

Partnership and cooperation programmes and activities jointly implemented by ISESCO, as well as Arab, Islamic and international organizations, and civil society institutions, have shown positive results both in number and quality. A significant number of the activities scheduled under the Organization's previous action plans have been carried out in cooperation with these institutions. ISESCO benefited from the top quality experience of these partners to develop its working mechanisms and improve its executive methods. Thanks to its reputation for professionalism, credibility and seriousness on the international scene, ISESCO has managed to steadily expand the scope of its partnership with cooperating parties by signing cooperation agreements and joint action programmes with leading regional and international organizations with shared interests. In cooperation with these parties, the Organization convened international conferences and symposia and brought to fruition important development projects. These activities had the greatest impact not only in terms of ISESCO's presence on regional and international planes, but also in terms of its effective contribution to driving progress in education, science, culture and communication in the Member States.

Further cooperation was initiated with Islamic and international funding institutions and donors in order to create technical and material complementarity between these institutions' financial capacities and ISESCO's technical expertise in such a way as to ensure optimal benefits for Member States from the projects and programmes implemented within this framework.

The Organization has dedicated utmost efforts to developing cooperation with civil society institutions and their various components, considering the increasingly important role these bodies play in community development and in fulfilling the objectives of ISESCO and its civilizational mission. Cooperation with these bodies focused on issues related to mutually identified priorities, most importantly those of sustainable development, human rights, the alliance of civilizations and Education For All (EFA).

Given the vast network of cooperation parties that the Organization has managed to weave over the past years, and in consideration of the outstanding cooperation outcome under the previous successive action plans, and in a bid to better structure this partnership and monitor its mechanisms for effective implementation, the cooperation roadmap will be redrawn to incorporate two projects: **the first** dedicated to consolidating cooperation and partnership with governmental and non-governmental organizations as well as funding and donating parties, including Islamic, African, European and UN systems, and **the second** focused on enhancing the developmental potential of humanitarian work in the Islamic world.

This new repartition will facilitate coordination at the time of formulation and of implementation of joint programmes with these systems. It will also make it possible to embody the complementarity achieved on the ground with the cooperating non-governmental bodies within a unified and more holistic approach.

Improving cooperation ties between ISESCO and its national, regional and international partners requires a holistic vision that is aimed at the rapprochement of common development priorities, the standardization of field work procedures and the coordination of strategic positions on the current challenges and developments experienced by Member States, particularly foreign occupation, Islamophobia, human rights, good governance, EFA and sustainable development. Accordingly, the Directorate of External Relations and Cooperation will take due consideration of these issues when developing the guiding principles of partnership with regional and international organizations and non-governmental bodies. Cooperation ties will be centered on two main areas of priority:

- **Consolidating cooperation and partnership with governmental and non-governmental organizations and bodies, financial institutions and donating parties.**
- **Enhancing the developmental potential of humanitarian work in the Islamic world, through the following two projects:**
 1. **Project on consolidating cooperation with governmental and non-governmental organizations and bodies.**
 2. **Project on consolidating cooperation with civil society institutions and promoting humanitarian action.**

1. Project on consolidating cooperation with governmental and non-governmental organizations and bodies

General framework:

Under its previous action plans, ISESCO signed over 200 cooperation agreements and MoU with regional and international organizations, governmental and non-governmental bodies, financial institutions and donors. It convened dozens of joint committees and coordination meetings with these cooperating parties to come to agreement on future cooperation programmes, evaluate these programmes and examine the procedural aspects inherent to their implementation. ISESCO was also keen to weave ties with specialized bodies operating on the international scene in areas falling within its ambit. A number of conferences and symposia, alongside a series of development-oriented projects with tangible positive impact for the Member States, were conducted jointly with these institutions, though without a binding cooperation agreement.

