources of public agencies that support arts and culture worldwide, to provide data and evidence for National Members that want to understand how others do things; or want to benchmark, review or change the work of their institution. This will include a secure self-service National Member Hub, comprising online profiles for each National Member as well as aggregate analysis; published resources for National Members with insights into common areas of work; and tailored insights on specific issues, where requested.
  - We will work with National Member institutions where relevant to develop data and evidence on their policies, governance, operations and resources, to strengthen their effectiveness and efficiency and demonstrate their impact. This will include providing them with advice on data and evidence models; identifying sources and supporting analysis; offering guidance on how to communicate findings; and encouraging them to mentor Federation peers working in similar contexts.
  - We will collaborate with international experts to develop original research and recommendations that respond to issues identified by National Members, foster public discussion on key issues, and provide members with direct access to specialist knowledge, across sectors where relevant. This will include reports and related public forums for members and the wider international community; extended reports and related expert-led workshops exclusive to National Members; and an introduction service to match members with specialists in our Pool of Experts, where requested.
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The International Federation of Arts Councils and Culture Agencies collectively refers to the Membership, the Board and the Secretariat.





## The Membership

Our membership comprises public institutions whose purpose is to advance arts and culture, through investment, policy and promotion. We have two types of members: National Members and Affiliates. National Members are committed to the public support of arts and culture through investment, policy and promotion at a national level, with each country able to be represented by one National Member. Affiliates, too, are committed to the public support of arts and culture, but they include sister institutions to existing National Members, intergovernmental bodies, and government agencies that operate at subnational levels including state, regional, provincial, and local government.

Our National Members are at the centre of the Federation and its work. They share a purpose and the belief that arts and culture are a public good; they also share common priorities and professional concerns at the national level. However, our National Member institutions are diverse in nature. National Members represent arts councils and agencies, as well as ministries of culture, with an almost even balance between the two types of institution across the Federation. They represent mature institutions that have operated for more than 20 years, as well as younger institutions operating with new mandates and structures. They work within different government models,

from constitutional and presidential republics to people's republics. And they represent countries across each inhabited continent. These similarities and differences are a source of strength for the Federation, as members can access a wide-ranging wealth of knowledge, experience and expertise specific to supporting culture at the national level; take inspiration from different perspectives, ideas and ways of thinking; and benefit from meaningful collegial relationships with a cohort of peers who are uniquely placed to understand – and support them in – their work. National Members play an important governance role in the Federation: they nominate and elect members to the IFACCA Board and they have the right to vote at the General Assembly.

Our Affiliates share in the purpose and belief of the Federation and strengthen its collective vision. Affiliates contribute significant knowledge and expertise to the Federation and bring important perspectives from different levels of government that play a vital role to support the arts and culture ecosystem. However, the remits and operations of these institutions are wide-ranging and often differ significantly from those of National Members, which means their participation in our programmes and services – and governance role within the Federation – is more defined.

## The Board

The IFACCA Board comprises a group of committed leaders in arts and culture that shape the strategic direction of the International Federation of Arts Councils and Culture Agencies; and apply their individual and collective expertise to govern the organisation in keeping with its Constitution. The Board embodies the Federation's spirit of solidarity, inclusion, reciprocity, and mutual learning, and is committed to diverse representation, with Board Members appointed to reflect IFACCA's plural membership.

Board Members are senior executives from National Member institutions, who are elected by fellow National Members at the General Assembly. They meet at least twice each year to oversee the good governance and sustainability of the Federation, its strategic vision and direction; to consider expressions of interest for membership; and to guide and inform the work of the Secretariat to ensure it delivers on the IFACCA Strategy.

## The Secretariat

The IFACCA Secretariat comprises a small team of committed staff who apply their knowledge and expertise to execute the IFACCA Strategy and meet its objectives, manage programmes and services, and ensure the smooth administration of the organisation.

The Secretariat maintains a comprehensive overview of the international arts and culture landscape and serves as the central hub for the Federation. It nurtures relationships with – and between – members and creates trusted, confidential and informal spaces for collegial exchange. It designs and delivers programmes and resources that respond to members' needs. And it provides members with trusted advisory services, informed by its unique bird's-eye perspective. In addition, the Secretariat maintains relationships with international experts; partners with key organisations to extend the influence of the Federation; and regularly participates in international forums to lead global thought on arts and culture, profile the role of public agencies, and raise awareness of concerns shared by members and the sectors they support.

As an organisation, the Secretariat is lean, agile and non-bureaucratic. This approach will remain central to our work in the years ahead, allowing the team to respond with flexibility and speed as the Federation and its members adapt to ongoing change.

**WHO**

**WE**

**ARE**

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

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, please contact us at [info@ifacca.org](mailto:info@ifacca.org) or on +61 417 461 675**

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**[ifacca.org](http://ifacca.org)**



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Current IFACCA Members are listed at [www.ifacca.org/members](http://www.ifacca.org/members)

Find this document and further information in English, Spanish and French at [www.ifacca.org/about](http://www.ifacca.org/about)

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