



Islamic Educational, Scientific
and Cultural Organization

ISESCO



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Ministry of Culture and Tourism
of the Republic of Azerbaijan

Executive 36 Council 36th Session

Baku, Republic of Azerbaijan

11-12 Safar 1437H / 23-24 November 2015

**Three-Year Action Plan and Budget for
2016-2018**

EC 36

Item 3.1 of the Agenda



**Islamic Educational, Scientific and Cultural Organization
(ISESCO)**

Executive Council / 36th Session

**Baku – Republic of Azerbaijan
11-12 Safar 1437 A.H. / 23-24 November 2015**

Document on Item 3.1 of the Agenda: (Three-Year Action Plan and Budget for 2016-2018)

Introductory note:

This item was placed on the 36th Executive Council's draft agenda, in accordance with Article (12-III), paragraph (c), of the Charter, and Article (20), paragraph (c), of the Executive Council's Rules of Procedure.

The 35th Executive Council examined the broad lines of the three-year action plan (2016-2018) and took a decision (attached herewith under No. EC 35/2014/D.3.1) whereby the Director General was mandated to prepare the draft three-year action plan and budget for 2016-2018 and present it to the 36th Executive Council for consideration and adoption before submission to the 12th General Conference for approval.

This document is a joint document of the 36th Executive Council (EC 36/2015/3.1) and the 12th General Conference (GC 12/2015/3.1).

The document is presented to the honourable Council for consideration and decision, before submission to the 12th General Conference for approval.



**Islamic Educational, Scientific and Cultural Organization
(ISESCO)**

Executive Council / 35th Session

**Headquarters - Rabat, Kingdom of Morocco
25 Sha'aban 1435 A.H. / 23 June 2014**

Decision on Item 3.1 of the Agenda:

**(Broad Lines of the Draft Three-Year Action Plan
for 2016-2018)**

The Executive Council,

- In accordance with Article (12, III), paragraph (c), of the Charter,
- In accordance with Article (20), paragraph (c), of its Rules of Procedure,
- Having considered Document No. (EC 35/2014/3.1),
- Considering the deliberations which have taken place and the views and observations put forward by its members,

Decides what follows:

- 1. Adopts** the Broad Lines of the Draft Three-Year Action Plan and Budget for 2016-2018, taking into account the observations by its members.
- 2. Mandates** the Director General to take the necessary measures to prepare the draft three-year action plan and budget for 2016-2018, based on the plan's broad lines, the medium-term plan (2010-2018) and the relevant decisions, recommendations and reference material, and taking into account the Member States' needs and priorities.
- 3. Thanks** the Director General and his assistants for their efforts to prepare this project.

The fast-paced changes unfolding on the Arab, Islamic and international scenes and their direct and indirect repercussions on the fields of action of organizations operating in the educational, scientific, cultural and communication areas, such as ISESCO, dictate a new visualization of this Organization's action plan for the next three years (2016-2018), both in form and content. This new vision will ensure the interaction of this action plan and its activities with all these variables and its response, in a more precise and effective way, to the pressing needs of Member States.

The insightful and proactive dimension of the guidelines and contents of ISESCO's Medium-Term 2010-2018 Action Plan (of which the coming 2016-2018 action plan represents the third and last link) has helped read the implications of all those developments, thus confirming the plan's importance as a focal point of reference that defines ISESCO's action in the coming years alongside the Organization's other more constant references. These include ISESCO's objectives as laid out in its Charter, its sector-focused strategies, the decisions of its supreme constitutional bodies, its specialized ministerial conferences, the internal and external evaluation reports on the outcome and field impact of its implemented activities, programmes and projects.

The outcome of our analysis of the current regional and international scene, and our projections of how the situation will evolve in the coming few years, have led us at the General Directorate of ISESCO to adopt a new approach to the Organization's Action Plan for 2016-2018 of which we have already presented the broad lines at the 35th session of our Executive Council. Back then, we identified within the framework of this draft action plan, three strategic objectives for ISESCO's action in the coming three-year period. The first one will be “**mobilizing the youth for joint Islamic action and sustainable development**”. The second strategic objective will focus on “**promoting quality, governance and equality of opportunity in Member States' education, science, culture and communication policies**”. As for the third strategic objective, emphasis will be placed on “**the promotion of human rights culture and respect for otherness towards social peace and coexistence**”. These objectives overlap and seek to sustain Member States' efforts in addressing various challenges and achieving development.

To achieve these strategic objectives over the coming three years, we have **chosen a limited number of priorities**. This should enable us to totally focus our efforts on coping with the rapidly unfolding changes and addressing the educational, scientific,

cultural and communication challenges inherent to these changes, and to achieve the desired results on the ground as opposed to scattering efforts on multiple fronts, a situation that often leads to modest results and a poor effect.

All relevant directorates and divisions at ISESCO have endeavored to adhere to this new approach and, after study and discussions, each has selected **two, or at the most three, sector-specific priorities**. The same principle was applied in identifying a **limited number of projects** stemming from those priorities. This confirms a trend towards implementing unifying projects that can make the desired impact on the ground. Thus, these projects spelt out the specific objectives, the outcome, the targeted beneficiaries and the cooperating parties, **with focus on the areas of involvement that can achieve these objectives**. The activities and programmes scheduled under these projects follow an integrated approach combining quality with content were also complementary in genre and contents and are staggered chronologically from the first to the third year of the Action Plan, a configuration that can only enhance their effectiveness and their impact on the ground.

For the **Education Directorate**, and given the commitment of the international community, including the Islamic world, to fulfilling the Millennium Development Goals related to education and literacy for the post-2015 period, **action will be focused on two sector-specific priorities: “Renewal of Member States’ Educational Policies towards a Transition from Teaching to Learning” and “Enhancing the Role of Education in Development and Coexistence”**. This will translate into seven projects, namely:

- Project on the developmental approach to literacy and non-formal education programmes.
- Project on the development of technical and vocational education to strengthen youth employment opportunities.
- Project on pre-school education development.
- Project on developing original education and promoting the Arabic language position in the Islamic environment.
- Project on information and communication technology at the service of education.
- Project on strengthening youth educational roles in fostering coexistence and addressing contemporary international issues.
- Project on promoting joint education action to develop educational systems in the Member States.

For the **Directorate of Science**, and since its structure covers the sectors of humanities and social sciences, **three sector-specific priorities** were identified: **“Gearing Science Output to achieve Socio-economic Gains”**, **“Science-based Effort to Conserve Biodiversity and Natural Resources”**, and **“Activating the Role of Human and Social Sciences in Promoting Peace and Social Cohesion”**. Six projects will be implemented under these priorities:

- Project on Sustainable Scientific Development Eco-System.
- Project on Technological Innovations for Sustainable Socio-Economic Development.
- Project on Modernization of Science Education to Address Future Needs.
- Project on Sustainable Natural Resource Management.
- Project on Promoting Environmental Governance.
- Project on Social Transformations toward Building Cohesive and Prosperous Societies.

ISESCO Center for Promotion of Scientific Research (ICPSR) was brought to bear, through its programmes, in achieving the first strategic objective outlined for the action plan: namely, mobilizing the youth for joint Islamic action and sustainable development. To this end, focus will be placed on two projects:

- Project on Supporting STI Research Strategies.
- Project on Promoting Knowledge Transfer-based Research and Development for Greater Youth Employability.

At the **Directorate of Culture and Communication**, three sector-specific priorities were identified, namely: **“Promotion of cultural diversity, reinforcement of cultural rights and intercultural dialogue, and preservation of heritage within the cultural policies of Member States”**, **“Strengthening cultural roles of the civil society’s different social classes towards the achievement of sustainable development in the Islamic world”**, and **“Promoting the right to information, and the professional and legal treatment of stereotypes of Islam and Muslims in the media”**. Five projects will be implemented under these priorities:

- Project on protection of civilizational heritage, cultural plurality and coexistence within and the mechanisms of cultural exchange and cultural mediation.
- Project on addressing youth, childhood and women issues in the Islamic world.
- Project on promoting greater access to information and the right to responsible expression in the information and communication sector.
- Project on a professional and legal approach to mutual stereotyping in the media.
- Project on transcribing the languages of Muslim peoples in the Quranic Script (QS).

In terms of **giving body to the partnership and cooperation with Arab, Islamic and international organizations, civil society institutions and national commissions** during the next three years, **it was decided that this endeavor would espouse a perspective that strengthens the important and positive achievements of the cooperation policy adopted by the General Directorate under the Organization’s successive action plans and where the outputs of cooperation and its executive mechanisms translate into integrated programmes and projects that address fundamental issues and propose radical and effective solutions**, within set

timeframes, in coordination with the beneficiaries and executive and cooperating parties, and based on quality criteria and assessment indicators that properly assess the impact on the ground of these programmes and projects. In this regard, two projects will be implemented:

- Project on consolidating cooperation with governmental and non-governmental organizations and bodies.
- Project on consolidating cooperation with civil society institutions and promoting humanitarian work.

As for developing the action of the **Centre for Planning, Information and Documentation (CPID)**, two priorities will be tackled namely, improving methods of strategic planning, follow-up and evaluation of ISESCO's activities through continuous training; and working towards integration into the knowledge society and addressing ICT challenges. These priorities will be carried out through three projects:

- Project on boosting the capacities of the human resources working in the fields of planning, follow-up and evaluation, and providing data and statistics in the Organization's fields of action.
- Project on promoting the use of information and communication technologies to develop the action of ISESCO and the competent parties in Member States.
- Project on strengthening the capacities of ISESCO's human resources and provide electronic and computer equipment used in printing, documentation, publishing, and distribution.

True to our commitment, we have also **strengthened our planning approach, building it around adopting projects as opposed to scattered small-scale activities**, while being aware of the points of integration and intersection between some of these projects. This will enhance our approach to the activities and programmes scheduled under these projects as inter-sector activities and programmes.

In a bid to enhance ISESCO's permanent duties, in its being a house of expertise, an incubator of thoughts and concepts and an entity for capacity-building and policy guidance in Member States in education, science, culture and communication; and true to our avowed commitment to **increase the number of regional and sub-regional training programmes and meetings of experts, to prepare studies, reports and guidebooks to provide more academic and practical reference documents** and working tools to researchers, experts and trainees and to harness electronic media to this end, the information contained in the indicators measuring the desired outcome of activities over the next three years, shows that **over 230 regional and sub-regional training sessions will be implemented thanks to the technical resources and professional expertise provided by ISESCO's regional centers in training of teachers of Islamic education and Arabic language for foreigners, supervisors and developers of literacy programmes and staff specialized in techniques of media, communication and audiovisual and multimedia production, and education in**

human rights and the culture of peace and dialogue. Also planned are **the preparation of 130 research works, studies and reports, guidebooks and teaching aids, the organization of 125 meetings of experts and specialized seminars, and the increasing of the number of activities that boost ISESCO chairs** in existence or the creation of new ones. The same applies to the **already existing or to be created ISESCO prizes that encourage creativity and innovation among the youth** in science and technology, scientific research, entrepreneurship and harnessing arts and literature to serve modern issues and the society. The same measurement indicators reveal an increasing interest in **intensifying actions undertaken in cooperation with civil society organizations and focused on the youth, women and children** with a view to training them to meet the requirements of the labour market, raising them on the respect for the values of citizenship, dialogue and the love of work and its quality, enabling them to enjoy their cultural, social, economic and political rights, and **addressing gender issues in a context of equality in rights and duties between men and women.**

On the other hand, and as pledged, the **number of conferences, seminars and international and regional forums was reduced to 40** which include the **Islamic ministerial conferences convened by ISESCO in the fields of higher education and research, culture, childhood and the environment,** the annual meetings of the Consultative Council in charge of the Implementation of the Cultural Strategy for the Islamic World, the Consultative Council in charge of the Implementation of the Strategy for Science, Technology and Innovation in Islamic Countries, the Supreme Consultative Council for Bringing Islamic Madhahib Closer Together, and the Supreme Council of Education and Culture for Muslims outside the Islamic World.

