



#CULTURE2030GOAL CAMPAIGN DETAILED ROADMAP

JANUARY-DECEMBER 2025

BACKGROUND

Our campaign addresses the absence of comprehensive coverage of culture issues in the UN Sustainable Development Goals (SDGs) ever since the shape of what would become the 2030 Agenda became clear. While a number of references to culture are made in specific targets under certain SDGs, the failure to give culture a meaningful status, expressed in an SDG specifically focusing on culture has two major drawbacks, which have been quite widely recognized.

First, within the culture sector, broadly understood, the non-recognition of culture represents a missed opportunity to use a shared language of sustainable development to connect the various dimensions of culture around objectives of common interest, including the sustainability of institutions and their practices, that relate to other SDG areas such as jobs and gender equality. Sustainable development requires sustainable culture.

Second, the absence of a Culture Goal creates barriers to realising the potential of well-recognized connections between the culture sector and culture in a broader sense (including the beliefs, practices and patterns of behaviour which can have a determining impact on policy effectiveness), and to progress towards SDGs relating to e.g. climate, biodiversity, oceans, freshwater and cities. Sustainable development requires a culture of sustainability.

On this basis, the Culture2030Goal campaign has been active for several years to argue for the importance of a Culture Goal and to work towards its development and adoption. It works both formally at intergovernmental level and less formally through action at other levels (e.g. cities and professional organizations) that can achieve tangible results in specific settings, while at the same time serving as exemplars for broader adoption.¹ In September 2022, in conjunction with the World Conference on Cultural Policies (Mondiacult), convened by UNESCO in Mexico, the Campaign published the document *A Culture Goal is Essential for our Common Future*, which in addition to elaborating on the analysis briefly summarized above, proposed a “zero draft”

¹ For additional information on the campaign and links to its outputs, please refer to <https://culture2030goal.net/>.



of what the targets of a Culture Goal could look like.² The principle of a Culture Goal was included in the Mondiacult final declaration, and has subsequently been further reflected in outcome documents of the G7 culture ministers in 2023 and 2024.

However, we remain some way off universal recognition that a Culture Goal should feature in any future development agenda. While one draft of the outcome document of the September 2024 UN Summit for the Future endorsed the principle of such a Goal,³ the final outcome failed to do so, pointing to the existence of reluctance or objections at two distinct levels. On the one hand, the idea of a comprehensive Culture Goal clashes with the desire in some quarters to keep separate its various components, and in particular not to connect the cultural rights, cultural heritage and cultural policy agendas⁴. This has been usefully analysed as, inter alia, a consequence of inadequate specification of what the phrase “culture sector” might mean for the purposes of cultural policies.⁵ On the other hand, there is a reluctance to commit already in 2025 to any kind of overall architecture for the post-2030 international development framework, which reference to “SDG 18” might be taken as implying.

Nonetheless, the Campaign has judged that the final text of the Pact for the Future – as well as the Global Digital Compact and the Declaration on Future Generations – constitutes “a step forwards” and has published a 10 Point Plan for ongoing progress towards full inclusion of culture in sustainable development agendas at all levels and towards the conditions for adoption in due course of a Culture Goal.⁶ The Plan looks forward to Mondiacult 2025 and offers the framework within which the present roadmap is formulated.

PLANNING ISSUES IN 2025

As noted in section 1, the third Mondiacult conference, scheduled in Barcelona in September 2025, will be a crucial milestone, along with other international events and

² https://culture2030goal.net/sites/default/files/2023-02/culture2030goal_Culture%20Goal%20-%20ENG.pdf.

³ https://culture2030goal.net/sites/default/files/2024-06/EN_culture2030goal_Jun2024_Statement.pdf.

⁴ There are also more straightforward concerns about guarantees for cultural rights, as well as fears about creating obligations for public spending on culture.

⁵ Justin O’Connor, “Global Cultural Policy at the Crossroads: Reflections on the Summit of the Future”, November 2024, <https://culture360.asef.org/news-events/global-cultural-policy-at-the-crossroads-reflections-on-the-summit-of-the-future/>.

