

**MINISTRY OF CULTURE OF THE REPUBLIC OF INDONESIA**  
**TERMS OF REFERENCE (TOR)**  
**Culture, Heritage, Art, Narrative, Diplomacy and Innovation (CHANDI) SUMMIT 2025**  
**03-05 September, Bali, Indonesia**

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## **I. BACKGROUND**

Culture is not only a foundational pillar of national development but also a vital instrument of soft power that strengthens international relations and fosters mutual understanding among nations. Far beyond a legacy of the past, culture serves as a dynamic and transformative force for an inclusive, creative, and sustainable future on a global scale. Culture shapes our worldview, nurtures identity, and provides the ethical and philosophical foundations upon which societies build resilience. It fosters critical thinking, empathy, and solidarity, qualities essential for navigating the challenges of an increasingly interconnected and complex world. Through culture, nations express their values, engage in dialogue, and find common ground, even amid diversity and difference.

Economically, culture contributes significantly through the creative and cultural industries, which generate jobs, drive innovation, and foster entrepreneurship, particularly for youth and women. Culturally rooted economies often reinforce social cohesion and local pride while offering global audiences access to diverse expressions of human creativity. From an ecological perspective, cultural practices, especially those anchored in local wisdom, offer time-tested models of living in harmony with nature. These practices provide valuable insights into sustainable resource management, biodiversity conservation, and climate adaptation, all of which are increasingly relevant in the face of environmental crises.

In the digital era, culture is also evolving rapidly, shaping how societies engage with technology, communicate values, and redefine identity in virtual spaces. Preserving cultural integrity while embracing innovation is one of the most pressing cultural policy challenges of our time. As such, investing in culture is not an act of nostalgia—it is a strategic decision to equip societies with the moral imagination, creative capacity, and social cohesion needed to confront the future. Culture is both a compass and a catalyst. It enables us to envision new possibilities and mobilise collective action toward a just, peaceful, and sustainable world.

In Indonesia, the advancement of culture is both a constitutional mandate and a national priority. This commitment is further embodied in the vision of “**Golden Indonesia 2045**,” which aspires to forge a just and prosperous society rooted in harmony with nature, cultural richness, and religious tolerance. Central to this vision is the celebration of Indonesia’s diverse local wisdom and heritage, which contributes to a broader global agenda that values intercultural dialogue and diversity as essential drivers of sustainable development and peace.

As part of its strategic commitment to strengthening Indonesia’s presence on the global stage, the Ministry of Culture is advancing cultural diplomacy as a key instrument of international

engagement, harnessing the power of the arts, language, and heritage to foster mutual understanding, deepen cross-cultural dialogue, and promote shared progress. This approach reflects a deep conviction that local traditions and indigenous wisdom, when thoughtfully integrated into global cultural discourse, offer valuable perspectives and innovative solutions to contemporary challenges.

In pursuit of these goals, the **Ministry of Culture of the Republic of Indonesia** will convene the **Culture, Heritage, Art, Narrative, Diplomacy and Innovation (CHANDI) SUMMIT 2025** from **3 to 5 September 2025 in Bali**. This global forum will provide a distinctive platform for dialogue, collaboration, and innovation within the cultural sector, bringing together world leaders, policymakers, scholars, artists, and cultural practitioners. Under the theme “**Culture for the Future**,” the summit will emphasise the role of culture as a unifying force that bridges local wisdom with global priorities, addressing the complexities of the 21st century through sustainable development, peacebuilding, and the celebration of diversity.

The CHANDI SUMMIT 2025 is a strategic moment to reimagine how culture—rooted in local traditions yet open to global exchange—can drive a future marked by innovation, inclusiveness, and enduring peace.

## **II. OBJECTIVES:**

1. **The Role of Culture in Shaping the Future:** the CHANDI SUMMIT 2025 aims to discuss strategies for preserving, adapting, and innovating cultural expressions to remain relevant in a dynamic world by formulating new approaches and involving the younger generation as agents of change through their innovation and creativity.
2. **Cultural Diplomacy as a Tool for Peace & Development:** The CHANDI SUMMIT 2025 aims to bring together ministers of culture, international organizations, and cross-sector stakeholders to develop cultural diplomacy strategies to support conflict resolution and achieve sustainable development.
3. **Innovation & Digital Transformation in Cultural Heritage:** The CHANDI SUMMIT 2025 will highlight the role of new technologies such as artificial intelligence (AI), virtual reality (VR), and blockchain in supporting the preservation of cultural assets and expanding public access, including for future generations.
4. **Sustainability & Cultural Heritage Conservation** CHANDI SUMMIT 2025 will be a strategic platform to explore the integration of cultural policy and sustainability agenda. This forum will feature cross-sector and cross-country dialogue on community-based conservation approaches, through the preservation of cultural sites and practices carried out through the active involvement of local communities.
5. **Strengthening the Global Cultural Economy:** The CHANDI SUMMIT 2025 aims to be a strategic forum to strengthen the synergy between culture, economy, and entrepreneurship. One of the main focuses of this summit is the empowerment of cultural actors and creative entrepreneurs through policy dialogue, exchange of good practices, and strengthening access to funding, business training, and technology. Through a community-based approach and social innovation, CHANDI Summit 2025 will encourage the development of an inclusive and sustainable creative cultural economy ecosystem—both at the local, national, and international levels.