In view of the fact that a number of the National Commissions benefited by the expertise provided by ISESCO to renew their policies related to the Organization's fields of competence, additional emphasis is placed under the new action plan on **strengthening ISESCO's role in providing expertise and technical advice to the authorities in charge of developing national educational, scientific, cultural and communication policies,** in extending the subsidies necessary for the implementation of local activities, especially in terms of training human resources and building professional capacities, and in granting scholarships for scientific research projects. **About 350 activities have been dedicated to covering the needs meeting the set objectives.**

With regard to the **development of monitoring, follow-up and evaluation mechanisms,** we have adopted the same new mechanisms we used under the ending action plan and which proved their efficiency. The objective and outcome-based planning methodology, **the desired results, limited in number, well defined in scope in content and timeframe, as well as in measurability thanks to performance and measurement indicators, will enable us to follow up on the implementation of the new action plan's activities and conduct a more accurate evaluation of their impact.**

In terms of **giving body to the partnership and cooperation with Arab, Islamic and international organizations, civil society institutions and national commissions** during the next three years, it was decided that this endeavor would espouse **a perspective where the important and positive achievements of the cooperation policy adopted by the General Directorate over the Organization's successive action plans are consolidated and the outputs of cooperation and its executive mechanisms translate into integrated programmes and projects that address fundamental issues and propose radical and effective solutions**, within set timeframes, in coordination with the beneficiaries and executive and cooperating parties, and based on quality criteria and assessment indicators that properly assess the impact on the ground of these programmes and projects.

This perspective should also enable us to foster complementarity with governmental organizations and cooperate with them through more comprehensive and effective mechanisms, as well as interact with non-governmental institutions, civil society organizations and the private sector in ways that take account of their specificity, aspirations and ever renewing roles. This will also enable us to lay bridges between these two categories of cooperating parties and draw maximum benefit from their experience and performance in serving Member States and fulfilling the Organization's objectives and its civilizational mission.

With regard to the 2016-2018 budget, the Organization forged ahead with the strategic orientation developed over its previous plans and which provides for the **allocation of no less than two-thirds of the entire budget for programmes, while the remaining third goes to cover various administrative expenses**. The Organization made sure to keep abreast of financial developments and to take note of economic factors, whether local ones such as the **annual inflation rate and cost of living increases in the seat country and host countries of ISESCO's regional offices**, or at the international ones, and the **rising costs of general services such as printing and publishing, technical supplies air tickets and accommodation** when calculating the field costs associated with the implementation of programmes and financial management.

Also included in the present action plan are the Organization's new financial estimates of major programmes such as the Islamic ministerial conferences of which the organization was assigned to ISESCO by previous Islamic Summit Conference meetings and the OIC Council of Foreign Ministers. Under the current action plan, the **Islamic conference of education ministers will be added along with effective participation in the Islamic conference of ministers in charge of youth**, to be held in collaboration with the Islamic Solidarity Sports Federation, and with the **Islamic conference of endowments (Awqaf) ministers**.

Added to these major programmes are others that are no less important or strategic for the Organization and for its growing role on the international scene. These include the **alliance of civilizations**, the **fight against extremism**, the **international environmental summits**, and the **Education for All conferences**. The Organization had earmarked part of its estimated funds to these activities under its current action plan.

In light of these data, and compared with the previous action plan, there will be no increase at all in the budget of the new action plan 2016-2018.

Thus, **and out of the new budget which amounts to US\$ 45,210,498, the amount of US\$ 38,867,787, i.e. 86%, has been earmarked for programmes, while only US\$ 6,342,711 allocated to cover operating costs, equipment and administrative staff.** The high percentage allocated to programmes reflects the keenness of the General Directorate to ensure that Member States benefit optimally from the Organization's activities and secure all that is essential for serving the developmental objectives of these countries. It also stems from a strong desire to rationalize expenditure and reduce administrative expenses to the bare minimum.

Overall Summary of the Draft Three-Year Budget for 2016-2018

Chapter One: General Policy	Programmes	Salaries	Total budget	%
1.1- Cabinet Directorate and Director General's office	570,000.00	2,642,170.00	3,212,170.00	7,10
1.2- Office of the Deputy Director General	260,000.00	655,680.00	915,680.00	2,03
1.3- Secretariat of the Executive Council, the General Conference and Specialized Ministerial Conferences	1,620,000.00	991,170.00	2,611,170.00	5,77
Total	2,450,000.00	4,289,020.00	6,739,020.00	15

Chapter Two: Programmes	Programmes	Salaries	Total budget	%
2.1- Education Directorate	7,000,120.00	1,540,434.00	8,540,554.00	18,89
2.2- Science Directorate	7,126,293.00	1,219,361.00	8,345,654.00	18,46
2.3- Culture and Communication Directorate	7,000,217.00	1,890,434.00	8,890,651.00	19,67
2.4- External Relations and Cooperation Directorate	2,484,841.00	1,015,113.00	3,499,954.00	7,74
2.5- ISESCO Centre for Promotion of Scientific Research (ICPSR)	436,293.00	265,500.00	701,793.00	1,55
2.6- Centre for Planning, Information and Documentation (CPID)	793,422.00	2,058,532.00	2,851,954.00	6,31
Total	24,404,893.00	7,723,874.00	32,128,767.00	71

Sub-Total 1 (Programmes + Salaries)	26,854,893.00	12,012,894.00	38,867,787.00	86
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Chapter Three: Joint Expenses	Total expenses	Salaries	Total budget	%
3.1- Operation	2,941,875.00		2,941,875.00	6,50
3.2- Equipment	600,000.00		600,000.00	1,30
3.3- Expertise exchange and administrative staff expenses	60,000.00	2,740,836.00	2,800,836.00	6,20
Sub-Total 2 (Operating Expenses + Salaries)	3,601,875.00	2,740,836.00	6,342,711.00	14

Grand total (Programmes + Operating Expenses + Salaries)	30,456,768.00	14,753,730.00	45,210,498.00	100
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Chapter One

1- General Policy

1.1- Directorate of the Cabinet

As part of its tasks outlined in the organizational chart of ISESCO's General Directorate, the Directorate of the Cabinet will follow up on the issues that are submitted to the Director General and about which he took decisions whose implementation requires internal and external consultation and coordination. The Directorate will also supervise the organizational arrangements for the Director General's activities inside and outside the seat country.

In a bid to extend ISESCO's intellectual reach and publicize its activities, and as part of the tasks assigned to the Information Division (reporting to this Directorate), other issues of **ISESCO's quarterly newsletter** will be released, and the research papers and studies that tackle educational, scientific and cultural subjects will be published, either in the yearly journal "**Islam Today**" or in "**On the Civilizational Edifice of the Islamic World**" volumes, which include the most important academic and scholarly papers presented in specialized symposia and conferences, along with the addresses, papers and studies made by the Director General. In this regard, the Directorate will seek to benefit from modern electronic and audio-visual technologies to develop its media activities and facilitate dissemination of introductory information and reference materials to the largest extent and with the lowest cost.

The Directorate will also step up its efforts in providing the necessary legal expertise and technical counseling on the Organization's general management and its relation with the staff members and partners.

In addition, the Directorate will seek to develop the action of ISESCO's Regional Offices and Delegations, with a special focus on finding innovative mechanisms for benefiting from ISESCO's Goodwill Ambassadors in publicizing the Organization and disseminating its objectives in such a way as not to require considerable expenditure from the Organization, considering the great stature of these ambassadors and the special arrangements that are required to ensure their participation in the Organization's activities.

The Directorate of the Cabinet will perform its tasks as part of the two following areas of involvement:

Area of involvement 1: Promoting internal coordination and boosting external communication among ISESCO's organs.

Area of involvement 2: Extending ISESCO's intellectual and media reach inside and outside Member States.

Details of Financial Items

Directorate of the Cabinet (salaries and allowances)

Items	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Basic salaries	118,544.00	124,200.00	130,026.00	372,770.00
Related expenses	31,034.00	33,407.00	30,861.00	95,302.00
Social security	27,346.00	28,233.00	29,153.00	84,732.00
New posts	23,750.00	24,462.00	25,196.00	73,408.00
Total (US\$)	200,674.00	210,302.00	215,236.00	626,212.00

Details of Financial Items

Director General's Office, Studies and Activities (salaries and allowances)

Items	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Basic salaries	428,350.00	432,300.00	434,240.00	1,294,890.00
Related expenses	138,555.00	146,511.00	148,822.00	433,888.00
Social security	61,895.00	62,420.00	62,865.00	187,180.00
New posts	35,000.00	35,000.00	30,000.00	100,000.00
Total (US\$)	663,800.00	676,231.00	675,927.00	2,015,958.00

Details of Financial Items

1.2- Deputy Director General's Office (salaries and allowances)

Items	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Basic salaries	135,790.00	137,037.00	139,608.00	412,435.00
Related expenses	53,033.00	55,457.00	57,519.00	166,009.00
Social security	16,870.00	17,110.00	17,544.00	51,524.00
New posts	8,300.00	8,425.00	8,987.00	25,712.00
Total (US\$)	213,993.00	218,029.00	223,658.00	655,680.00

1.3- Secretariat of the Executive Council, General Conference and Specialized Ministerial Conferences

Pursuant to the proposal formulated by the General Directorate in the Action Plan 2013-2015, and approved by the 11th session of the General Conference, concerning the extension of the powers of the General Secretariat of the Executive Council, General Conference and Specialized Ministerial Conferences of ISESCO, as to encompass the programmes and activities of the national commissions, the Secretariat's action under the Action Plan for 2016-2018 will be focused on **supervising the organization of the respective sessions of the Executive Council and General Conference**, along with their ad hoc committees, including the Financial Control Committee, in accordance with the internal regulations of these constitutional bodies of ISESCO. Meanwhile, the Secretariat will, in coordination with the directorates concerned, carry out **the secretariat tasks of the Islamic ministerial conferences of ISESCO**, namely the Islamic Conference of Ministers of Higher Education and Scientific Research, the Islamic Conference of Culture Ministers, the Islamic Conference of Environment Ministers, the Islamic Conference of the Ministers in Charge of Childhood, and the Islamic Conference of Education Ministers.