⁶ *From Summit to Substance: an Action Plan for Culture to Deliver on the Pact for the Future*. September 2024. https://culture2030goal.net/sites/default/files/2024-09/EN_culture2030goal_Sep2024_Declaration.pdf.



processes referred to the 10 Point Plan, on the path towards adoption of a Culture Goal as a framework for enabling both sustainable culture and a culture of sustainability.

“Adoption” refers here to two related, but institutionally distinct, dynamics, the connection between which is essential to the process proposed in the present roadmap.

On the one hand, formal inclusion of a Culture Goal in the post-2030 international development agenda depends on parameters that will only begin to be explicitly discussed and defined in 2027. While there will be a natural intergovernmental bias towards continuity, it cannot be taken for granted that the architecture of goals, targets and indicators will be maintained in its present form, nor can it be assumed that the 17 existing SDGs will be extended and that the only issue will be to add a Culture Goal (and possibly others). Indeed, for planning purposes, it cannot be assumed that there will be a post-2030 agenda in anything like the current form. The challenge in this respect is thus, minimally, to ensure that culture is an integral part of the scope of discussion on the post-2030 agenda, as it wasn’t in the period 2012-15. More ambitiously, the objective of the Campaign is to create the conditions in which no state would even consider omitting culture from what ends up being adopted. A number of actions proposed below are specifically tailored to that long-term ambition.

On the other hand, because 2030 is distant, because the absence of culture from the SDGs has consequences now, and because adoption is not limited to the intergovernmental level, there are also important short-term objectives, the success of which will be valuable in its own right, while also facilitating the achievement of long-term ambitions. These objectives concern voluntary adoption, independently of the intergovernmental process, of what will be termed in this document a “Shadow Goal”, anchored in the technical proposals prepared by the Campaign, and by participation in its processes. Such voluntary adoption is already in evidence,⁷ and the lead-up to Mondiacult 2025, as well as the other events in the same timeframe, offers a good opportunity to promote it.

The connection between these two sets of objectives is the demonstration that a Culture Goal is technically feasible and that there is demand for it as a framework for action. Moreover, realizing the short-term objective of demonstrating the realism and credibility of treating culture as a goal for SDG implementation today is the practical condition for achievement of the long-term objective of intergovernmental adoption. The present 2025 roadmap is framed on this basis.

⁷ *Culture in the 2024 Voluntary National Reviews: a Culture 2030 Goal Campaign Report*. September 2024. https://culture2030goal.net/sites/default/files/2024-09/af_culture2030goal_2024.pdf.



2025 OBJECTIVES

The roadmap is thus designed to create the conditions in which a draft Culture Goal could be discussed by Mondiacult 2025, possibly extending to a commitment to use it as a basis for future intergovernmental consideration. It builds on preliminary exchanges within the Campaign and with a broader group of stakeholders between October and December 2024 and takes account both of the views expressed and of the resources mobilised, committed, or indicated as potentially made available by participants in these preliminary exchanges.

In order to achieve this, it will be necessary:

- a. To demonstrate that a range of stakeholders want a Culture Goal and gradually broaden the range of institutions, networks, and other actors that actually do so, in order to make clear that the culture sector itself (including culture ministries) is overwhelmingly in favour.
- b. To demonstrate that a Culture Goal is technically feasible by putting a credible draft (i.e. one that includes content down to the indicator level) on the table.
- c. To demonstrate the practical significance of a Culture Goal by promoting and documenting a range of “Shadow Goal” actions, thus providing real-world evidence of buy-in as well as feasibility.

RATIONALE, TIMELINE AND KEY STEPS OF THE ROADMAP

The substance of the roadmap follows from the considerations sketched in sections 2 and 3.

First, there needs to be a broad process of consultation and co-construction, based on the September 2022 “zero draft”, to ensure and potentially enhance its technical solidity, and to expand support not just for its general principle but for its specific (possibly revised) wording.

Second, significant technical work is required to turn the preliminary suggestions for “zero draft” targets into a full indicator framework. Experience with other SDGs shows clearly how the absence of indicators hampers practical action, and also how difficult it can be to develop indicators in important areas of qualitative concern.



