

Strategic Plan 2011 – 2014



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The International Federation of Arts Councils and Culture Agencies (IFACCA) is the worldwide network of national arts funding agencies dedicated to improving best practice in arts and cultural policy development, arts funding, audience development and public access to the arts.

Established in 2001, IFACCA's membership has grown to over 75 countries covering every continent. IFACCA has brokered over 300 strategic partnerships with members, international networks and institutions, foundations, corporations and individuals to deliver its services, activities and research.

It is through IFACCA's unique global network that its members have been able to deliver outcomes that they could not have achieved as individual agencies.

For example, IFACCA has published D'Art reports on more than 30 arts policy issues, and its fortnightly e-bulletin ACORNS reaches over 5,000 readers in 175 countries. With over 850 cultural policy experts from more than 110 countries listed in the ConnectCP database, and over 13,000 resources available on the IFACCA website, arts policymakers now have unprecedented access to an extraordinary range of quality research and information.

Since the inaugural World Summit in Ottawa in December 2000, IFACCA has staged a further three World Summits and more than 20 other events including mini-summits, regional gatherings and CEO leadership seminars, with a combined attendance of over 1500 leaders in arts policymaking from more than 120 countries. In October 2011 IFACCA will stage the 5th World Summit in Melbourne, Australia.

As IFACCA marks its 10th anniversary in 2011, it looks to the future by presenting this Strategic Plan for 2011-2014. We would like to acknowledge the many IFACCA members and staff who contributed to the development of this Plan. Guided by a wide range of analyses, surveys and discussions conducted over the past 18 months, the Plan will be regularly monitored and the outcomes reported to members and stakeholders.



Alan Davey
Chair of IFACCA
CEO Arts Council
England



Sarah Gardner
Executive Director IFACCA

The arts are an agent of influence – for insight and reflection, for change and innovation, for individual and communal growth and connection, and for a sense of purpose.

Arts and creativity are integral to our lives, to who we are as individuals and to how we engage with the world. More broadly, culture, creativity and creative industries underpin the cohesion and sustainability of our communities and of our society as a whole. They can play a critical role in the renewal, revitalisation and transformation of a place or a community.

By preserving our cultural heritage, and by encouraging creativity, innovation and art form development, governments can enhance the impact of the arts.

In a world facing increasingly difficult challenges, there is a commonality of issues that need to be addressed in creative and meaningful ways by all governments and their agencies, including those responsible for arts and culture.

These issues include changing geopolitical influences; structural inequities in access to resources; climate change and environmental sustainability; increasingly sophisticated communication technologies and social networking behaviours; and a constantly evolving cultural diversity.

The arts alone cannot provide the solutions. The arts are, however, an extremely potent means through which society can reflect upon and comprehend the enormity of these global issues; and the arts and creative expression can help promote innovative thinking and the articulation of community responses.

In turn, the arts themselves are dynamic, with new forms, practices and distribution mechanisms continually evolving.

The challenge for national arts funding agencies and ministries of culture is how to engage with these issues with an appropriate sense of urgency, a commitment to flexibility and risk, and clear vision for the future that is reflected through their strategic, policy and funding frameworks.

Public investment in arts and culture is core to ensuring the capacity of every society to nurture its cultural traditions as well as supporting contemporary expression and creative industries. Public policies must balance recognition of the social and economic benefits of the arts with its experiential and intrinsic value.

As the vehicles through which governments invest in arts and culture, arts councils and ministries of culture are the key organisations responsible for developing policy, strategy and programmes that support the arts and benefit the broader community.

It is within this context that IFACCA was established in 2001 to provide its members, and indeed all government arts funding agencies, with access to knowledge, information and expertise to enable them to engage with and drive change.

By analysing international practice and providing a unique overview of approaches to addressing common challenges, IFACCA fosters innovation in arts support and advocacy for the benefit of the wider community.

IFACCA is a responsive, politically neutral and highly focused organisation that is uniquely positioned to enable international collaborations and capacity building in arts and cultural policy development.

In 2011 – 2014, IFACCA will continue its commitment to its three core functions in which are embedded its values as an organisation:

IFACCA as Networker

As a broker and mediator, IFACCA creates value by bringing people and organisations together to achieve better and more wide-reaching outcomes in arts and cultural policy development and funding.

IFACCA encourages a generosity of spirit and egalitarianism in its work and in its membership so that 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 help subsidise services to the half of IFACCA's membership that are from developing countries.

IFACCA fosters strategic partnerships with a wide range of organisations to deliver its programmes. It builds networks and promotes understanding and cooperation between national arts funding agencies by finding meaningful points of connection between people both face-to-face and online.

As the network grows, IFACCA will address the diversity of national arts funding agencies, recognising that the context within which the development of arts and cultural policy and programmes takes place can vary enormously between countries and regions, and between arts councils and ministries.