Within the framework of the national commissions' activities, ISESCO will **upgrade their human resources' skills, promote their working tools, support exchange of expertise and experiences among them**, and encourage partnership between them and the national institutions and bodies operating in the fields of education, culture and science in their respective countries. It will also hold training sessions for the commissions' staff to improve their skills in the administrative and financial fields, and will extend support to the commissions to acquire office and electronic equipment. Likewise, working visits to ISESCO headquarters and to the headquarters of Member States' national commissions will be organized for the new secretaries general of the national commissions and for their staff. Besides, support will be extended to the regular activities implemented by these commissions under their annual action plans.

In addition, as part of promoting cooperation relations with the Member States, working visits will be arranged for the Director General to a number of Member States, in coordination with the national commissions, so as for him to meet with senior officials of the countries concerned and determine with them the needs of their educational, scientific and cultural institutions.

These actions will be implemented through the following two projects:

- 1. Project on upgrading the skills of the national commissions' human resources while upholding and developing their working tools.**
- 2. Project on strengthening ISESCO's cooperation and partnership with the national commissions, the specialized organizations and civil society institutions.**

1. Project on upgrading the skills of the national commissions' human resources while upholding and developing their working tools

General framework:

ISESCO is aware of the vital role national commissions play in overseeing the activities and facilitating its communication with the relevant government departments and civil society bodies and organizations. Meanwhile, the evaluation reports underscore the importance of the trainings conducted for the staff of the national commissions in achieving the sought goals, and highlight the need to multiply and diversify them so that they comprise new ITCs. Accordingly, emphasis will be placed, within the framework of this project, on implementing programmes focused on the training of these commissions' staff in the use of the latest advanced computer and technological tools, so as to upgrade their skills, capacities and experience in a way that allows them to perform their tasks to the best of standards.

In line with its commitment to strengthening the working tools of the national commissions, ISESCO will continue to provide modern office, communication and computer equipment to the national commissions with the greatest needs in this regard, in order to help them improve their action and facilitate communication between them and the Organization for the implementation of their joint programmes. Part of this support will concern the development of the commissions' specialized libraries and departments, as well as their audiovisual units.

Objectives:

- To train officials of the national commissions in the use of the latest computer and technological resources used in administrative and financial management, and strengthen their professional capacities.
- To develop the national commissions' working tools, and strengthen their communication and management capacities.
- To strengthen relations with the Member States.

Areas of involvement:

- Enhancing the professional capacities of the national commissions' staff.
- Developing the national commissions' capacities.

Partners:

- Similar international and regional organizations.
- Training centers in the Member States.

Total budget:

US\$ 250,000.00

Area of involvement 1: enhancing the professional capacities of the national commissions' staff

In this area, ISESCO will continue to hold training sessions for the staff of the national commissions on ICT, administration and documentation, and public relations among others, in such a way as to help them perform their duties effectively.

Expected outcome: professional capacities of the national commissions' staff enhanced

Performance indicators	Measurement indicators
<ul style="list-style-type: none"> • Building capacities of the national commissions' staff. 	<ul style="list-style-type: none"> • Experts assigned with conducting national training sessions at the national commissions. • 3 regional training sessions held for the benefit of the national commissions' staff. • 9 national training sessions held for the benefit of the respective staff of the national commissions and the ministries concerned with ISESCO's activities.

Area of involvement 2: developing the national commissions' capacities

In this area, ISESCO will seek to meet the growing needs of the national commissions and the competent parties in the Member States for strengthening their capacities and improving their working means. This will be carried out by providing the largest number possible of these commissions with modern computer and communication equipment, while supplying more commissions with internet connection, and developing the libraries, computer divisions and audiovisual units of several others.

Expected outcome: computer and communication equipment provided to the national commissions

Performance indicators	Measurement indicators
<ul style="list-style-type: none"> • Provision of modern computer and office equipment. • Supporting the setting-up of workstations and audiovisual units at the national commissions. 	<ul style="list-style-type: none"> • 30 national commissions supported. • 15 national commissions supported.

2. Project on strengthening ISESCO's cooperation and partnership with the national commissions, specialized organizations and civil society institutions

General framework:

In accordance with the resolutions and decisions of its General Conference and Executive Council, and with the recommendations of the conferences and meetings of the national commissions, which call for enhanced cooperation, partnership and interaction with the national commissions, and being committed to the necessary materialization of the said decisions, resolutions and recommendations, ISESCO will, as part of this project, expand the programme concerning the organization of visits to its headquarters for the new secretaries general of the national commissions and for their staff. This will give them a first-hand idea about the Organization's operating methods and achievements, and about its directorates, centers and divisions, while offering them the opportunity to establish contacts with its officials and staff, which is likely to facilitate the co-implementation of joint activities and programmes in the best conditions. ISESCO will also support the programme concerning the exchange of visits between officials of the national commissions in such a way as to promote successful experience sharing. Communication with the national commissions will be increased to publicize the objectives and achievements of ISESCO, by providing the these commissions with the outcomes of the meetings of the Executive Council, the General Conference and the specialized ministerial conferences, along with the Organization's publications.

Furthermore, in a bid to meet the recurrent applications submitted by the secretaries general of the national commissions, the General Directorate has decided to schedule, under this plan, **a regular meeting of the secretaries general of the Member States' national commissions** to be held in tandem with the General Conference or the Executive Council, in order to strengthen consultation and coordination with the national commissions on all aspects of the Organization's operating methods and implementation of its activities and programmes, while publicizing its actions in the Member States.

ISESCO will also continue to encourage partnership and cooperation between the national commissions and with civil society organizations, parliamentarians and elected municipal and rural bodies. It will also support the establishment of ISESCO-affiliated schools and clubs and encourage support for the national commissions to implement programmes dedicated to dialogue among cultures and civilizations and to the promotion of a fair portrayal of the Other in textbooks in the West and in the Islamic world, within the framework of the Task Force of National Commissions for UNESCO for Euro-Arab Dialogue. The organization of ISESCO, UNESCO, ALECSO and ABEGS Open Days, in the presence of the Member States' national commissions, will also offer an opportunity to publicize the activities carried out by these organizations in the Member States, as well to promote cooperation and establish new partnerships between them for the implementation of more activities and programmes for the benefit of the Member States.

Objectives:

- To ensure a better understanding of ISESCO, its administration and its working mechanisms among the national commissions' staff.
- To consolidate and develop cooperation and partnership between ISESCO and the national commissions;
- To take stock of and learn from the experiences and projects of similar organizations.
- To encourage the creation of ISESCO-affiliated schools and clubs.
- To strengthen cooperation between ISESCO and the national commissions, civil society institutions, parliaments, NGOs and elected municipal and rural bodies;
- To support the activities of ISESCO and the national commissions within the framework of the Task Force of National commissions for UNESCO for Euro-Arab Dialogue.

Areas of involvement:

- Participation of the national commissions in international and regional conferences and meetings.
- Visits by the national commissions' new secretaries general and their assistants to ISESCO headquarters of and to other national commissions.
- Strengthening relations with Member States and holding the regular meeting of the secretaries general of the national commissions.

Partners:

- Similar regional and international organizations and institutions.
- Civil society institutions;
- Parliaments and elected municipal and rural bodies

Total budget:

US\$ 250,000.00

Area of involvement 1: participation of the national commissions in international and regional conferences and meetings

In this area, ISESCO will seek to strengthen partnership, cooperation and mechanisms of coordination with similar organizations to achieve common goals, through participation in most meetings and conferences held by UNESCO, ALECSO and ABEGS for their respective national commissions, as well as in those held for the European National commissions, members of the Task Force of National commissions for UNESCO for Euro-Arab Dialogue. It will also take part in the regional consultative meetings held by these organizations to review their draft future action plans. Similarly, the organization of the Open Days of these organizations will offer a unique opportunity to coordinate stances and efforts and strengthen partnership and cooperation in such a

way as to achieve the objectives of the Member States in the areas of education, science and culture, ensure integration and coordination of their actions, and avoid redundancy and superfluous spending.

Expected outcome: cooperation and partnership with similar international organizations enhanced for the benefit of the national commissions

Performance indicators	Measurement indicators
<ul style="list-style-type: none"> • Strengthening partnership and cooperation with UNESCO, ALECSO and ABEGS for the benefit of the national commissions. • Capitalizing on the consultations and meetings held by UNESCO for its national commissions to review its draft plan and budget. • Promoting a better awareness of specialized and similar organizations operating in education, science, culture and communication. 	<ul style="list-style-type: none"> • National commissions' participation in 3 international conferences. • Participation in 3 regional consultation meetings. • 3 events held to promote a better awareness of similar organizations (UNESCO, ALECSO and ABEGS.)

Area of involvement 2: visits by the national commissions' new secretaries general and their assistants to ISESCO headquarters and to other national commissions

In this regard, ISESCO will extend invitations to the new secretaries general of the national commissions and to some assistants of theirs to visit ISESCO headquarters in order to develop direct relations between the two parties, ensure greater cooperation, take stock of the Organization's action plans, projects and activities and coordinate with them with regard to their implementation, follow-up and evaluation. ISESCO will also continue to extend financial support to fund the programmes devoted to the exchange of visits between the national commissions' staff in order to mutually benefit from their respective experiences and leading projects and to strengthen the bonds of cooperation between them.

Expected outcome: stronger cooperation relations and expertise sharing among the national commissions

Performance indicators	Measurement indicators
<ul style="list-style-type: none"> • Organizing working visits to ISESCO headquarters for the secretaries general of the national commissions and their assistants. • Supporting exchange of visits between the national commissions' staff. 	<ul style="list-style-type: none"> • Regular meeting of the secretaries general of the Member States' national commissions and competent parties in the Member States held. • 12 visits to the national commissions funded.

Area of involvement 3: strengthening relations with Member States and holding the regular meeting of the secretaries general of the national commissions

Action in this area will concern holding a triennial meeting of the national commissions' general secretaries on the occasion of the General Conference or the Executive Council of ISESCO. This meeting will provide an opportunity for the national commissions, ISESCO

and specialized international and regional institutions to strengthen their cooperation and partnership and to discuss issues of education, culture and science, in addition to assessing the implementation of ISESCO's activities in the countries concerned and presenting suggestions for developing their implementation mechanisms.

Moreover, in coordination with the Cabinet Directorate and other directorates concerned, working visits will be organized for the Director General of ISESCO to Member States to meet with their senior officials and supervise on the ground the activities implemented by the Organization. Such visits will also allow for developing an informed outlook on the situation of educational, scientific and cultural institutions of these countries, as well as for defining their needs and priorities, visiting the headquarters of the national commissions, providing them with the necessary support to properly perform their roles, and holding on-site meetings of the joint commissions of ISESCO and its partners. In the same vein, ISESCO will extend support to the international and regional meetings and conferences organized by the national commissions in its areas of competence, in cooperation with the parliamentary committees, NGOs and elected councils of the Member States; the ultimate aim being to increase these circles' understanding of ISESCO, its mission and its activities and accordingly expand its outreach and its pool of partners.

Within the framework of its objectives and strategic guidelines, in particular those aimed at promoting a global image of Islam as a tolerant religion and redressing stereotypes about cultures and civilizations, ISESCO will financially and technically support joint activities involving two or more national commissions.