Third, the “Shadow Goal” approach, as presented above, needs to be documented and promoted. It involves willing “first adopters” taking steps on a voluntary basis to use the draft Culture Goal in their own areas of competence, thereby providing practical feedback on feasibility and operational challenges, a web of experience of good practices, and a gradually expanding network of support. Supporting the “Shadow Goal” approach calls for a significant amount of outreach, communication, networking and technical work.

The proposals in the following section for specific activities, timelines, and deliverables, in response to these objectives, are based on the work conducted between October and December 2024, involving:

- I Detailed mapping of process, including identification of key new partners and opportunities for outreach/consultations in conjunction with planned events out to end 2025.
- I Engagement at the UN Summit of the Future and in the run-up to this, including a side event.
- I Publication of the declaration “From Summit to Substance: an Action Plan for Culture to Deliver on the Pact for the Future”, offering lessons from the Summit outcome document, as well as a 10 Point Plan to promote implementation in response to it.
- I Strengthening of the Campaign, by involvement of additional institutions and targeted fundraising in connection with the proposed activities.

WORK PACKAGE STRUCTURE

In order to offer a robust and modular activity plan, the roadmap is structured into separate Work Packages, each subdivided into tasks, with specific timelines, clearly identified operational responsibilities, and resource requirements, both financial and in-kind. Precisely because the task timelines overlap and Campaign Steering Committee (CSG) members have operational responsibilities across Work Packages, clear distinctions are crucial to effective delivery. Other networks that have been in close contact with the CSG (and may become members of the campaign’s “Agora”) could also have responsibilities across Work Packages.



The overall 2025 roadmap comprises five Work Packages:

- I WP1 – Stakeholder consultations
- I WP2 – Indicator mapping
- I WP3 – Political and institutional coalition-building
- I WP4 – Report drafting
- I WP5 – Communication and dissemination

DETAILS BY WORK PACKAGE

WP1 – STAKEHOLDER CONSULTATIONS

TASKS

- A. Collect structured feedback on goal and targets of the “zero draft” given changes in context since 2022 and objectives of Campaign to Mondiacult 2025 (January-April 2025).
- B. Canvass views on short-term (2025-27) and long-term (2027 and onwards, i.e. post-2030 process and outcome) objectives to be adopted by campaign in run-up to Mondiacult 2025 (January-April 2025).
- C. Canvass views on political process in light of the proposed objectives (January-April 2025).

The three tasks will be based to a considerable extent on a consultation process with both shared and stakeholder-specific elements, comprising two complementary strands: (a) an open invitation to all stakeholders to provide written input relevant to these tasks, probably with some guidelines as to format, (b) an invitation to Campaign members, associates and other selected institutions to host events during the consultation process.

With the exception of the results of the survey, consultation outcomes will be analysed and integrated on a rolling basis through the consultation period, relying on in-kind staff support from Campaign members to interact with the international consultant. Given the tight timeline and the need to ensure Campaign ownership of conclusions and recommendations from the consultation, two formal webinars will be held to pull the process together in late February and mid-April.



NUMBER	TITLE	START DATE	END DATE
1	Stakeholder consultations		
1	Survey I Survey designed by IFLA I Revised by all members CSG I Launch survey on 1 Feb; ends on 31 March; analysis 1-30 April MAIN OUTPUT Strategic document identifying (a) narratives against the Goal + actors not yet convinced by the Goal, and of course (b) narratives in favour and key actors in favour. This is an internal document that may be used in the final document 3. A short news story highlighting key results may be produced.	1/2025	4/2025
1	Meetings of the Group I CSG meeting to approve workplan I First meeting of Agora I Bilateral meetings with Global South foundations I Briefing with SR on Cultural Rights and her team	1/2025	4/2025
1	Webinars I ASEF on the Culture Goal I Culture Capitals of Culture and the Culture Goal I NGO - Intangible Heritage UNESCO 2003 Convention	1/2025	4/2025



WP2 – INDICATOR MAPPING

TASKS

- A. Review of existing technical basis (e.g. in connection with UNESCO’s conventions) in order to identify Culture Goal indicators by target that are ready for adoption under existing statistical standards, bearing in mind the ongoing update of UNESCO’s culture indicators (January-April 2025).
- B. Identification of key gaps and mapping of possible strategies to address them, covering two distinct areas (January-April 2025):
 - a. Short-/medium-term – experimental approach based on existing practices.
 - b. Longer term – proposals for development of properly harmonized indicators in new areas. (Note that this would require consultation with statistical agencies, which is probably feasible only post-Mondiacult on the basis of an agreed and formally recognized draft Culture Goal.)

