



IFACCA

**International Federation
of Arts Councils
and Culture Agencies**

**Strategic Plan
2015–2020**

Introduction

Dedicated to improving best practice in arts and cultural policy development, the International Federation of Arts Councils and Culture Agencies (IFACCA) is the global network of national arts councils, culture ministries and arts agencies.

Established in 2001, IFACCA has a diverse membership that today spans every continent and numbers over 80 countries. IFACCA has also developed numerous partnerships with members, international institutions and networks, foundations, corporations and individuals to deliver its services, activities and research.

A look at IFACCA's activities in recent years shows that the network continues to achieve important milestones. In addition to growing its membership, IFACCA has expanded its reach by strengthening regional chapters in Asia, Europe, Africa, the Pacific and the Americas. It has also fostered greater international participation in arts and cultural policy dialogue, while recognising the need to be more engaged in broader debates, such as the culture and sustainable development discourse.

With over 20,000 resources now available on the IFACCA website, arts policymakers have instant access to an increasingly rich range of in-depth research and relevant information. As further evidence of its strengthened research capacity and expanding readership, IFACCA has published D'Art reports on more than 40 arts policy issues, and its fortnightly e-bulletin ACORNS reaches over 7,500 readers in 190 countries.

The World Summits on Arts and Culture remain one of the most important and recognisable of IFACCA's programmes. IFACCA has delivered three Summits in the Northern Hemisphere and three in the Southern Hemisphere, including the first in Spanish. These events have attracted combined attendances of over 2,500 leaders in arts and cultural policymaking from all continents, and provide a unique international platform for engagement and debate. Building on that success, IFACCA, in collaboration with its members, will stage two more World Summits over the coming five years. CEO engagement continues to be a cornerstone of IFACCA's work through the delivery of its successful CEO leadership seminars and other initiatives.

Perhaps most importantly, however, it is through IFACCA's unique global network that its members have been able to deliver outcomes that, in their words, they could not have achieved without the support of their international peers.

As it enters its 15th year of operation in the field of arts and cultural policy, IFACCA is embarking on a new phase as a mature and trusted service organisation – one that is internationally regarded by members and partners for its excellent work. With that trust comes increased expectations to not only deliver the highest quality services to members, but to also act as a global voice for the arts and culture.

With this in mind, we believe it is appropriate to move to a five-year strategic planning cycle that will enable IFACCA to remain focused and strengthen its offering to its members. This Strategic Plan 2015–2020 is key to advancing our vision and creating IFACCA's pathway to its 20th anniversary in 2020.

We would like to acknowledge the many IFACCA members and staff that contributed to the development of this Strategic Plan, particularly the former Chair of IFACCA (and CEO of Arts Council England), Alan Davey, for overseeing the previous plan and the development stages of this one. This Plan has been shaped by a wide range of analyses, surveys and discussions that were conducted over the past 18 months, and is directly informed by members' feedback. It will be regularly monitored and the outcomes reported to members and stakeholders.

We thank you for your ongoing support and for sharing in our vision.

Stephen Wainwright
CEO Creative New Zealand
Chair of IFACCA

Sarah Gardner
Executive Director
IFACCA

Context

IFACCA is the global federation of national arts councils and culture ministries with members in over 80 countries.

Collaborative, flexible, apolitical and responsive, IFACCA is a unique international network. Its membership is comprised of a global constituency that is geographically and culturally diverse, and representative of a range of organisational types, including ministries of culture, arts councils, and other agencies committed to public support of the arts and culture.

IFACCA's members are at the heart of the network. They, like many other organisations worldwide, are facing persistent and emerging challenges that cross sectors and borders. Those include a volatile global economy; keeping pace with technology; the impacts of globalism; changing demographics; managing information and increasing amounts of data; freedom of expression; climate change and environmental sustainability; structural inequities in access to resources; youth engagement and unemployment; and increased mobility and population shifts, among others.

Amid constant change and challenge, the arts seem to take on an increasing importance. They help us make sense of the times in which we live, allowing us to better see ourselves and to understand others. They provide us with new perspectives, new insights, and new ways of thinking. They reflect who we are and give voice to our stories, fears and hopes. They enrich our communities and societies, charting where we have been and pointing to where we might be headed. There are few things in this world that are quite as powerful as the arts and that have as much untapped potential to help us deal with our common, global challenges.

In this dynamic new age, governments have a role and a responsibility to understand how best to strengthen the arts, artistic creativity, and cultures, and tap into all they have to offer. But public policies must balance recognition of the social and economic benefits of the arts with their experiential and intrinsic value. The issues are complex and the question of how best to achieve this through improved policies and programme implementation is not always clear.