Expected outcome: strengthening cooperation and partnership with Member States and between national commissions, civil society institutions, parliamentarians as well as local and rural councils

Performance indicators	Measurement indicators
<ul style="list-style-type: none"> • Strengthening cooperation and partnership between ISESCO and the national commissions. • Organizing visits for the Director General to ISESCO Member States. • Supporting programmes of cooperation between the national commissions and ad hoc parliamentary committees concerned with ISESCO's activities. • Promoting the role of civil society organizations in increasing awareness of ISESCO's mission, goals and programmes. 	<ul style="list-style-type: none"> • Regular meeting of the secretaries general of the Member States' national commissions and competent parties in the Member States held. • Working visit to 15 national commissions. • Working visit made to 15 national commissions and 3 regional meetings supported. • 3 regional meetings supported and organized.

National Commissions Programmes

Projects	Budget	Total budget of the Secretariat
1- Project on Upgrading the Skills of the National Commissions' Human Resources while Upholding and Developing their Working Tools	250,000.00	500,000.00
2- Project on Strengthening ISESCO's Cooperation and Partnership with the National commissions, the Specialized Organizations and Civil Society institutions	250,000.00	

Details of Financial Items

Secretariat of the Executive Council, General Conference and specialized ministerial conferences (salaries and allowances)

Item	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Basic salaries	235,473.00	237,919.00	240,175.00	713,567.00
Related expenses	61,194.00	61,741.00	62,229.00	185,164.00
Social security	20,406.00	21,517.00	31,804.00	73,727.00
New posts	6,084.00	6,236.00	6,392.00	18,712.00
Total (US\$)	323,157.00	327,413.00	340,600.00	991,170.00

2.1 Education Directorate

All resolutions, decisions and recommendations issued by ISESCO's General Conference and Executive Council during the lapsed years of the Organization's Mid-Term Plan (2010-2018) as well as the Islamic declarations, reference and strategic documents adopted by the Islamic ministerial conferences of higher education and scientific research, childhood, the environment and culture, unanimously considered that **the success of Member States' national plans in different productive and development sectors is conditional on the progress made in upgrading their educational systems. It also hinges on the availability of skilled workforce and the technical and financial resources allocated to enable these systems to accomplish its main role of achieving sustainable development.**

In parallel, reports, statistical surveys, and different assessment studies released during recent years by specialized regional and international bodies and institutions indicate that the pace of reform in the education sector of many ISESCO Member States, albeit registering a relative improvement, remains by and large slow and ailing, particularly in light of the engagements taken towards the implementation of objectives, programmes and frameworks for action they had adopted, such as **the Dakar Framework for Action to achieve the Education For All goals issued by the World Education Forum held in Dakar (2000), the The OIC Ten-Year Programme of Action (2016-2025), the Belem Framework for Action issued by the Sixth International Conference on Adult Education (2009), the Moscow Framework for Action and Cooperation on Early Childhood Care and Education (2010), and the United Nations Conference on Sustainable Development, Rio +20 (2012).**

To catch up with the significant backlog that prevented the achievement of the desired progress in implementing these engagements within the set deadlines, there is an urgent need **to formulate educational policies which prioritize quality education, good governance, equality of opportunity and youth mobilization in order to effectively contribute to development efforts, reduce local and regional tensions, lay the foundations of coexistence and strengthen openness to the other through equal dialogue and mutual respect.** These requirements were confirmed by the **Global Meeting on Education for All (2014 GEM) held in the Sultanate of Oman, the World Education Forum held in South Korea (2015) and the United Nations post-2015 Sustainable Development Agenda.** It also calls for intensifying coordination among Member States and consolidating exchanges in all educational spheres **through the mechanisms of joint Islamic educational action set by ISESCO,** which would enable Member States to benefit from expertise and successful experiences at the Islamic and international levels.

To this end, ISESCO has set two main sector-specific priorities in its new education plan. These are **“Renewal of Member States’ Educational Policies towards a Transition from Teaching to Learning”** and **“Enhancing the Role of Education in Development and Coexistence”**. The choice of these two priorities for the education three-year action plan (2016-2018) comes no doubt as part of the **sector-based activation of the three major strategic goals** in ISESCO’s new action plan, which are **“Mobilizing the youth for joint Islamic action and sustainable development”**, **“Promoting quality, governance and equality of opportunity in Member States’ education, science, culture and communication policies”**, and **“the promotion of human rights culture and respect for otherness towards social peace and coexistence”**. This choice also confirms ISESCO’s eagerness to **couple continuity with innovation**, inasmuch as continuity is based on the close link between the two said priorities with the two priorities of the previous Action Plan (2013-2015). In this vein, the Organization will pursue its efforts in the areas of **literacy, girls and women’s education, educational planning and development, educational staff training, introduction of good governance and quality in education, and integration of original education into the process of sustainable development**. As far as innovation is concerned, importance should be attached to the concepts of learning and entrepreneurship, which constitute the cornerstone of the school of tomorrow and the knowledge society. **Such concepts must be inculcated in learners**, towards a transition from teaching and shaping mindsets to creativity. Renewal also appears in the link the new plan establishes between development requirements and coexistence-related issues, laying emphasis on **programmes that boost youth involvement**, through integrating such issues as dialogue, peace, human rights and citizenship into curricula, from the kindergarten to the university. These should be looked at as equivalent to environment, health and population education when addressing the community’s development issues.

Equally important, innovation resides in adopting a methodology that consists in **implementing only integrated programmes** with clearly-set goals, areas of involvement and expected outcomes, instead of widely- scattered programmes and activities. In this context, seven priority educational projects were chosen to be implemented during the 2016-2018 period, namely:

- 1. Project on the developmental approach to literacy and non-formal education programmes.**
- 2. Project on the development of technical and vocational education to strengthen youth employment opportunities.**
- 3. Project on pre-school education development.**
- 4. Project on developing traditional education and promoting the Arabic language position in the Islamic environment.**

5. **Project on information and communication technology at the service of education.**
6. **Project on strengthening youth educational roles in fostering coexistence and addressing contemporary international issues.**
7. **Project on promoting joint education action to develop educational systems in the Member States.**

In implementing these projects, the Organization will rely on the guidelines of the General Conference, the Executive Council, **ISESCO Conference of Ministers of Education, the Consultative Council in charge of following up the implementation of the Strategy for the Promotion of Education in Islamic Countries**, the sustained support of national commissions and competent parties in Member States, and cooperation with ISESCO's international and regional partner organizations of common interest. ISESCO will also continue its support and assistance to Member States through different mechanisms such as offering technical counsel and educational expertise for these states to renew their policies and develop their national plans, providing training programmes via ISESCO educational centres to build national capacities, preparing reference and pedagogical documents, and extending support to educational institutions particularly in the countries most in need.

1. Project on the developmental approach to literacy and non-formal education programmes

General framework:

Literacy and development of non-formal education are two main pillars for achieving sustainable human development. These two types of education provide an alternative for those who did not have the opportunity to join formal education. In addition, they represent two important factors in the development of human resources, ensuring thereby their economic, social and cultural advancement.

Based on this premise, literacy occupies a particular place amid the six Education for All priority goals, endorsed by the international community in Dakar in 2000, which aim at improving adult literacy rates, especially women, by 50% in 2015. Yet, data related to literacy rates in 2015 show that the goals set in the Dakar Conference were not met as was expected. The 2013/2014 Education for All Global Monitoring Report stressed that the number of illiterate adults worldwide, since 2000 and until now, fell by only 1% and that women represent three-quarters of the illiterate people. Furthermore, this phenomenon is especially present in Islamic countries.

In addition, a number of Member States failed, in 2015, to meet the goal of universal primary education, due to the non-enrolment of a big proportion of children at the age of schooling, as well as the enduring drop-out phenomenon. Therefore, there is a pressing need for laying out more efficient strategies in the field of non-formal education.

In addition to the poor results achieved in literacy compared to the goals set in the Dakar Conference, one can also note a deficiency in the appropriate information systems relating to literacy and non-formal education programmes, the limited financial resources compared to the extent of illiteracy, the lack of skilled human resources for the effective preparation and implementation of such programmes, and the inappropriate training programmes which are not usually in line with the beneficiaries' concerns nor meet their socio-economic development needs.

The inclusion of this project as one of the priorities in ISESCO's action plan for 2016-2018 is motivated by the Organization's desire to provide further technical assistance and expertise to Member States in order to bridge these gaps, in line with the orientations set forth in the document "ISESCO's new vision in literacy". The latter called for the adoption of an integrated and comprehensive approach to make non-formal education and literacy programmes for youth and adults, especially women, closely related to alleviating poverty, contributing thus to achieving the goal of education for all in the post-2015 agenda.

Objectives:

- To support Member States' efforts in reviewing their literacy and non-formal education strategies, plans and programmes, to ensure their efficiency and promote universal education and development.

- To encourage the adoption of comprehensive strategies in literacy and non-formal education.

Areas of involvement:

- Management systems of literacy and non-formal education programmes.
- Educational programmes and contents of literacy and non-formal education programmes.
- Integration of newly literate women in the job market.

Partners:

The Association for the Development of Education in Africa (ADEA), UNESCO, the Global Partnership for Education, Qatar Charity, ALECSO, SESRIC and the Distance Learning and Training (DLT) Company.

Total budget:

US\$ 2,000,000.00

Area of involvement 1: management systems of literacy and non-formal education programmes

Reports available to ISESCO indicate a big shortage or a complete absence of reliable data on literacy and non-formal education in Member States, which hinders the planning process of relevant programmes and impedes the follow-up and assessment of its results, putting its credibility on the line. To remedy to this situation, action within this area of involvement will focus on strengthening the capacities of staff in charge of literacy and non-formal education programmes to enable them to collect and process reliable data, with a view to taking judicious decisions and laying out appropriate national policies. Indeed, the availability of reliable data contributes to ensuring a sound follow-up to all implementation phases of literacy and non-formal education programmes and taking the appropriate measures for effectively implementing these programmes and ensuring their quality throughout the implementation phases.

Activities aimed at strengthening the capacities of staff in charge of literacy and non-formal education programmes will focus on analyzing and using databases to establish up-to-date assessment and follow-up systems, define the associated reference criteria and improve quality in this field.

In a bid to step up Member States' efforts in looking for the needed financial resources to implement literacy and non-formal education programmes, a high-level meeting will be held, within this area of involvement, between public officials, finance organizations, charity societies, NGO's and civil society associations, to find innovative and pragmatic solutions in order to secure additional financing sources in this area.

Expected outcome: upgrading the basic components of literacy and non-formal education management systems

Performance Indicators:	Measurement Indicators:
<ul style="list-style-type: none"> • Preparing reference documents for developing the contents of national literacy and adult education databases. • Providing expertise and training on gathering reliable data on literacy and non-formal education and using them to develop follow-up and assessment processes and ensure quality and accreditation. • Promoting coordination and sharing of expertise on modern financing and management systems of literacy programmes. 	<ul style="list-style-type: none"> • Publishing a study on the results of literacy and non-formal education programmes in Member States. • Publishing a study on quality indicators in literacy and non-formal education. • Publishing a regular statistical report on the situation of literacy and non-formal education in Member States. • Dispatching experts to 3 Member States in order to support the process of collecting, processing and analyzing reliable data on literacy and non-formal education. • Holding a regional training workshop on modern assessment, follow-up and accreditation systems in literacy and non-formal education. • Holding a high-level meeting of directors of literacy and non-formal education sectors, and representatives of finance institutions, NGO's and civil society associations on the innovative and sustainable methodologies in the funding and governance of literacy programmes.