Input relevant to this Work Package is likely to be provided by WP1. However, insofar as the indicator framework was developed only to a limited extent in the “zero draft”, specific work is also required, with the priority objective of building on the indicator frameworks already validated and routinely in connection with UNESCO’s culture conventions and wider work. It will be important therefore to set up discussions with representatives of the UNESCO secretariat and the respective Convention expert groups. Significant in-kind support is expected in this regard from Campaign members with the relevant thematic interests, expertise and networks.

NUMBER	TITLE	START DATE	END DATE
2	Indicator mapping		
2	Mapping of indicators. Significant in-kind support is expected in this regard from Campaign members with the relevant thematic interests, expertise and networks Culture Next	1/2025	2/2025
2	Mapping of indicators.	3/2025	3/2025



NUMBER	TITLE	START DATE	END DATE
2	<p>Indicator tests with cities</p> <ul style="list-style-type: none"> I UCLG Cities (Izmir, Bogotá etc.) I Workshops AECID I Work by WCCF 	4/2025	4/2025
2	<p>MAIN OUTPUT.</p> <p>Review of existing technical basis (e.g. in connection with UNESCO’s conventions) in order to identify Culture Goal indicators by target that are ready for adoption under existing statistical standards, bearing in mind the ongoing update of UNESCO’s culture indicators.</p> <p>Three groups: (a) Existing. (b) Short-/medium-term – experimental approach based on existing practices. (c) Longer term – proposals for development of properly harmonized indicators in new areas.</p> <p>This is an internal document that may be used in the final document 3. A short news story may be produced updating on progress in this regard.</p>		30 April



WP3 – POLITICAL AND INSTITUTIONAL COALITION-BUILDING

TASKS

- A.** Working in coordination with UNESCO’s own Group of Friends of Culture in New York, reach out to selected states, based on prior contacts, in order to establish a group of allies in the push for a Culture Goal (January-June 2025).
- B.** Liaise with UNESCO as Mondiacult planning evolves in order to identify, understand, and perhaps influence, UNESCO’s approach to a Culture Goal (April-September 2025).
- C.** Plan campaign presence and activities at Mondiacult, in liaison with host city and with UNESCO, and also ensuring independent capacity to ensure visibility and outreach (June-September 2025).
- D.** Engage actively with major international events planned in 2025, as well as their preparatory processes, including but not limited to the High-Level Political Forum, the 20th anniversary of the UNESCO 2005 Convention on the Promotion and the Protection of the Diversity of Cultural Expressions, the World Social Summit, the UN Oceans Conference, the review of the World Summit on the Information Society process, and UNFCCC COP 30. In parallel, engage with relevant international institutions, including in particular the UN Special Rapporteur on Cultural Rights (January-December 2025).

While these tasks have been discussed within the Campaign, activities to implement them remain less well-defined than others in the present roadmap. A review of contacts and outreach opportunities will be organised in mid-January 2025 in order to plan in detail the various efforts to be undertaken along with the information exchanges required to coordinate them. The objective is to bring together a coalition of 10-12 states, representing all regions, that are willing not just to support the Campaign’s outcomes but also to devote some of their diplomatic energy to their achievement.