As IFACCA has evolved it has built a reputation as a service-oriented membership organisation, dedicated to helping its members respond to challenges and opportunities. IFACCA has a key role to play in helping government agencies navigate change and advocate for the arts. It helps ensure they have access to current knowledge, the latest practices, and relevant resources to help them do their job. It also connects members to the expertise of their international peers – something that is particularly valuable for organisations operating at a national level in a global environment. Importantly, IFACCA has also come to be seen as a reliable and accessible partner, on behalf of its members, with which the international arts and culture community can engage.

IFACCA's Strategic Plan for the next five years outlines how it will continue to provide high-quality services and value to its members in today's fast-changing, interconnected world.

Vision

A world in which arts and culture thrive and are recognised by governments and peoples for their contribution to society.

Purpose

To support members to succeed and be a global voice advocating for arts and culture.

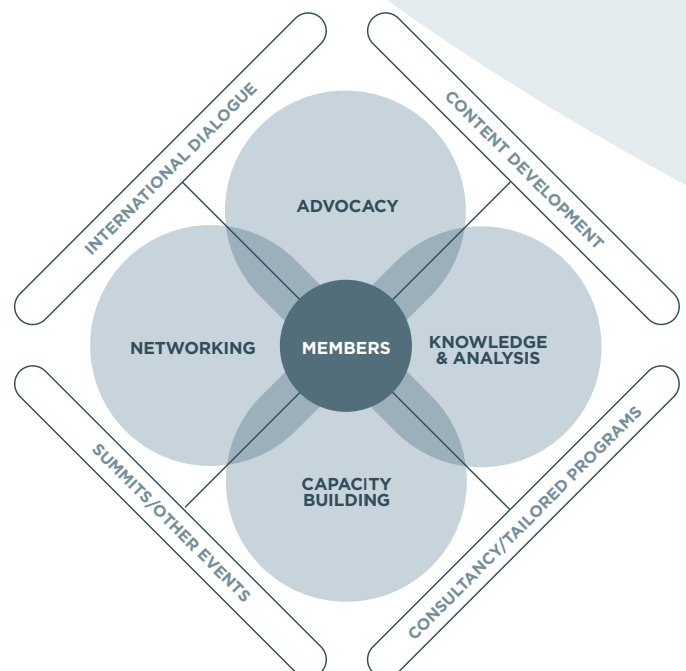
Functions

In 2015–2020, IFACCA will deliver its services through four core functions in which are embedded its values as an organisation.

- Networking
- Knowledge and Analysis
- Capacity Building
- Advocacy

Interrelated and complementary, these core functions generate a range of outputs – from events and tailored programmes to international dialogue and informed commentary.

Underpinning this delivery approach is IFACCA's commitment to responsiveness. That means being aware of the contexts and interests of its diverse membership of government and cultural agencies; engaging with key partners and civil society on critical matters affecting arts and cultural policy; and seeking innovative and efficient ways to fulfil its purpose.



Networking

Networking is core to IFACCA's identity and will continue to be an essential driver over the next five years.

IFACCA has developed a reputation for its strength as an international convenor, bringing together people from all parts of the world to exchange their experiences in advancing the value of arts and culture in society. As a broker and mediator, IFACCA creates value by providing opportunities for people and organisations to achieve better, more wide-reaching outcomes in arts and cultural policy development, advocacy and funding.

At the same time, IFACCA exists as a global network, engaging and connecting its members, fostering partnerships, and encouraging dialogue and cooperation. Since the idea of IFACCA was first discussed in 2000, the international cultural landscape has changed significantly. It is apparent that IFACCA's value as a networker and as a network is more relevant than ever, and it must respond to global shifts by building and reinforcing horizontal connections within and between regions of the world.

Members have expressed a growing interest in the delivery of services specific to their region. Noting the financial challenges and isolation that members can face, IFACCA will review its regional strategy and develop a more tailored, partnership-based approach, while continuing to offer global networking opportunities through events such as the World Summit. IFACCA will also balance its core business of serving its member network with its broader role as an international broker and convenor, which, in turn, benefits members by enhancing the quality of the information it produces.

As the network continues to grow, IFACCA will address the diversity of its membership, recognising that the contexts for developing arts and cultural policy and programmes can vary enormously across countries and regions, as well as across national arts councils, culture ministries and other similar agencies.

IFACCA will also create and strengthen networks among senior arts policymakers, promoting the value of peer exchange, and increasing the capacity and opportunities for professional development, collaboration and sharing of expertise between colleagues. In this way, IFACCA aims to enhance the concept of collective leadership on behalf of its members.

OBJECTIVE 1: Establish effective and lasting international cooperation in the field of arts and culture.

By convening international, regional and sub-regional gatherings in partnership with key government and international organisations; and facilitating connections between arts and cultural leaders from government agencies with their counterparts from civil society, academia and other institutions.