Area of involvement 2: educational programmes and contents of literacy and non-formal education programmes

To keep abreast of the concerns of beneficiaries of literacy and non-formal education programmes and meet their economic and cultural needs, it is important to prepare appropriate education programmes, curricula and materials.

In this regard, with a view to improving the impact of literacy and non-formal education programmes, ISESCO will endeavour, through its centres of excellence specialized in literacy and non-formal education programmes in Niger, Bangladesh and Egypt, to implement a number of activities aimed at reinforcing the capacities of staff concerned with the preparation of education programmes and materials in line with the trainees' needs, and the dissemination of modern literacy and non-formal education materials, methods and techniques. These activities will take place through a combination of physical attendance and distance learning.

Activities to be implemented will include training of educational and administrative staff as well as local supervisors of literacy and non-formal education centres on adult education methodologies, planning, training management and assessment of skills and competences acquired by learners. Other programmes will be implemented to train human resources in using ICTs (e-learning) in literacy and to provide expertise and support for the preparation and use of literacy and post-literacy education programmes, curricula and materials in keeping with the social and economic situation of beneficiaries.

Expected outcome: developing educational systems of presence training and distance training in literacy and non-formal education

Performance indicators	Measurement indicators
<ul style="list-style-type: none"> • Providing expertise, references and e-training in literacy and non-formal education • Providing references and strengthening educational capacities of the actors involved in literacy and non-formal education through physical attendance of the training. 	<ul style="list-style-type: none"> • Publishing a guidebook to the use of ICTs in distance literacy and non-formal education programmes. • Holding 3 national workshops on how to benefit from the guidebook on the use of ICTs in distance literacy learning. • Dispatching experts to 3 Member States to prepare IT software and educational materials meeting national needs in distance literacy learning. • Holding a regional training session for trainers on the use of free e-platforms to provide literacy courses online. • Supporting 3 Member States in the preparation of educational kits in the national languages for self-learning programmes in literacy. • Publishing a guidebook on how to prepare and produce appropriate curricula and programmes in the field of literacy and non-formal education. • Organizing a practical seminar on the preparation and use of basic educational materials for presence training in literacy and non-formal education. • Supporting the organization of working visits for staff working in literacy and non-formal education so as to be informed of the successful experiences and benefit from them. • Holding a practical seminar on post-literacy educational materials and training which are appropriate for literacy and non-formal education programmes.

Area of involvement 3: integration of newly literate women in the labour market

An analysis of the situation of literacy and non-formal education in Member States shows that women and girls still remain the categories which have the least benefited from these types of learning, and that relevant programmes do not usually meet their socio-economic development needs.

To address this situation, action within this area of involvement will focus on implementing literacy and non-formal education programmes that meet the socio-economic development needs of women, particularly those from rural areas and suburbs and members of women associations and groups, strengthening their capacity to work as part of organized groups, providing vocational and technical training in the areas of production and administration relating to the income-generating activities chosen by the beneficiaries. In addition, to improve the strategy of women’s socio-economic integration in the job market, ISESCO, in collaboration with the Arab Bank for

Economic Development of Africa (BADEA), the IDB and Qatar Charity, will continue providing financial support to women associations and groups, through granting micro-loans meeting the requirements of income-generating activities carried out by the beneficiaries, strengthening the capacities of literacy and non-formal education staff in the preparation and evaluation of related policies and programmes, while ensuring equal opportunities for the two sexes, and organizing study visits to facilitate communication and exchange of knowledge and best practices among women associations and groups from different regions.

In view of the important role played by women in protecting the environment and promoting hygiene, efforts aimed at building the capacities of the recently-literate women will include both the environment and health dimensions, in order to raise their awareness and provide them with relevant knowledge, values, skills and expertise.

In appreciation of efforts made by civil society associations and NGO's in the field of literacy and non-formal education, ISESCO will continue to award its annual literacy prize on the occasion of the World Literacy Day. It will expand its scope to cover the outstanding works carried out by these associations in the field of non-formal education.

Expected outcome: improving the socio-economic conditions of members of women associations and groups through literacy programmes

Performance indicators	Measurement indicators
<ul style="list-style-type: none"> • Promoting gender responsive literacy and non-formal education policies and experiences. • Building knowledge and economic capacities of members of women associations and groups • Providing simplified post-literacy reference documents for women's socio-economic development activities. • Stepping up the efforts of civil society and NGO's operating in the field of literacy and non-formal education 	<ul style="list-style-type: none"> • Organizing 3 national workshops for officials in charge of the preparation of literacy and non-formal education policies on reviewing these policies to adapt their programmes to the socio-economic context and make them more gender-sensitive. • Holding training sessions on functional literacy for 1500 members of women associations and groups in 15 Member States. • Extending technical and financial support to 1000 members of women associations and groups in 15 Member States, based on the income-generating activities entailed. • Organizing study trips for women members of women associations and groups in order to exchange expertise and best experiences with regard to income-generating activities. • Extending support to women associations and groups in order to prepare simplified education documents and courses for post-literacy phase on technical and vocational training, small projects management, environment protection, healthcare for the mother and the child. • Awarding ISESCO annual prize for literacy and non-formal education to civil society associations and NGO's.

2. Project on the development of technical and vocational education to strengthen youth employment opportunities

General framework:

Setting the development of technical and vocational education as a priority goal of ISESCO's education action for the next three years is attributable in the first place to the crucial importance of this type of education in providing young learners with the practical skills and needed abilities to guarantee job opportunities and reduce their unemployment. Secondly, its expected outcomes will significantly contribute to achieving one of the strategic goals of the 2016-2018 action plan, which is to mobilize the youth for supporting joint Islamic action and contribute to sustainable development.

In this context, inspired by the assessment results of ISESCO's implemented programmes in the field of technical and vocational training, and the contents of its reference documents, and based on the directives of the document "**Shanghai Consensus: Recommendations of the Third International Congress on Technical and Vocational Education and Training**" (May 2012), which recognize the primary role played by technical and vocational education and training in addressing the problems of lack of job opportunities and youth unemployment, and upon the recommendations of the 2011 and 2013 World Youth Reports released by the UN Focal Point on Youth which tackled the relationship between youth and the job markets, action within this project will focus on revamping national education policies to make technical and vocational education a main component of the educational system, intensifying efforts to develop its programmes, curricula and teaching methods, retraining its staff in such a way as to provide beneficiaries with the ability to access the job market, to innovate and take initiatives in launching and managing income-generating projects. Action in this regard will also seek to provide expertise and technical advice, encourage the establishment of more technical and vocational education centres, promote mechanisms for coordination and expertise sharing among these centres and set up ISESCO regional centre for technical and vocational education.

Objectives:

- To develop education and training in order to promote employment opportunities for youth and their self-integration in the job market.
- To facilitate access to technical and vocational education and training.
- To contribute to adapting training pathways modules to the requirements of the job market in Member States.

Areas of involvement:

- National policies and strategies for the development of technical and vocational education.

- Programmes, teaching methods, and follow-up and assessment systems of technical and vocational education.
- Regional and national infrastructures for technical and vocational education and associated coordination mechanisms.

Partners:

The World Bank, the African Development Bank, UNESCO, Education Development League in Africa, the International French-speaking countries Agency, the Global Partnership for Education, the Arab Bank for Economic Development in Africa and Qatar Charity.

Total budget:

US\$ 700,000.00

Area of involvement 1: national policies and strategies for the development of technical and vocational education

In light of the positive results achieved by technical assistance activities provided to some Member States in order to help them improve their technical and vocational education policies under the ending action plan 2013-2015, ISESCO intends within the scope of this area of involvement to continue providing its expertise to Member States. The objective is to enable competent authorities to develop national policies and strategies on technical and vocational education that are more in line with labour market requirements, and that rely more on good governance in management, quality and innovation in training curricula and programmes, as well as the opening of pathways for more interaction with other formal and non-formal types of education.

In addition, this expertise will be further reinforced by providing a number of reference documents to identify job-market needs in terms of young professional and technical competencies and accordingly develop appropriate training programmes, disseminating successful experiences in this regard, whether in the formal or non-formal sector. A number of training sessions will also be implemented for administrative staff of technical and vocational training institutions to upgrade their capacities with respect to governance, the new methods of funding technical and vocational education and partnership between the public sector, the private sector and civil society institutions.

Expected outcome: strengthening Member States' capacities in developing technical and vocational education policies and strategies to promote youth employment

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing expertise for the elaboration of comprehensive national technical and vocational education strategies. • Improving financing methods of technical and vocational education and diversifying its pathways for interaction with public education. • Providing reference documents on technical and vocational education. • Encouraging successful experiences of young entrepreneurs. 	<ul style="list-style-type: none"> • Dispatching experts to 3 Member States to provide expertise and technical advice on how to prepare their national strategies in order to develop technical and vocational education and promote job opportunities for the youth. • Holding a seminar on diversifying pathways to connect technical and vocational education and public education. • Holding a regional experts' meeting on innovative and sustainable methods for funding and governance of technical and vocational education programmes. • Publishing a guidebook on the best formal and non-formal education experiences in technical and vocational education in Member States. • Extending support to the preparation of national studies aimed at making an inventory of job market needs in terms of youth professional and technical skills. • Organizing a forum for young entrepreneurs to exchange experiences and benefit from them. • Extending financial support to three outstanding experiences of young entrepreneurs.

Area of involvement 2: programmes, teaching methods, and follow-up and assessment systems of technical and vocational education

Based on the available field data on the situation of technical and vocational education, there is a pressing need to review the contents of training programmes and teaching methods in place in technical and vocational education institutions, so as to adapt them to the requirements of the job market needs and encourage the spirit of initiative, innovation and entrepreneurship among the youth graduating from these institutions. It is also important to upgrade the skills of educational staff in this field, particularly in the use of ICTs, training on follow-up and assessment techniques, and supervision of youth in the creation of businesses and income-generating projects, in such a way as to meet the requirements of social, professional and economic integration of the youth.

Expected outcome: building-up the capacities of technical and vocational education staff in developing programmes, teaching methods and follow-up and assessment techniques

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Enhancing the educational capacities of technical and vocational education staff. 	<ul style="list-style-type: none"> • Holding a regional workshop for educational staff in the preparation of technical and vocational education curricula and programmes in line with job market requirements. • Organizing study days on innovative teaching methods and the use of ICTs in technical and vocational education. • Publishing a reference guide on mechanisms for following up and assessing the quality of technical and vocational education programmes. • Holding a regional training session for trainers on the use of the reference guide for following up and assessing the quality of technical and vocational education programmes.

Area of involvement 3: regional and national infrastructures for technical and vocational education and associated coordination mechanisms

The strengthening of job opportunities for the youth requires the creation of centres and institutions specialized in technical and vocational training and their equipment with the needed tools. To this end, action within the scope of this area of intervention will focus on providing expertise and technical advice to competent parties in terms of the elaboration of feasibility studies and the associated technical files. In addition, a technical and vocational training centre in one of the Member States will be selected and its duties expanded to serve as an ISESCO regional centre. To further strengthen this participatory trend, a forum of heads of technical and vocational education centres will be established, which would meet on a regular basis to coordinate efforts and share experiences and expertise.