NUMBER	TITLE	START DATE	END DATE
3	Political coalition building		
3	EVENTS. IFCCD and IMC on Conv 2005	2/2025	2/2025



NUMBER	TITLE	START DATE	END DATE
3	Information brief to Permanent Delegations to UN and UNESCO	2/2025	2/2025
3	World Book Capital (Strasbourg)		16 April
3	Anna Lindh Foundation – Civil Society Agora (Tirana)		18-20 April
3	UN Oceans Conference (Nice)		9-12 June
3	World Summit on the Information Society process		?
3	HLPF - Release of version 1		14-18 July
3	Culturopolis and UCLG Culture Summit (Barcelona)		30 Sep - 2 Oct
3	G20 – South Africa		?
3	UN Social Summit (Doha)		4-6 Nov
3	UNFCCC COP 30 (Belem)		10-21 Nov
3	Analyse feasibility of involving 6-7 prominent persons		12/2025



WP4 – REPORT DRAFTING

TASKS

- A.** Prepare the version 1 of the draft Culture Goal, with essential supporting text (May-June 2025).
- B.** Prepare an accessible brochure with key outcomes, rationale and arguments, but leaving out unnecessary detail and emphasizing WHY a Culture Goal matters as much as what the draft contains (May-June 2025).
- C.** Prepare an analytical paper addressing all aspects of the campaign and its work, including reporting on process, survey feedback etc. (May-June 2025).

The three documents are closely connected and cover to a large extent the same subject matter. Nonetheless, they should be distinguished as they have different audiences and related communication and dissemination processes, and call upon the resources of the Campaign in different ways. Specifically, task C is essentially the responsibility of the international consultant, whereas tasks A and B require significant engagement by the Steering Committee. Furthermore, task B will benefit from technical in-kind support from the Campaign members most familiar with such documents, including graphic design and infographics.

In order to meet the deadline, each document will go through three drafts: a first rough draft pulling together content and ideas from analysis of the consultation outcomes, as well as survey analysis (if conducted), in the first week of May; a second draft, taking account inter alia of Steering Committee input on the first draft as well as additional consultations with wider partners, in the last week of May ; and a third draft submitted for final Steering Committee approval on or around 15 June. The timeline may be adjusted to match UNESCO’s own deadline for distribution of documentation in connection with Mondiacult 2025, which may offer important dissemination opportunities relevant to WP5.

NUMBER	TITLE	START DATE	END DATE
4	Reportin drafting	5/2025	6/2025
4	Initial skeleton of the three documents.	1 May	15 June
4	Doc 1. The version 1 of the draft Culture Goal, with essential supporting text.		



NUMBER	TITLE	START DATE	END DATE
4	Doc 2. An accessible brochure with key outcomes, rationale and arguments.		
4	Doc 3. Analytical paper addressing all aspects of the campaign and its work, including reporting on process, survey feedback etc		
4	Layout of document	15 June	30 June



WP5 – COMMUNICATION AND DISSEMINATION

TASKS

- A. Ensuring that the campaign (including specific events/processes) is visible and recognized within the culture sector, as well as in the UNESCO and UN spaces. It will be important to ensure social media coordination, clear branding, regular outputs, and strong multilingualism... (January-December 2025).
- B. Ensuring that documents are effectively disseminated both in a targeted way (which means prior identification of key targets based on other WPs) and with broad general accessibility (July-August 2025).
- C. Ensuring that Mondiacult presence and outcomes are well planned, promoted and disseminated, not least to create the conditions for subsequent phases of work (September-October 2025).

Communication and dissemination are essential to the success of the Campaign, and will require significant in-kind support (already committed) from Steering Committee members. In order to ensure coherence, effectiveness and a steady dynamic, a specific communications plan is being developed, and will involve both dedicated pages on the website with relevant and engaging content, and subsequent activities and coordination in order to share information and coordinate actions. This will enable WP5 to benefit from activities under all other WPs and at the same time to contribute to their success.

NUMBER	TITLE	START DATE	END DATE
5	Communication & dissemination	1/2025	12/2025
5	Release of this document		31 Jan
5	Special Agora meeting	21 May	21 May
5	HLPF		July
5	Mondiacult 2025		Sep
5	After Mondiacult		Nov



ANNEX BACKGROUND

During the process of creation and adoption of the UN 2030 Agenda and the SDGs, several cultural global networks campaigned, under the banner '[The Future We Want Includes Culture](#)', for the inclusion of one specific Goal devoted to Culture, and the integration of cultural aspects across the SDGs. In the context of this #Culture2015goal campaign, 4 documents were produced: a [Manifesto – Proposal for a Goal](#) (September 2013), a [Declaration on the inclusion of culture in the 2030 Agenda](#) (May 2014), a [proposal of indicators for measuring the cultural aspects of the SDGs](#) (February 2015), and a [Communiqué on the final 2030 Agenda](#) (September 2015) which highlighted “progress made” but also noticed that “important steps remain ahead”.