### III. EVENT DATE/VENUE

**Date: 03-05 September 2025**

**Venue:**

- **The Meru Sanur, Bali**
- **Bali Beach Convention Centre**
- **Universitas Udayana / ISI Denpasar Bali**

### IV. AGENDA AND DISCUSSION THEMES OF THE ACTIVITIES

Under the theme “Culture for the Future” of the CHANDI SUMMIT 2025, will take place for three (3) days from September 3 to September 5, 2025. The following is a detailed description of the agenda and activities:

*Provisional Agenda*

CHANDI SUMMIT 2025 WELCOMING DINNER MINISTERIAL 2 SEPTEMBER 2025   BALI BEACH LAWN AREA	
TIME	AGENDA
17.00 - 18.00	Registration
18.00 - 18.10	Balinese Parade
18.10 - 18.15	Opening
18.15 - 18.30	Welcome Speech <b>Dr. Fadli Zon   Minister of Culture of the Republic of Indonesia</b>
18.30 - 19.25	Dinner accompanied by live Rindik music
19.25 - 19.55	Kecak performance
19.55 - 20.00	Closing
CHANDI SUMMIT 2025 DAY 1 : OPENING AND MINISTERIAL SUMMIT 3 SEPTEMBER 2025   BALI BEACH CONVENTION SANUR	
TIME	AGENDA
08.00 - 08.55	Registration
09.00 - 09.05	Balinese Welcome Dance
09.05 - 09.10	Opening
09.10 - 09.20	Chairman's Report <b>Prof. Bambang Wibawarta   Secretary General of the Ministry of Culture of the Republic of Indonesia</b>
09.20 - 09.35	Welcome Speech <b>Dr. Fadli Zon   Minister of Culture of the Republic of Indonesia</b>
09.35 - 09.50	Art Performance: Sound of Nusantara
09.50 - 10.35	Keynote Speech

	<b>Prabowo Subianto   President of the Republic of Indonesia</b>
10.35 - 10.45	Opening Ceremony of CHANDI SUMMIT 2025
10.45 - 11.00	Photo Session of All Ministers at the Bali Beach Convention Pre-Function Area
11.00 - 11.05	The President and all Ministers proceed to the opening function
11.05 - 11.10	Balinese Dance
11.10 - 11.40	Keynote Address <i>Culture as the Key to Future Global Sustainability</i> <b>Jacques Attali   Economist, Philosopher and Futurist (*TBC)</b>
11.40 - 12.10	Keynote Address <i>The Role of Youth in Fostering Peace Through Culture</i>
12.10-12.15	<b>Conclusion of the Opening Session</b>
12.15-13.15	<b>Lunch</b>
13.00- 17.00	<b>MINISTERIAL SUMMIT</b> <ul style="list-style-type: none"> <li>• Opening Statement by the Minister of Culture of the Republic of Indonesia</li> <li>• Country Statement</li> <li>• Bali Cultural Declaration</li> <li>• Closing Statement by the Minister of Culture of the Republic of Indonesia</li> </ul>
*15.30-16.00 <i>Coffee Break</i>	
14.00 - 16.00	<b>Panel Discussion 1:</b> Reclaiming History, Restoring Justice: International Cooperation for Repatriation and the Fight Against Illicit Trafficking of Cultural Objects  <b>Panel Discussion 2:</b> Traditional Knowledge and Local Practices in Building Resilient and Inclusive Societies in the Post-2030 World  <b>Panel Discussion 3:</b> Financing the Future of Culture: Unlocking Investment for Preservation and Innovation  <b>Panel Discussion 4:</b> Responding the Climate Risks to Heritage and Fostering Culture-Based Climate Action
*15.30-16.00 <i>Coffee Break</i>	
17.00 - 19.00	<b>Break for Gala Dinner Preparation</b>
19.00 - 20.00	<b>Gala Dinner</b>
20.00 - 22.00	Music Performance by: <i>Andi Rianto Band with Judika, Lesti Kejora, Niki, Joey Alexander, Michael Anthony Kwok, Ahmad Dhani, Melly Goeslaw, Once Mekel (TBC)</i>
<b>CHANDI SUMMIT 2025</b> <b>GALA DINNER AND MUSICAL PERFORMANCE</b> <b>3 SEPTEMBER 2025   BALI BEACH CONVENTION SANUR</b>	