Expected outcome: encouraging the creation of technical and vocational training centres and a forum for heads of technical and vocational education centres

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing expertise for the creation of national vocational and technical training centres. • Promoting consultations and coordination between vocational and technical training centres. • Promoting ISESCO's regional training centres. 	<ul style="list-style-type: none"> • Providing expertise and technical advice to 3 Member States on the preparation of feasibility studies for the creation of vocational and technical training centres. • Holding a consultative meeting of heads of vocational training institutions for the creation of a regular forum of these centres' managers. • Establishing ISESCO regional vocational and technical training centre in one of the specialized national centres.

3. Project on pre-school education development

General framework:

The choice of this project is based on the need to develop pre-school education, as confirmed in the Convention on the Rights of the Child, and specified in the first goal of the six Education for All goals adopted in the Dakar Conference in 2000 (*To expand and improve comprehensive early childhood care and education, especially for the most vulnerable and disadvantaged children*). The project is particularly important in view of the resolutions issued by the different Islamic conferences of ministers in charge of childhood, organized by ISESCO, especially the fourth conference which adopted the reference document on “Pre-school education in the Islamic World”, and called for according a significant importance to this issue.

The adopted approach in this project falls under the new vision of education, considering it an integrated and progressive system, starting from the early childhood stage to the university level, and viewing pre-school education as a necessary step in the educational system and a priority in education policies. Although these steps outline a successful education for children, public policies in this field remain broadly very modest. This calls for expertise in drawing up the appropriate policies in this field, training of skilled education and administrative staff and development of appropriate education materials.

In a bid to implement a comprehensive approach to address childhood issues and establish further integration between educational and cultural projects geared to children, the expected outcomes of activities falling under the framework of this educational project were elaborated in an integrated and coherent manner with the project of the Culture and Communication Directorate. The latter focuses on issues relating to guaranteeing children’s cultural and social rights, providing them with physical and psychological healthcare, developing legislations on banning child labour and protecting them from resorting to begging, abuse and various forms of exploitation.

Objectives:

- To develop pre-school education policies and strategies in such a way as to ensure their coherence and integration with subsequent education stages.
- To strengthen the professional capacities of pre-education staff in order to provide appropriate educational care for children.
- To develop appropriate reference documents and educational programmes and materials for pre-school education.

Areas of involvement:

- Pre-school education and national education strategies.
- Capacity building and quality in pre-school education.

Partners:

National commissions and competent authorities, civil society organizations in Member States, the Arab Council for Childhood and Development, ALECSO and Qatar Charity.

Total budget:

US\$ 580,000.00

Area of involvement 1: pre-school education and national educational strategies

Fully aware of the importance of early childhood educational care, the competent authorities in a number of Member States have taken on the responsibility to strengthen this crucial sector of the educational system. This is what can be inferred from the evaluation reports on the different activities aimed at developing pre-school education and which were carried out by ISESCO under its previous action plan 2013-2015.

Within this area of involvement, ISESCO will continue providing the needed expertise and technical support to Member States upon their request, to help competent authorities develop the appropriate educational policies for preschool education, give it its rightful place in the education system, and intensify activities aimed at mobilizing and raising awareness of households, especially in rural areas and poor urban neighbourhoods, as well as among civil society organizations, of the importance of preschool education and the need to enable children at an early age to benefit from it in order to facilitate their integration and success in later stages of primary and secondary education.

To generalize preschool education and contribute to quantitative development of kindergartens, especially in remote and poor regions, initiatives and best practices of organizations operating in the field of development will be encouraged, in order to provide “citizen kindergartens” for children, mobilize support and foster social solidarity to that end.

Expected outcome: supporting national policies and initiatives to promote pre-school education

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing expertise for the elaboration of national policies for the development of pre-school education. • Raising awareness and mobilizing support for the development of pre-school education. • Encouraging optimal initiatives for the promotion of pre-school education. 	<ul style="list-style-type: none"> • Dispatching experts to 6 Member States to provide expertise and technical advice for the development of national pre-school education policies, their implementation plans and assessment mechanisms. • Organizing national study days on developing pre-school education, with the participation of public and non-public entities. • Organizing open days in model pre-school education kindergartens. • Granting prizes/ financial support to the best initiatives and practices implemented by civil society organizations for the development of preschool education.

Area of involvement 2: capacity building and quality in pre-school education

One of the major impediments facing preschool education is the huge deficit registered in the development of the learning environment and the acute shortage in educational materials, in addition to the poor training level of female staff in kindergartens and the lack of multidisciplinary supervisors and qualified educators. To this end, emphasis will be laid, under this area of involvement, on implementing activities aimed at strengthening the professional capacities of major stakeholders in pre-school education (educational supervisors, planning experts, trainers of educators and educators), through informing them about the appropriate approaches, methods and techniques for the promotion of pre-school education based on the concept of learning instead of teaching. “Openness activities” are one of the best methodologies of the training process as it significantly contributes to children’s intellectual development, and stirs their imagination and self-reliance abilities.

This training will also cover the teaching methods of disabled children and children in situations of emergency (displaced children and victims of forced migration), the preparation and use of educational materials and tools for stimulating learning, and the use of ICTs to improve the quality of pre-school education.

Expected outcome: strengthening the capacities of officials in charge of pre-school education to improve the quality of children education

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Building the capacities of pre-school education staff. • Providing educational materials and reference documents of pre-school education 	<ul style="list-style-type: none"> • Organizing 9 training sessions for major stakeholders in pre-school education (planning experts, trainers of trainers and educators), through informing them about the appropriate approaches, methods and techniques to promote pre-school education and improve its quality. • Holding 6 workshops on the preparation of educational programmes and materials for pre-school education. • Providing support for the preparation of guides and references for pre-school education • Translating and publishing a reference book on the basics of pre-school education.

4. Project on developing traditional education and promoting the Arabic language position in the Islamic world

General framework:

Like many statements and declarations issued by Islamic summits and specialized Islamic ministerial conferences over the last few years, the Islamic Declaration on Cultural Rights issued by the Eighth Islamic Conference of Culture Ministers (Al Madinah Al Munawwarah, January 2014) reiterated the commitment of Islamic countries to preserve their peoples' cultural rights and diversity as essential prerequisites for equal dialogue and peaceful coexistence between peoples. The Declaration also confirms that every person shall have the right to basic education on the core moral values that shape their cultural identity and that every Muslim shall have the right to access opportunities to learn the Arabic language (the language of the Holy Quran) for performing religious rituals, as well as the right to have access to the sources of Islamic knowledge. Being the main organ to publicize this Declaration and ensure follow-up and evaluation of its implementation, ISESCO will, under its new three-year action plan 2016-2018, and through its project of **developing original education and promoting the Arabic language position in the Islamic environment, intensify efforts to enhance the position of basic education in the modern educational system and enable it to fulfil its roles in the social development of Member States and Muslims outside the Islamic world, entrenching the principles of coexistence and strengthening the values of Islam** calling for benevolence, compassion, mutual acquaintance and cooperation.

In light of the fateful changes taking place in large parts of the Islamic world, and the internal and external risks threatening the unity, security, safety and stability of its societies with the mounting scourge of extremism and doctrinal zeal, ISESCO stresses through this project the primary role of original and Arabic education institutions (kindergartens, Quranic and Arab-Islamic schools, mahdara, khalawi ...) in enhancing the values of compassion, cooperation, mercy, tolerance, hard-work and loyalty in the minds of the children at an early age, in providing an education which respects the shared principles between individuals as part of a specific cultural group, the rights of others and the specificities of other cultures. Aware of **the important role of languages in entrenching the civilizational identity of individuals and nations and in opening communication channels and dialogue with the other**, as part of the international community commitment to linguistic diversity and multilingualism, as outlined in UNESCO document on the “**Promotion and Use of Multilingualism and Universal Access to Cyberspace**” (2003) and ISESCO document on the “**Islamic Declaration on Cultural Diversity**” (2004), the Organization will develop practical and sustainable programmes which would enhance the status of the Arabic language amid international languages and activate its educational, cultural and civilizational role, particularly amid its Islamic environment.

Objectives:

- To enhance the educational and cultural roles of traditional education institutions in order to build Islamic societies based on coexistence and peace.
- To bring greater efficiency to original education programmes and Arabic education curricula in the Islamic environment and link them to current issues and national development plans.
- To provide a quality response to the intense and increased demand for learning the Arabic language in non-Arabic speaking Member States and among Muslims outside the Islamic world.
- To activate the expected civilizational roles of traditional education and the Arabic language in building a dialogue on equal footing with the other.

Areas of involvement:

- National and local curricula, educational materials and tools in Quranic teaching, Islamic education and Arabic language for foreigners.
- Educational enhancement for traditional education staff.
- Field statistics, data collection and provision of strategic references for traditional education.

Partners:

Arab and Islamic organizations of common interest, departments of Arab-Islamic education in the ministries of education in Member States, ministries of Islamic affairs in Member States, Arabic and Islamic finance corporations, Islamic centres and institutions outside the Islamic world, and Arabic language departments in the universities involved in teaching Arabic to foreigners.

Total budget:

US\$ 1,800,000.00

Area of involvement 1: national and local curricula, educational materials and tools in Quranic teaching, Islamic education and Arabic language for foreigners

In light of the increased attractiveness of Arabic and Islamic education compared to the formal public education, and the pressing need in such institutions for appropriate educational curricula, programmes and tools while not fully respecting the required scientific, educational and technical standards, ISESCO action will focus on improving the quality of these educational products through providing the needed expertise for the development of national curricula and local textbooks based on sound educational and cultural pillars. This would facilitate the learning process of the Holy Quran, Islamic education and Arabic language for foreigners based on materials and tools that reflect the learners' socio-cultural context and in line with a clear vision of the learning process

and objectives. This trend would contribute to entrenching the knowledge, values and skills contained in these materials in the minds and practices of learners, as well as in serving social peace and consolidating coexistence factors among the different religious and ethnic components. In this context, ISESCO will capitalize on the guides it developed in recent years about how to prepare education materials, curricula and textbooks in the area of Quranic teaching, Islamic education and Arabic language for foreigners. To that end, it will organize national and regional training sessions and workshops, dispatch experts to provide legal advice and familiarize curriculum and textbook authors in the aforementioned fields with the use of these guides. This will ultimately contribute to developing published works, modifying any existing intellectual misconceptions that may be used by extremist currents to bring enthusiastic youngsters into the trap of extremism and terrorism, and encouraging the move from paper-based into digital, interactive content that would further prompt students to study these subjects. ISESCO will continue to publish more guides and studies on school curricula and textbooks, modernize educational materials and capitalize on ICTs. It will also provide support to specialized institutions to publish modern textbooks and educational digital resources, create websites and provide access to open sources on the internet.