In the context of the Covid-19 pandemic, the #Culture2030goal campaign released on 20 April 2020 a Statement entitled “[Ensuring culture fulfils its potential in responding to the COVID-19 pandemic](#)”, which was [officially launched](#) on 21 May 2020, on the occasion of the World Day for Cultural Diversity for Dialogue and Development. The Statement has been [endorsed by the President of the United Nations General Assembly](#) and signed by more than 280 individuals and organisations worldwide.

The campaign has published two analytical (and critical) reports on the cultural dimension of the implementation of the 2030 Agenda: “[Culture in the Implementation of the 2030 Agenda](#)”, analysing the National Voluntary Reviews, in 2019, and “[Culture in the Localization of the SDGs: An Analysis of the Voluntary Local Reviews \(VLRs\)](#)”, in 2021. The campaign has also promoted several discussions in the context of the [2020](#) and [2021](#) United Nations High-Level Political Fora (HLPF).

In 2021, the campaign published its [strategic vision](#). The campaign wants a stronger place for culture throughout the implementation of the current UN 2030 Agenda, the adoption of an explicit Goal for Culture in the Post-2030 Development Agenda, and the adoption of an ambitious and comprehensive Global Agenda for Culture.

In 2022, in the context of the UNESCO Global Conference on Cultural Policies organised in Mexico City, Mondiacult 2022, the campaign launched a [Zerodraft of a future Culture Goal](#), and welcomed the undertaking in the Final Declaration of the Conference to integrate a specific Culture Goal in the post-2030 development agenda, with the Statement “[Commitment to an explicit culture goal in MONDIACULT Declaration welcome: now is the time to deliver](#)”.



In 2023, we have seen five key high-level, cross-governmental declarations that recognise the need for an explicit culture goal.

- | First of all, on 23 August 2023, the leaders of the [BRICS group](#) committed to integrate culture into their national development policies as a driver and an enabler for the achievement of the SDGs.
- | Second, on 9-10 September 2023, G20 heads of state and government released their [G20 Leaders Declaration](#) including a whole heading on culture as a transformative driver of the SDGs. In particular, they called to advance the inclusion of culture as a standalone Goal in future discussions on a possible post-2030 development agenda.
- | Third, all UN Member States, meeting at the [SDG Summit](#) on 18 September 2023, reaffirmed the role of culture as an enabler of sustainable development, contributing to more effective and sustainable development policies and measures at all levels.
- | The Ministers of Culture of the European Union adopted the [Caceres Declaration](#) on 26 September 2023, committing to work for culture to be recognised in and of itself as a new sustainable development goal.
- | The UCLG Culture Summit, on 30 November 2023, in the [Dublin Statement](#) reaffirmed the commitment of cities and local and regional governments in favour of a Culture Goal.

Together, these declarations point to a strong and positive trend in favour of substantial efforts to integrate culture into development agendas. The Culture2030Goal campaign and its members stand ready to accelerate work in this area, working in partnership with relevant actors at all levels. The campaign also looks forward to seeing a meaningful place for culture in the preparations for the UN Summit of the Future in 2024, and in ongoing cross-governmental work programmes around the achievement of the 2030 Agenda.



I **Arterial Network**
Web: www.arterialafrica.org



I **Culture Action Europe**
Web: www.cultureactioneurope.org



I **ICOMOS - International Council on Monuments and Sites**
Web: www.icomos.org



I **IFCCD - International Federation of Coalitions for Cultural Diversity**
Web: www.ficdc.org



I **IFLA - International Federation of Library Associations and Institutions**
Web: www.ifla.org



I **IMC - International Music Council**
Web: www.imc-cim.org



I **UCLG (United Cities and Local Governments) Culture Committee - Agenda 21 for culture**
Web: www.agenda21culture.net



Culture 2030 Goal Campaign:
Contact: info@culture2030goal.net
www.culture2030goal.net

#CULTURE2030GOAL