Strategic Priorities

- Deliver the World Summits on Arts and Culture in 2016 and 2018/2019, informed by a major evaluation of the first six World Summits.
- Develop and implement comprehensive regional strategies that are tailored to the needs of members.
- Ensure opportunities for interaction between regions through theme-based mini-summits with particular attention to CEOs and other members of senior leadership teams (e.g. research, policy or art form specialists).
- Maximise IFACCA's online presence to enhance networking and promote ongoing engagement and discussion beyond face-to-face interaction.

Knowledge & Analysis

IFACCA offers a trusted platform for knowledge exchange and information analysis, and is committed to building a global hub for arts and cultural policies that is relevant to members and responsive to international trends.

It provides a gateway to the latest knowledge, research, good practice models and international forums on arts policy. Its internationally informed services include tools to strengthen the capacity of arts councils and ministries of culture to meet the challenges and opportunities of a world in constant flux.

The critical knowledge and analysis function enables IFACCA to provide tangible and unique benefits to its members by creating and sharing resources that may otherwise be difficult and costly for them to produce independently. The process by which information is collected and presented, and the depth and quality of the research and analysis is core to the creation of new knowledge and analysis.

IFACCA's diverse data and research projects include D'Art reports, discussion papers, co-commissioned studies, the ACORNS news bulletin, and WorldCP profiles. Such projects are undertaken with a commitment to 'keeping a finger on the pulse' of members' interests, and are all characterised by a rigorous focus on current issues affecting the arts and culture internationally.

In recent years, IFACCA's research has covered a range of themes such as design policies, artist residencies, government awards, Indigenous arts support, and creative intersections. Meanwhile, member requests for analysis of new topics – such as governance models, art form policy and youth policy – continue apace. In future, IFACCA will build on its achievements, such as its international database of cultural policies; its research partnerships with key players; and its researchers' meetings, which have become an important space for collective exchange on trends and needs.

IFACCA will continue to uncover sources of information and broker the joint commissioning of internationally relevant resources, research and analysis in collaboration with new and existing partners. By consolidating the collective knowledge and expertise of arts councils and ministries of culture, IFACCA will help facilitate the processes by which knowledge is investigated, documented, shared, applied, analysed, reflected on and recreated – by, with and for its various stakeholders – thereby building a global hub.

OBJECTIVE 2: Build and disseminate global knowledge on the development and implementation of arts and cultural policies.

By bringing together collective knowledge and selected information resources; conducting research; and brokering the commissioning of resources that respond to the needs of members and the field in general.

Strategic Priorities

- Based on a new overarching strategy, create or co-commission targeted research reports and activities that are timely and relevant to members and, where appropriate, delivered in partnership with like-minded organisations.
- Continue to improve IFACCA's range of online resources.
- Build research networks and cooperation on cultural policy through meetings (e.g. the IFACCA Researchers Meeting) and programmes (e.g. WorldCP.org).
- Raise awareness of IFACCA's online global hub for arts and cultural policies.

Capacity Building

As a global network, IFACCA is uniquely positioned to deliver cultural policy expertise from around the world to those government agencies most in need of skills development.

To date, IFACCA has provided a select range of services to members to help build capacity in the delivery of their mandates. The CEO Leadership Seminars, for example, have become a highly valued space for theoretical and practical knowledge exchange. Online, IFACCA's collection of good practice guides assist arts councils and arts funding agencies to review, inform and improve their key functions.

As IFACCA's reputation and reach develops, it is encountering increased opportunities to assist newly formed and aspiring arts support agencies by sharing the expertise it has acquired over the last decade, and that exists within its membership.

But it is not only emerging arts agencies that are interested in such development. Members from all regions have expressed support for a programme focussed on capacity building. More specifically, there is an overarching interest in access to practical training, face-to-face and online resources, and opportunities for peers to exchange knowledge and compare contexts.

In IFACCA's next phase, it will reinforce its role as a facilitator of skills development and exchange on arts and cultural policy, thereby enhancing diverse ways of thinking and working. IFACCA will seek to develop a capacity building programme that is financially viable and responsive to members' needs in the field of arts and cultural policy. Where appropriate, it will partner with like-minded organisations to provide such training through workshops, residencies, good practice guides, and toolkits, among other means. It is also anticipated that IFACCA will deliver selected resources via members-only access to its new website.

By including capacity building as a new core function, IFACCA is drawing on its existing expertise and networks. Such a function could thus be extended to include consultancy services that are tailored to member needs, with opportunities for IFACCA to broker relationships between network members and external experts.

However, IFACCA also acknowledges that managing expectations and clearly communicating what can be delivered in the context of capacity building will be key to the success of this new function.

OBJECTIVE 3: Strengthen the effectiveness and efficiency of government arts and culture agencies.

By providing access to knowledge, practical resources, skills development, and good practices in public support for the arts and culture; and developing customised programmes on specific topics for leadership teams of member agencies.