Expected outcome: developing the capacities of Member States and Muslims' institutions outside the Islamic world in school manual authoring and digital production and publication of materials for the teaching of the Quran, Islamic education and Arabic language for non-Arabic speakers

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Training qualified national experts in curricula design, authoring of original education curricula and the digital production and dissemination of their contents. • Providing technical advice to school authoring committees to review and develop original education curricula with the assistance of ISESCO experts. • Providing curricula, studies and guides for developing original education. • Encouraging the production, dissemination and online access of digital content in the fields of original education. 	<ul style="list-style-type: none"> • Holding 6 workshops and experts meetings for original education curriculum developers in Member States and outside the Islamic world. • Dispatching experts to 6 Member States to provide technical advice to original education curriculum development committees. • Authoring and publishing three (3) reference documents on the development of original education (an academic study and two methodological guides) and extending support to the publication of three (3) original education curricula developed in Member States. • Extending support to three Member States or educational Islamic institutions outside the Islamic world for the development of digital educational materials for the teaching of original education subjects.

Area of involvement 2: educational enhancement for original education staff

In view of the “negative exemption” of the majority of original education staff in many Member States and in most educational institutions outside the Islamic world from being subject to training, qualification or evaluation standards as is the case in the formal educational system, education counsellors, inspectors, trainers as well as

teachers involved in this type of education represent the weakest link in the overall performance of these institutions. This impacted badly on the quality of the educational services provided to their students, causing many programmes to be fruitless and their outcomes weaker. This also contributed for many years and decades to marginalizing their role as an engine to stimulate national developmental efforts. As part of the Organization’s efforts to develop the pedagogical capacities of staff involved in this field and in activating their educational, civilizational and developmental role, ISESCO in cooperation with organizations involved in Islamic education and dissemination of the Arabic language to foreigners and Islamic finance institutions will give due attention to the regular training and continued upgrading of specialized educational staff, particularly senior officials, in order to equip them with educational counselling, evaluation and planning skills and effective training and teaching. This will be carried out through workshops, intensive training sessions and training programmes in ISESCO’s specialized educational centres in Chad, the Comoros and Mauritania, with a particular focus on modern educational approaches that aim at skill development and capacity building of the student in a knowledge society and upgrading the capacities of education staff in using and producing educational digital media. ISESCO will also continue the development of training programmes in its educational centres in Chad, the Comoros and Mauritania, in a bid to make of them model centres for Arabic and original education. Besides, ISESCO will work in close collaboration with its academic partners to open and manage a number of educational institutions specialized in Arab-Islamic education in Member and non-Member States, and provide support to Arabic teachers training centres outside the Islamic world.

Expected outcome: upgrading the educational skills of original education staff, keeping them abreast of the theoretical and practical educational developments and enabling them to benefit from educational technology

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Upgrading the capacities of national educational leaders to be capable of supervising, planning and assessing original education programmes as well as providing counselling and training for teachers. • Developing programmes of specialized educational centres and opening and managing more of these centres. 	<ul style="list-style-type: none"> • Holding 18 workshops, meetings and training sessions for administrative officials, educational counsellors and teachers to develop original education methods in Member States and outside the Islamic world. • Implementing 4 training and educational programmes annually in ISESCO’s regional educational centre in Chad for administrative and education staff working in Arabic education. • Implementing an annual educational program for the benefit of administrative, political and social leaders in the Comoros. • Implementing 4 training and educational programmes annually in ISESCO’s regional educational centre for developing original education in Mauritania, benefiting original education staff. • Opening 3 new educational centres in Member States and outside the Islamic world specialized in the administrative training of original education staff.

Area of involvement 3: field statistics, data collection and provision of strategic references for original education

As part of developing ISESCO action in the field of original education, in anticipation of the prospects of this sector and in a bid to bring more efficiency to the Organization's programmes and projects through keeping abreast with the situation, the developments and problems of original education in Member States, ISESCO will provide support to statistical and survey programmes of original education institutions in Member States, and propose an adequate training to educational staff in terms of compiling statistics on institutions operating in this field, collecting data on their programmes, staff, methodologies, issues and challenges. This will enable, later on, to put in place a reference and comprehensive database on the situation of Islamic education and the teaching of the Arabic language to foreigners in non-Arabic speaking Member States, which ISESCO and Member States will, in turn, exploit in developing their policies, plans and programmes in this field. Data collected from official competent authorities in ISESCO Member States will enable better scientific and methodological preparation of educational training and technical advice provided to these countries. In addition, it will be used in studies and reports on the situation of original education and development prospects in Member States, which will serve as a reliable reference material for researchers and experts in Islamic education and the teaching of the Arabic language to foreigners. In this regard, ISESCO will prepare a strategic study aimed at bridging the gap between original and modern educational institutions, proposing the appropriate organizational frameworks to establish linkages between the two systems and facilitate mobility and transferability for students of the two systems.

Expected outcome: developing the capacity for the scientific planning of original education reform projects and development of its programmes through a precise knowledge of the current situation, challenges and needs of this sector

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Training officials in charge of original education in Member States in the areas of statistics and field data collection, processing, analysis and use. • Collecting updated statistics and official data from education competent authorities in Member States, on original education institutions, staff, programmes and curricula. • Preparing reports and strategic and prospective studies on developing original education and developing transfer pathways between its institutions and those of modern education. 	<ul style="list-style-type: none"> • Organizing a regional workshop for officials and original education experts on the modern trends in statistics and data collection, processing, analysis and use. • Preparing questionnaires on original education institutions, staff, programmes and curricula and distributing them to competent authorities in Member States. • Extending support to 3 Member States to conduct a field survey of original education institutions and evaluate their programmes. • Preparing a strategic study on linkages between original and modern education institutions.

5. Project on information and communication technology at the service of education

General framework:

The beginning of the third millennium saw an accelerating pace in inventions in the field of information and communication. Personal computers and mobile phones have soon become one of the most marketable and influential products on individuals' daily professional, school and social lives. This has led, particularly in technologically-advanced countries, to a unique quality transition in activities of individuals, institutions, public bodies from a traditional pattern based on tangible bases and work and production relationships governed by place and time criteria into new intangible patterns based mainly on knowledge as a means to achieve growth and development. Hardly did the “**knowledge society**” concept become known and grasped by minds, forums and included in programmes, strategies and national development plans than other new more precise concepts stepped in such as “**Digital knowledge society**”, “**E-government**”, “**Smart school**”, “**Digital natives**”, etc...

In light of the huge and unparalleled developments in the information and communications sector which make it difficult to project the outlook in this area over the next decade, the education sector stands out as one of the main sectors that managed, in technologically-advanced countries, to seize the flexible opportunities and mechanisms provided by ICTs and achieve a rapid growth in meeting the Millennium Development Goals. In order for developing countries, including Muslim countries, not to be on the sidelines of the new digital age, the “**Declaration of Principles Building the Information Society: a global challenge in the new Millennium**” issued by the World Summit on the Information Society (WSIS) held in two phases (Geneva 2003, Tunis 2005), reaffirmed that “the attainment of our shared aspirations, in particular for developing countries and countries with economies in transition, to become fully-fledged members of the Information Society, and their positive integration into the knowledge economy, depends largely on **increased capacity building in the areas of education, technology know-how and access to information, which are major factors in determining development and competitiveness**”.

To keep abreast of these developments, seeking to speed up the access of ISESCO Member States to the digital revolution and make optimal use of the huge opportunities made available by this technology in the area of education in particular, and development sectors by and large, and as part of the orientations and visions embraced by ISESCO in its “**Strategy for Developing ICTs in the Islamic World**”, the adoption of the project on developing ICTs to serve education falls in line with efforts aimed at stepping up Member States' efforts in this field, upgrading technical expertise for optimal use of ICTs in enhancing the quality of educational services and their large dissemination to the large public in order to enforce the principles of equality and justice, and promoting national production in Member States of digital knowledge content which reflects their cultural specificities.

Objectives:

- To assist education competent authorities in Member States in formulating and developing policies which integrate ICTs into their educational systems.
- To reduce the digital divide between Member States and developed countries in the use of educational technology.
- To reinvigorate the decisive roles that can be played by ICTs in achieving universal and quality education in Member States, in stepping up efforts aimed at promoting literacy and equal opportunities in education for the two sexes and amongst all social segments, and in promoting education in the values of dialogue and peace.
- To build capacities of Member States in the local production of educational and scientific digital content published in Muslim peoples' languages and in other international languages.

Areas of involvement:

- National policies on educational technology.
- Digital upgrading of the educational system.
- Educational digital content.

Partners:

Arab, Islamic and international organizations and institutions interested in educational technology, institutions specialized in ICTs such as the Distance Learning and Training (DLT) company and the Global Electronic Schools and Communities Initiative (GESCI), ministries of education in Member States, the Federation of the Universities of the Islamic World (FUIW), e-universities and e-libraries in the Islamic world and beyond, and national bodies in charge of ICTs sector in Member States.

Total budget:

US\$ 600,000.00

Area of involvement 1: national policies on educational technology

In a bid to help competent authorities in Member States take swift actions in line with clear plans in order to reduce the digital divide with developed countries in the education sector, action within this area of involvement will focus on furthering awareness of educational policy-makers in Member States **of the need to adopt a participative approach in devising modern developmental vision for the education sector, with the contribution of senior officials of the information and communication sector and specialized experts in the field.** Such an approach will aim for a gradual development of communication infrastructure and expanding the internet coverage to all areas. This would enable **everyone to have access to information and knowledge** according to the principle

of justice and equality which is one of the pillars of the knowledge society. ISESCO efforts will also highlight, through the meetings and seminars organized for education planners and officials, and through the reference documents and guides to be prepared, the need to push forward with **inclusive policies of mobile technologies**, particularly smart phones and tablets in educational and learning systems, to ensure a smooth and flexible teaching environment that would enhance the interactive aspect of the learning process and unleash the creative potential of both students and teachers, and in which ICTs will play a supplementary role in the presence-based education system. Part of ISESCO programmes will be devoted to raising awareness of education officials about the need **to set up a legal and regulatory framework for e-learning** and a national oversight and accreditation body to lay down the rules and standards likely to preserve the quality of materials and programmes, in addition to organizing media and school awareness campaigns to streamline the use of technological tools, especially those related to the internet and mobile phones, to protect students, and notably children, from cyber crimes, porn sites or those disseminating extremist ideas, hatred, sectarian, ethnic or religious violence.

Expected outcome: promoting the integration of ICTs into educational policies and systems

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing legal and regulatory support to national efforts and initiatives in the area of educational technology. • Providing expertise and reference documents for the elaboration of inclusive policies of ICTs in the formal educational system. • Disseminating successful policies and practices in the area of virtual education amongst Member States. 	<ul style="list-style-type: none"> • Holding a consultative meeting between education officials and heads of information and communication sectors to elaborate a modern developmental vision for the education sector and discuss the legal and regulatory framework of e-learning. • Dispatching experts to 3 Member States to provide expertise and assistance in elaborating inclusive policies of ICTs in the educational system. • Publishing a study and a guide for educational technology policy-makers.