IFACCA will also create and strengthen networks among senior arts policymakers at the regional and international level, promoting the value of peer exchange, and increasing the capacity and opportunities for professional development, collaboration and sharing of expertise between colleagues.

IFACCA as Advocate

As a champion for public investment in arts and culture, IFACCA plays a leadership role in equipping arts support agencies with the tools to improve best practice in the development and promotion of arts funding programmes.

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

Governments around the world are urgently seeking alternative values-based models to address the social challenges being experienced globally, but the capacity to articulate new options is poorly developed. With its huge potential for providing experiential value and meaning, the arts and cultural sector has much to contribute to the efforts to build social cohesion.

Artists are often at the forefront of charting new territories for engagement and innovation and can mediate creative intersections with other arenas of public policy such as health, education, immigration, business, community affairs, trade and diplomacy.

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. IFACCA aims to ensure that the vast majority of its programmes are designed to benefit the broader arts community regardless of whether their country of origin is a member of IFACCA.

Arts advocacy, including research on national arts advocacy campaigns and models for international arts promotion, is an increasing priority for IFACCA.

IFACCA will defend the principle of public investment in the arts by raising awareness of public value and benefits of the arts and artists in society, and by providing language and mechanisms to persuasively articulate arguments for public support for the arts.

IFACCA as Investigator

By offering a trusted platform for exchange, IFACCA provides a gateway to current knowledge, research, good-practice models and international forums on arts policy. The Federation's internationally informed research provides the tools to strengthen the capacity of arts councils and national culture agencies to meet the opportunities of the new world environment.

By consolidating the collective knowledge and expertise of arts councils and ministries of culture, IFACCA improves the management and sharing of information and ideas.

IFACCA's research on government policies has spanned artists' mobility, arts and ecology, cultural indicators, art form issues, arts and education, legal services, and copyright legislation, as well as groundbreaking international research on intercultural dialogue.

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.

In particular, IFACCA will investigate the role of the arts in addressing broader social challenges and promote the benefit and value of public support for the arts.

Vision

A world in which the arts are valued in themselves and for their contribution to strengthening communities and enriching lives.

Mission

To improve the capacity and effectiveness of government arts funding agencies to benefit society through networking, advocacy and research.

Objective One

Support the leadership of government arts funding agencies with a well-informed, global perspective on issues affecting arts and cultural policy by

- Improving access to knowledge about best-practices in public support for the arts and culture
- Convening international forums to address key concerns

Strategies

Explore the potential for developing a capacity building programme for arts leaders incorporating exchange between policy experts; CEO leadership seminars; and professional advice and good practice guides.

Present two World Summits on Arts and Culture (2011 and 2014), and broaden the scope of IFACCA's programmes of regional and special purpose meetings.

Objective Two

Consolidate the collective knowledge of government arts funding agencies by

- Improving the management and sharing of information and ideas
- Brokering joint-commissioning of resources, research and analysis

Strategies

Commission research on issues identified as priorities by members and that emerge through the 2011 World Summit and related events.

Establish an international database of national profiles of cultural policies to facilitate the identification and analysis of trends and issues.

Objective Three

Enhance cooperation and promote understanding between government arts funding agencies, and between them and other key international networks and organisations by

- Facilitating networking and brokering of collaborative projects
- Promoting awareness of the role of the Federation

Strategies

Deepen the effectiveness of IFACCA programmes in all continents by fostering greater regional networking and developing regionally specific initiatives.

Secure partnerships with selected international foundations and organisations to support global initiatives and enhance the delivery of services, particularly in developing countries.

Objective Four

Promote the value of public investment in a diversity of arts and cultural practices by

- Developing resources to assist national arts agencies to advocate the benefit of the arts to the community
- Stimulating dialogue about the impact of the arts and the relationship between the arts and other arenas of public policy

Strategies

Develop advocacy arguments and provide information and resources to underpin national and international arts advocacy initiatives.

Identify and promote alternative models for demonstrating the value of the arts and for stimulating engagement between the arts and other sectors, including business and the economy, new technologies, health and wellbeing, the environment and education.

Objective Five

Provide relevant, responsive and accountable services to members of the Federation by

- Ensuring effective communications with members and best practice in corporate governance
- Managing financial, human and information resources ethically and efficiently

Strategies

Increase the resource base for activities and services through collaborations, partnerships and increased membership.

Develop and implement a new online communications and networking strategy.



PO Box 788, Strawberry Hills
NSW 2012, Australia
E info@ifacca.org
T +61 2 9215 9018

ifacca.org
artsummit.org
connectCP.org

IFACCA is the trading name for
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IFACCA's members are listed at
ifacca.org/membership/current_members/

IFACCA's constitution is available at
ifacca.org/constitution/

The Strategic Plan is available in English, French
and Spanish at ifacca.org/vision_and_objectives/
or by contacting info@ifacca.org

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