This collaboration has made it possible to secure key additional financial resources for the Organization, which resulted in a drop in expenditure on the said programmes and projects. It also benefited from the rich experience of a number of cooperating organizations, which enabled it to assert the presence of the Islamic world on the international scene, make the voice of Member States heard and reach out to the world civil society to introduce them to the true image of Islam and Muslims.

Under the first project, ISESCO will strive to consolidate the cooperation bases existing with its network of effective partners, and engage in a serious search for new ones to keep pace with the Member States' ever renewable needs, especially in light of the regional and international developments that have been unfolding over the past years. This exercise will involve the conclusion of new cooperation agreements and programmes, the convening of bilateral and multilateral coordination meetings, and the participation in, and where necessary sponsoring of, conferences, symposia and relevant international forums. In this vein, strong emphasis will be laid on meeting Member States' priority developmental needs through the consolidation of efforts on the ground, the adoption of strategic approaches, and by bringing into play the weight of the institutional dimension to develop Member States' national policies in various sectors, promote good governance, encourage best practices, and promote leading and innovative initiatives that could provide a strong impetus for development action.

The Organization will strive to ensure that the output of this cooperation and its implementation mechanisms come in the form of integrated programmes and projects that address fundamental issues and propose radical and effective solutions, in the full respect of strict timeframes and in coordination with the beneficiaries, implementing parties and partners. This new vision of cooperation is based on quality and assessment indicators and criteria aimed at gauging the impact of these programmes and projects on the ground,

instead of the quantitative considerations and figure-based measurement criteria that used to focus on the number of activities and expenditures without being able to confirm the actual impact of these actions and their tangible benefits for the Member States.

Objectives:

- To promote cooperation and partnership with governmental and non-governmental organizations and bodies.
- To secure additional financial resources for the Organization.
- To implement joint projects and programmes.
- To share expertise and experience in areas of common interest.

Areas of intervention:

- Promoting cooperation and partnership with governmental organizations and bodies.
- Promoting cooperation and partnership with non-governmental organizations and bodies.

Total budget:

US\$ 766,444.00

Area of intervention 1: promoting cooperation and partnership with governmental organizations and bodies

In its earlier action plans, ISESCO has attached great importance to cooperation with governmental organizations, whether national, regional or international, carrying out a large number of joint programmes and projects, both within Member States and beyond, and participating in the most important conferences and forums held by these institutions. As well as being development-oriented, through projects that directly and tangibly benefit Member States, cooperation in this area focused on the strategic dimension needed for the advancement of joint Islamic action and the promotion of the Islamic world's active role on the international scene.

The Directorate will coordinate with other relevant directorates at the Organization as well as with official authorities in Member States to develop the projects and programmes to be presented to the relevant governmental institutions. In this regard, ISESCO will also endeavor to boost the role of National Commissions in order to identify the development priorities and needs of Member States.

Expected outcome: broadening the scope of cooperation with governmental organizations and increasing the number of partners

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing the legal and procedural framework for cooperation with governmental organizations. • Developing coordination and consultative mechanisms with governmental organizations. • Promoting output and strategic executive platforms for cooperation with governmental organizations. 	<ul style="list-style-type: none"> • Concluding cooperation agreements and new programmes of action with major governmental organizations with similar fields of competence. • Convening meetings of joint committees and coordination meetings with existing partners to agree on the cooperation programmes scheduled for the Action Plan's duration. • Promoting key development initiatives. • Agreeing with partners on participation in important international forums and gatherings.

Area of intervention 2: promoting cooperation and partnership with non-governmental organizations and bodies

The practical roles played by civil society institutions are constantly evolving and the scope of their development responsibilities is expanding, making them indispensable, strategic partners in policy formulation, project implementation and national decision-making. ISESCO has anticipated the growing importance of civil society institutions many years ago and promoted partnership with them accordingly, ensuring that they benefit from training programmes, supporting their equipment with the necessary work tools, and involving them in the implementation of educational, scientific and cultural activities.