Strategic Priorities

- Develop a strategy to enhance IFACCA's capacity building programme and build on the success of the CEO Leadership Seminars.
- Conduct a needs analysis that would consider programmes such as workshops, forums and study tours tailored to national, regional or issues-based needs.
- Deliver structured learning programmes as part of IFACCA's new digital and capacity building strategies.
- Explore the potential for a mentoring programme matching experienced and less-experienced members to discuss specific issues.

Advocacy

As a champion for public investment and support in arts and culture, IFACCA plays an important role in equipping its members with tools to advocate for the development and promotion of arts and culture in various contexts.

Governments around the world are urgently seeking alternative, values-based models to address global social challenges, but the capacity to articulate new options continues to be limited. Meanwhile, the arts are often at the forefront of new territories for engagement and innovation. Valued in and of themselves, the arts and culture can also offer new perspectives on persistent problems. Other portfolios of public policy – such as health, education, immigration, business, community affairs, trade and diplomacy – could benefit from creative intersections and greater associations with the arts sector.

IFACCA encourages support for arts practice and cultural diversity by promoting an appreciation of the talents of artists and the value of creativity in the community. In 2013–2014, for example, the role of IFACCA as an advocate for arts and culture gained momentum through the joint campaign, 'The future we want includes culture.' Initiated in response to the absence of culture in the UN's Development Agenda, the campaign captured global attention, provided members with unique briefings, and helped position IFACCA as a respected voice and key point of interaction between its members, civil society and intergovernmental agencies.

During the next five years, IFACCA will enhance its defence of the principles of public investment in the arts by raising awareness of the public value of the arts and artists in society. By providing language and mechanisms to persuasively articulate arguments for public support, IFACCA will assist members in addressing a range of challenges that affect the arts, but have a broader base in cultural policy, such as diversity, equality, freedom of expression, social cohesion, education, youth, unemployment, the digital era, protection of creative and cultural content, the environment and sustainable development.

IFACCA is committed to developing a medium to long-term advocacy strategy that is focused, bold and supported by solid communications. Arts and culture advocacy, including research on national arts advocacy campaigns and models for international arts promotion, will also continue to be a priority for IFACCA.

OBJECTIVE 4: Provide informed leadership on key issues affecting arts and culture.

By maintaining an active and valued voice in international debates; assisting members to advocate the benefits of the arts to government and the wider community, and to enhance their engagement with civil society; and stimulating dialogue on the impact of the arts, as well as the relationship between the arts and other public policy areas.

Strategic Priorities

- Develop an advocacy strategy that responds to an analysis of members' needs, is informed by civil society, and could be implemented with key organisations.
- Continue to promote culture's role in sustainable development.
- Sustain international dialogue, contribute to key debates, continually scan global developments, and establish mechanisms to identify, report on, and address key and emerging issues.
- Contribute to thought leadership on emerging international and regional topics, such as cultural diversity, social cohesion, freedom of expression, intellectual property in the digital era, youth, and Indigenous arts policy.

IFACCA'S Members

IFACCA encourages a generosity of spirit and egalitarianism in its work and in its membership. Ideas and expertise are shared for the benefit of all nations, regardless of size and economic wealth. Two-thirds of OECD countries are members of IFACCA and these wealthier members often help subsidise services for the rest of IFACCA's membership.

In turn, the leaders of government arts support agencies look to IFACCA as the avenue through which they can exchange leadership experiences and knowledge, often finding these opportunities transformative and reciprocal.

As a global network, IFACCA adds value by providing members with a single entry point to a unique and comprehensive suite of services that are responsive, focussed and politically neutral.

IFACCA is committed to developing innovative, responsive and accountable member services and programmes. This commitment underpins IFACCA's Strategic Plan for 2015–2020.

This will be achieved by ensuring the delivery of services that are valued by members, and informed by regular evaluation and ongoing dialogue with members and partners; providing a robust governance structure to guide and support the secretariat in the delivery of IFACCA's objectives; continuing to evolve an organisational structure that is transparent, effective and efficient in responding to members' needs; and implementing an integrated and innovative communications strategy.

Improvement Priorities

- Build and diversify the Federation's membership.
- Develop and strengthen partnerships with key organisations to achieve our objectives.
- Develop, implement and review an integrated communications strategy that raises awareness of IFACCA's activities and helps grow both the national and affiliate membership.
- Implement a digital strategy that includes a new website and stronger social media presence, as well as specialist services that reflect members' needs and IFACCA's evolution as a global network.

The arts mean the world to us

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

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IFACCA is the trading name for International Arts Federation Services Pty Ltd, which is registered with Australian Business Number 19 096 797 330.

IFACCA's members are listed at www.ifacca.org

The Strategic Plan and Constitution are available in English, Spanish and French at www.ifacca.org or by contacting info@ifacca.org

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