TIME	AGENDA
18.30 - 20.00	Registration by Kiosk (badge meeting pass mandatory)
19.30 - 20.00	Door Open
20.00 - 20.05	Opening
20.05 - 20.15	Speech <b>Dr. Fadli Zon   Minister of Culture of the Republic of Indonesia</b>
20.15 - 21.55	Music Performance by: <i>Andi Rianto Band with Judika, Lesti Kejora, Niki, Joey Alexander, Michael Anthony Kwok, Ahmad Dhani, Melly Goeslaw, and Once Mekel (*TBC)</i>
21.55 - 22.00	Closing

**CHANDI SUMMIT 2025**  
**DAY 2 : CHANDI PLENARY**  
**4 SEPTEMBER 2025 | BALI BEACH CONVENTION SANUR**

TIME	AGENDA
08.00 - 09.00	Registration
09.00 - 12.00	<b>CHANDI PLENARY</b>
09.00 - 10.45	<b>PLENARY 1: Culture for the Future: Heritage, Identity, and Innovation</b> Keynote Speech: <b>Hashim S. Djojohadikusumo   Chairman of the Board of Trustees of Indonesian Heritage Agency (*TBC)</b> <i>(15 minutes)</i> Q&A Session
10.45 - 12.30	<b>PLENARY 2: Tradition Meets Modernity: The Power of Culture to Build Bridges Across Nations and Promote Global Cultural Leadership</b> Keynote Speech: <b>Sheikha Al Mayassa bint Hamad bin Khalifa Al Thani   Chairperson of Qatar Museums, Doha Film Institute, Reach Out to Asia and Qatar Leadership Centre (*TBC)</b> <i>(15 minutes)</i> Q&A Session
12.30 - 13.30	Lunch
13.30 - 15.00	<b>PLENARY 3 : Youth Panel</b> Keynote Speech: <b>Student from Green School Bali “Culture, Sustainability and the Future”</b> <i>(15 minutes)</i>  Youth representatives Q&A Session
15.00 - 15.30	Conclusion and Closing

15.30 - 16.00	Coffee Break, Transfer Parallel Session
16.00 - 17.30	Workshops on Cultural Heritage (parallel session) <ul style="list-style-type: none"> <li>• Workshop Batik Making</li> <li>• Workshop Traditional Dance</li> <li>• Workshop Wood Preservation</li> <li>• Workshop Keris Making (Javanese Traditional Dagger)</li> <li>• Workshop Making Indonesian Traditional Mask</li> </ul>
17.00 - 19.00	Break
19.00	Networking Event: Dangdut on The Beach
<b>CHANDI SUMMIT 2025</b> <b>DAY 3 : COLLABORATIVE PROJECTS AND STUDY VISITS</b> <b>4 SEPTEMBER 2025   BALI BEACH CONVENTION SANUR</b>	
TIME	AGENDA
09.00 - 11.30	<b>Workshop at ISI Bali:</b> “Future of Intangible Cultural Heritage” Involvement of UNESCO and academics to discuss the preservation of non physical cultural assets (music, dance, cuisine, and rituals)
	<b>Workshop at Udayana University Bali:</b> “Digital Heritage & AI for Culture” Exploring AI technology for documenting and digitizing cultural heritage
11.30 - 13.00	Lunch at ISI Bali
	Lunch at Udayana University
<b>STUDY VISIT &amp; FUTURE COLLABORATION PROJECTS</b> <i>Afternoon Session</i>	
14.00 - 17.00	From ISI Bali, participants may choose a study visit to either Green School Bali or Penglipuran Village
	From Udayana University, participants may choose a study visit to either Green School Bali or Penglipuran Village
17.00	Back to the Bali Beach Convention Hotel by The Meru, Sanur
	End of Program

## V. PARTICIPANTS

CHANDI Summit 2025 will be attended by all Ministers and policy makers of friendly countries in charge of cultural affairs, as well as other relevant stakeholders such as international organizations, scholars, academics, artists, and cultural practitioners.

## VI. EXPECTED OUTCOMES

- **Policy Recommendations for Global Cultural Governance** – Reports and action plans submitted to international bodies such as UNESCO, ASEAN, and the UN.
- **International Collaborative Initiatives** – Agreements on culture, museums, and academic partnerships.
- **Sustainable Culture-based Business Models** – Encourage innovation in the cultural economy by connecting creative entrepreneurs with investors and policymakers.
- **Technology Solutions for Cultural Preservation** – Artificial Intelligence-based tools or platforms and blockchain technology to document and protect cultural heritage.
- **Public Awareness & Engagement** – Encourage active community involvement in efforts to preserve and promote cultural heritage.

## VII. CLOSING

The **CHANDI SUMMIT 2025** represents a key initiative by the Government of the Republic of Indonesia—particularly the **Ministry of Culture**—to protect, preserve, and harness culture as a vital national asset that can significantly contribute to transformative progress across the economic, social, and environmental dimensions of development.

This global forum is expected to culminate in the adoption of the **Bali Cultural Declaration 2025**, a landmark document that will serve as a strategic reference for shaping policies and collaborative actions aimed at strengthening the cultural ecosystem at both national and international levels. The declaration will embody a collective commitment to elevating culture as a central pillar in building a more inclusive, peaceful, and sustainable world.