ISESCO took growing interest in cooperation with the private sector, be it through the organization of major international conferences, forums and exhibitions, or through partnerships in supporting and sponsoring specialized programmes of common interest. ISESCO will endeavor through this action line to consolidate this trend which represents one of the new dimensions of its cooperation policy aimed at guaranteeing a constructive complementarity with the previous action line dealing with cooperation with governmental organizations. In this regard, ISESCO will sign more cooperation agreements and programmes of action and will continue to hold joint committees and coordination meetings with NGOs and the private sector. Joint training programmes will also be implemented with the aim of enhancing the capacities of the human capital of civil society organizations and boosting their role in the national, regional and international development action. Contact will be intensified with private sector institutions to sensitize them to the need to become involved in the Organization's specialized projects for the benefit of the Member States, and the importance of investing in the human capital, in knowledge infrastructures and in sustainable technologies for sustainable development.

Expected outcome: enhancing the contribution of NGOs and the private sector in the Organization's programmes

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none">• Providing a legal and procedural framework for cooperation with NGOs, civil society institutions and the private sector.• Reinforcing mechanisms of coordination and consultation with civil society institutions to serve sustainable development causes.• Encouraging private sector participation in the development programmes of Member States.	<ul style="list-style-type: none">• Concluding cooperation agreements and new programmes of action with major NGOs, civil society institutions and the private sector.• Co-organizing, sponsoring and development of specialized national, regional and international forums of civil society institutions to serve sustainable development causes.• Supporting implementation of a number of programmes and development projects for the benefit of Member States in cooperation with the private sector.

2. Project on consolidating cooperation with civil society institutions and promoting humanitarian action

General framework:

The teachings of Islam encourage all forms of charity and giving, starting by making *Zakat* one of the five pillars of Islam, and emphasizing the values of philanthropy, charity, solidarity and *Takaful*. These teachings also laid down financial and accounting systems that are based on foundations of social justice and secure funding mechanisms, and far removed from the speculations and risky ventures that most theories and experiences, as well as the international economic crisis experienced these past years, have proven to be fragile and even a hazard for the future of institutions, individuals and society. Inspired by these teachings and values, and in a bid to develop joint Islamic action and boost its role in the development process in general, and as part of its drive to consolidate the new orientations of its cooperation policy, ISESCO will **endeavor to encourage the channeling of the efforts of charities and the humanitarian initiatives of individual philanthropists and donors in the Islamic world towards sponsoring development projects, contributing to financing programmes that sustainably benefit the needy and supporting productivity practices.**

To serve these noble teachings and values, many organizations and bodies have emerged in the Islamic world which are sponsored and led by people motivated by their desire to protect the Ummah's interests and causes and who dedicate their time, effort and money to this endeavor. Adding to the importance and vitality of these institutions is the fact that most of the regions experiencing special circumstances, conflicts and natural disasters are found in the Islamic world, and more specifically in Al Quds and elsewhere in Palestine, in Afghanistan, in Iraq and Somalia, and in Syria and Mali.

Although the social circumstances in these countries require urgent humanitarian relief to cater to some basic needs, attention should nonetheless be given to providing the necessary educational services, protecting heritage, cultural landmarks and ecosystems, all of which are specific development issues that complement the daily and immediate aid provided to communities in need.

In view of the special relationships that the Organization entertains with a large number of humanitarian and charitable NGOs, and keeping in mind the need to improve the mechanisms of coordination with these bodies and specialized institutions, whether Arab, Islamic or international, ISESCO will strive, under this action line, to establish links with the most prominent of these organizations and to come to agreement with them on the programmes and projects likely to boost the services already provided and expand the scope of engagement in the field **through the incorporation of educational, scientific, cultural and communication activities to benefit target groups.** In addition to these joint projects, ISESCO will focus in its cooperation with these bodies on the holistic vision of joint Islamic humanitarian action, by organizing meetings and joint committees and holding a

regular general forum where participants can discuss the major challenges facing them, propose practical solutions and reach consensus on joint projects. **ISESCO will also draw up a draft strategy for specialized Islamic humanitarian action** and put together a model executive plan to help these institutions in their work and serve as a framework for the action of ISESCO and other specialized organizations regarding related partnership projects. Thus, cooperation with these parties will not be limited to the use of their financial resources and field experience, but it will ensure that these bodies mutually draw benefit from the expertise of ISESCO, its vision of development and its formal relationship with official national institutions within the Member States.

Objectives:

- To bolster the efforts of charities and humanitarian institutions along with individual initiatives to development-focused areas in favor of Member States.
- To sponsor and support developmental and humanitarian projects in favor of Member States and Muslim societies experiencing special circumstances. .

Areas of intervention:

- Enhancing ISESCO's role in the area of joint Islamic humanitarian work.
- Fostering and coordinating educational, scientific and cultural services in Member States and Islamic societies with special conditions.

Total budget:

US\$ 766,444.00

Area of intervention 1: enhancing ISESCO's role in the area of joint Islamic humanitarian work

Under this line of action, ISESCO will endeavor to consolidate partnership with humanitarian and charity institutions in order to bring about a **complementarity between the response to urgent needs which is the mainstay of these institutions' action, and the sustainable services that ISESCO provides** as a specialized institution focusing on development issues, through supporting education, science, culture and communication.

To this end, joint committees and coordination meetings will be held with these organizations to agree on joint programmes and projects that respond the best to the priorities of stakeholders in their social, educational and cultural dimensions. ISESCO will also organize a forum every three years, to be attended by major charity institutions in order to assess achievements, identify urgent needs, carefully plan pre-emptive humanitarian action, and coordinate the allocation of tasks and obligations. In the same vein, ISESCO will prepare a draft strategy (along with its executive mechanisms) for the development of joint Islamic humanitarian action, and will intensify contact with official national authorities in the Member States concerned, especially the ministries of endowment, in order to set in

motion mechanisms of consultation and coordination between these ministries and discuss the means and ways of benefitting from their resources and expertise.

In order to translate these guidelines into effective field initiatives that will serve as inspiration in the future in linking up humanitarian action and specialized work, ISESCO jointly with King Khalid Foundation will establish an orphan welfare institution of the Islamic world as a contribution to improving the rates of schooling, reducing dropout and combating child labor, as well as other social and economic goals that enhance the humanitarian dimension of orphan welfare.

Expected outcome: establishing implementation and coordination mechanisms for enhancing the developmental potential of joint Islamic humanitarian work

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing the legal and procedural framework for cooperation with humanitarian and charity institutions. • Consolidating mechanisms of coordination and consultation with humanitarian and charity institutions. • Ensuring the availability of reference instruments to integrate development dimensions in joint Islamic humanitarian action. • Encouraging partnership initiatives in the humanitarian and development fields. 	<ul style="list-style-type: none"> • Concluding cooperation agreements and new programmes of action with key humanitarian and charity institutions. • Organizing coordination meetings of charity institutions and official meetings of national authorities in charge of endowments in Member States. • Preparing a draft strategy for joint Islamic humanitarian action, its mechanisms of implementation and other relevant studies, researches and reports. • Establishing an institution for orphans and encouraging their integration within the educational system.

Area of intervention 2: consolidating and coordinating ISESCO's educational, scientific and cultural activities in Member States and Muslim societies with special conditions

Through the programmes scheduled by its relevant directorates, ISESCO will direct its efforts to consolidating and coordinating educational, scientific and cultural activities in Member States and Muslim societies experiencing exceptional circumstances such as Afghanistan, Iraq, Somalia, Syria and Mali.

ISESCO will coordinate its initiatives with official authorities in these countries and cooperate with the relevant organizations to provide the financial resources and human expertise necessary to enhance the services provided and preserve the cultural and environmental specificities of these regions. ISESCO will approach competent authorities in the targeted countries to provide it with information on their priorities and pressing needs in order to include them in its annual action plans and programmes.

Expected outcome: improving the performance of educational, scientific and cultural institutions in Member States with special conditions

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Consolidating coordination and consultation with national, regional and international stakeholders about institutions in Member States and Muslim societies experiencing exceptional circumstances. 	<ul style="list-style-type: none"> • Providing the financial and technical support earmarked by programming directorates to improve the services they render on the ground. • Organizing coordination meetings with specialized organizations on modalities of providing further support to educational, scientific, cultural and communication institutions in Member States and in Muslim societies experiencing special circumstances.

Off-budget Specialized Projects

The policy pursued to date in fostering cooperation with Arab, Islamic and international organizations has produced substantial results. Through these cooperation efforts, the Organization has built up an extensive partnership network which has considerably contributed to expanding its institutional reach and boosting its record of achievement within the Member States and beyond.

Under the previous action plans, the General Directorate has focused on fostering bilateral and, sometimes, multilateral cooperation with its partners as part of the approved annual programmes and budget and through joint funding of programmes. This methodology has contributed to reducing the financial cost for implementation of activities and programmes, thus doubling their number and enhancing the level of their implementation. However, the timeframes for adoption of the annual programme schedule and budget in the Organization which does not match with those of external partners have always disrupted the implementation of programmes and the budgets allocated at the beginning of each year. In addition, scheduled programmes are not properly controlled as their number is continuously changing following joint meetings with the other organizations and bodies which are held throughout the year.

It should also be mentioned that the terms set by a number of major international institutions for implementing such programmes no longer match with the procedures provided for by ISESCO's administrative and financial regulations.

Against this backdrop, and in a bid to diversify and improve partnership forms and tools, the Organization has included within this Plan what is called **off-budget specialized projects**. These are characterized by a comprehensive approach in addressing relevant issues, an extensive geographical coverage of benefiting parties, flexibility in implementation procedures and easy control of administrative and financial procedures.

ISESCO has actually initiated coordination with a number of Arab, Islamic and international organizations to identify the major areas falling within the scope of these specialized projects, with the view to agree upon their implementation mechanisms and setting their relevant budgets, based on specific measures complying with the administrative and financial procedures of each party.

Though the list of fields and projects to be selected will not be restrictive, and considering that this is the first plan to include such projects, the data provided below seek to outline the general features and objectives of these projects. Their final structure will be established in agreement with the partners concerned.

In the field of education, these projects will focus on promoting all kinds and levels of traditional education, stepping up Member States' efforts to achieve the Education for All goals by 2015, and reducing illiteracy and dropout rates. They will also give special attention to developing modern technology applications in the field of education in general. With regard to the field of science, major projects will be devised with the aim of promoting the use of renewable and environment-friendly energy solutions, setting up networks for researchers in science and innovation, managing water resources, enhancing national policies dealing with youth issues, and supporting small income-generating projects, particularly for the youth and women.

Regarding the area of culture, in view of the special care the Organization is devoting to the preservation of tangible and intangible heritage, these projects will seek to step up national and international efforts to preserve the various components of this heritage, particularly the heritage in danger of disappearing, and train human resources working in cultural industries considering the direct development role they play. Furthermore, in continuation of its efforts in dialogue of cultures and alliance of civilizations, ISESCO will design integrated projects aimed at enhancing the presence of the Muslim world in relevant international initiatives, introducing the true image of Islam and Muslims, and highlighting Muslims' contribution to entrenching the culture of justice, peace and security.

As for communication, modern written and audio-visual technology will be optimally used to enhance the status of Islamic civilization in the international arena, publish Muslims' major past and present achievements in education, science and culture, and create virtual platforms and electronic networks to facilitate exchange of expertise and experiences among outstanding researchers in the Muslim world.