Area of involvement 2: digital upgrading of the educational system

To promote the use by students, teachers, researchers and educational and academic institutions in Member States of **the variety of services offered by the new technologies to facilitate, spread and improve learning, training, publishing, data storage and processing and knowledge production and dissemination**, such as cloud computing, and distance educational and training services, known as “Massive Open online Courses” (MOOCs) and Open Educational Resources (OERs), action within this area of intervention and in cooperation with ISESCO Planning, Information and Documentation Centre will focus on implementing activities aimed at providing training on **methods of using these services in teaching educational courses as well as in literacy and adult education programmes. Activities will also seek to encourage model projects for smart school**

based on **interactive learning** through mobile devices like tablets containing school curricula instead of the numerous print textbooks and the e-blackboard instead of the traditional blackboard. ISESCO will also support initiatives and efforts aimed at the **automation of educational follow-up and assessment systems** to help obtain cost-effective assessments of the different educational processes and allow a constant monitoring of the educational system functioning. In addition, technical advice will be provided to encourage **the establishment of virtual universities and activate their role** as a lever for national efforts and experiences in distance learning.

Expected outcome: upgrading educational systems digitally and training human resources in educational technology

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Building capacities in the use of the diverse services of ICTs in teaching educational courses. • Encouraging model projects of smart schools and virtual universities. 	<ul style="list-style-type: none"> • Organizing training sessions on the use of diverse services of ICTs in teaching educational courses. • Providing financial and technical support to encourage the establishment of model classrooms for interactive education as part of smart schools and establishing virtual universities. • Awarding an annual prize to a university or educational institution with great achievement record in technology-based education and scientific research. • Organizing a mobile “internet week” in educational institutions to raise awareness and rationalize the use of technological tools for educational purposes.

Area of involvement 3: educational digital content

The presence of Muslim peoples’ languages, including the Arabic language, on the internet and software and electronic applications market remains weak compared to other world languages such as English, Chinese and Spanish. This weakness is all the more evident as attested in the absence of educational, cultural and scientific topics and issues. Most of Muslim countries are therefore very slow in keeping abreast of the digital production activity taking place in the technologically-advanced countries. As part of ISESCO’s contribution to **boosting the digital production sector in Member States**, its action will be centred on implementing support and capacity-building programmes so as to **limit the digital divide** separating it from the pioneering countries in this area, encouraging **investment in e-applications with educational contents imbued by Islamic culture values** and made available for publishing on mobile devices, mobile phones or tablets which provide students with what is called “Adapted learning”, and **support e-publishing of scientific documents elaborated in Islamic countries** such as academic theses and specialized academic research, studies and articles, by using open resources provided by open software like the Linux program, and encouraging **electronic networking between academic and educational institutions and teachers and researchers**.

Expected outcome: supporting the production of an educational digital content reflecting the values of Islamic culture

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Encouraging the conversion of print textbooks into interactive digital content to be published on CDs, websites or national educational services platforms. • Promoting educational e-applications published in Arabic and other Muslim peoples' languages. • Building capacities of educational staff in the design of digital educational courses. 	<ul style="list-style-type: none"> • Holding an educational meeting for curriculum managers and developers on digital conversion of curricula. • Supporting school libraries to convert print textbooks into digital content. • Awarding prizes to the best e-applications with an educational content imbued with Islamic culture values. • Organizing sessions and workshops for teachers, particularly in higher education, to train them on methods of designing digital educational materials and posting them on the internet.

6. Project on strengthening youth educational roles in fostering coexistence and addressing contemporary international issues

General framework:

Experts agree that education is the main lever for sustainable development and the pivotal tool for positive impact on learners' behavioural patterns vis-à-vis their natural and human surroundings. Based on this premise, both formal and non-formal education have an important role in equipping youth with the needed knowledge and skills that **qualify them to perform new educational roles**, and ensure their effective contribution in **addressing contemporary social issues**, at the national, regional or international level, such as **environmental protection, promoting preventive health, combating corruption and bribery, strengthening the drive for free economic enterprise, promoting democracy and human rights, respecting cultural and religious diversity, and fostering peace and coexistence.**

The choice of this project came as a confirmation of ISESCO's commitment to follow up the resolutions and recommendations falling within its areas of competence and which are contained in the **Jeddah Declaration on the Development of Youth Issues in Islamic World**, adopted by the Second Islamic Conference of Youth Ministers (Jeddah, Kingdom of Saudi Arabia, 17-18 March 2014), and in response to the orientations of the **UN Millennium Declaration**, to consolidate the ideals of peace, mutual respect and understanding between peoples in the hearts and behaviours of young people, and the **recommendations of the 2011 and 2013 World Youth Reports** released by the UN Focal Point on Youth which addressed specifically the impact of migration on youth social roles. In addition, this project has been also chosen as a response to the aspirations of the youth in our Member States, looking forward to taking responsibility and playing a greater role in decision-making, so as to become **real partners in the formulation, implementation and evaluation of national development policies, and in building social peace within their own countries and beyond.**

During the years 2016-2018, focus under this project will be placed on **identifying new roles for young people in their communities, on the regional and international levels, in order to effect a transition from “working for the benefit of young people” to “working in partnership with young people”.** Action in this regard will also seek to raise awareness of the need for young people to be mobilized for the advancement of these roles, to look for solutions to the problems and obstacles that limit the effectiveness of their community participation, and to provide them with the educational upgrading which matches their aspirations and their new roles in community building. This can be achieved through **proposing the suitable mechanisms to activate these roles, preparing specialized studies and a guidebook on activating the new roles for young people through education, paving the way for young leaders to provide their appropriate conceptions and plans** in this regard,

confirming **the participatory approach** in formal and non-formal education and training programmes, artistic creative activities, and education on free enterprise, and promoting the spirit of leadership and innovation.

Since one of the three strategic objectives of the Action Plan for the years 2016-2018 is **mobilizing young people to support joint Islamic action and contributing to the achievement of sustainable development**, the expected outcomes of the activities falling within the framework of this educational project have been drafted in an integrated and consistent way with the results of the projects dedicated by the Science, and the Culture and Communication Directorates to young people, to help achieve the above-mentioned strategic goal.

Objectives:

- To activate the participatory approach in Member States' national educational policies to enable the youth to actively contribute to devising these policies based on a horizontal and integrated methodology that strengthens the educational roles of youth in promoting the sectors of culture, information, communication, economy, environment, health and sports.
- To equip young learners with knowledge, skills and patterns of behaviour that will mobilize them to contribute to addressing contemporary social and international issues.
- To benefit from artistic education programmes and extra-curricular, volunteer, and sport activities to activate the role of youth in addressing issues of development and coexistence.
- To strengthen the integration of subjects of education in citizenship and human rights into the curricula of the various stages of education in Member States, to entrench civic values and strengthen the foundations of co-existence amongst the components of society, to promote human rights culture among youth based on the Islamic doctrinal references and the orientations and contents of relevant Islamic and international agreements, declarations and covenants.
- To train educational staff on modern methods and the use of ICTs in teaching youth programmes on the environment, healthcare and civic education.
- To involve civil society associations and young leaders in youth mobilization campaigns in the areas of environmental protection, health-care, and community cohesion.

Areas of involvement:

- Member States' policies and curricula pertaining to youth roles in community development.
- Partnership, coordination and cooperation with youth action institutions to consolidate coexistence and social peace through education.

Partners:

National Commissions and competent parties in Member States, UNESCO, ALECSO, the Islamic Solidarity Sports Federation affiliated to the Organization of Islamic Cooperation (OIC), the Council of Europe, King Abdullah bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID), European Association of History Educators (EUROCLIO), ISESCO Regional Centre for Education on the Culture of Peace in Cote d'Ivoire, Oxford Centre for Islamic Studies in Britain, non-governmental organizations, and civil society associations.

Total budget:

US\$ 570,120.00

Area of involvement 1: Member States' policies and curricula pertaining to youth roles in community development

As part of promoting the education of youth to enable them to contribute effectively to the achievement of their communities development, emphasis, within this area of involvement, will be on raising awareness of decision-makers and young people in Member States about the need to develop national educational policies in Member States in accordance with a participatory approach that allows young people to actively contribute to devising these policies and developing education and training curricula, based on the horizontal and integrated approach that strengthens youth educational roles in promoting the sectors of culture, information, communication, economy, the environment, health and sports, and aims at building integrated programmes between educational and youth policies, issues of women, disability, health, the environment etc. In this regard, youth and education policy makers and youth leadership in Member States will meet and participate in making conceptual frameworks for the new roles assigned to young people through education in addressing current issues such as global warming, industrial pollution, preventive health, combating corruption and bribery, and awareness-raising about the dangers of illegal immigration and drug abuse. Focus will also be placed on the practical aspects related to the concerns and issues of young learners, use of modern methodologies and ICTs in order to strengthen linkages between educational and research institutions and their local and international community issues, reinforce their role in addressing them, expand the scope of their activities and coverage to accommodate parallel youth structures, for example school and university youth clubs for education in development, and to incorporate into their training educational programmes free volunteer activities during quarterly or annual holidays that will mobilize the energies of young people to face social ills and natural disasters and support social projects geared to the poor and the marginalized. In order to carry out these activities in accordance with an integrated and multi-disciplinary approach, artistic, sport and extra-curricular education programmes, such as painting, music, theatre, cinema, and sports will be used in mobilizing young people and

employing their creative energies and various forms of artistic and sport expression in addressing and raising awareness about issues of the environment, groups with special needs, gender, extremism, terrorism and dialogue. ISESCO will provide support and appreciation awards to student clubs and associations with outstanding activities and achievements in the areas of sustainable development.

Expected outcome: consolidating awareness amongst all stakeholders in the youth sector of the need to involve youth in addressing contemporary social and global issues and train them to perform their roles in achieving development

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> Building capacities in the preparation of national participatory youth policies that promote the new roles of youth through education and training. Promoting artistic education programmes and extra-curricular, volunteer, and educational youth-oriented programmes to address sustainable development issues. 	<ul style="list-style-type: none"> Holding a regional meeting for officials on the “participatory approach in devising national youth policies in accordance with a horizontal integrated approach to enhance youth educational roles in addressing contemporary issues”. Organizing 3 regional training sessions for youth leaders in the area of setting up and managing youth structures that reinforce the roles of young people in community development through education. Supporting the creation of human development centres to combat social ills such as drug abuse, cyber crimes, and depletion of environmental resources, and placing them at the disposal of the youth in order to train qualified staff to address these phenomena. Preparing 2 specialized studies and a guide on the new youth roles in addressing development issues through education. Dedicating an appreciation prize for the best creative works of young learners on addressing one of the issues of sustainable development. Extending support to educational and academic institutions with pioneering programmes in the field of voluntary youth action for development. Organizing seminars about ways to benefit from artistic and sports education programmes in strengthening the role of young learners and harnessing their creative energies to address sustainable development issues.

Area of involvement 2: partnership, coordination and cooperation with youth action institutions to consolidate coexistence and social peace through education

Based on the results of programmes implemented to activate the role of education in consolidating shared human values, by integrating them into patterns of behaviour and practices that promote community cohesion and facilitate co-existence in a world

characterized by cultural and religious diversity, action within this area of involvement will be focused on dedicating more educational activities aimed at training youth on adopting the values of peace, human rights, citizenship, and respect for the other regardless of cultural and religious differences. This will be pursued through the implementation of diverse and integrated activities, such as raising awareness of curriculum managers in Member States on the need to further integrate the subjects of education on citizenship and human rights in the curricula at various stages of education in Member States so as to entrench the values of citizenship, strengthen the pillars of co-existence between the components of society, and promote human rights culture among young people in accordance with the Islamic doctrinal references and the orientations and contents of conventions, declarations, and relevant Islamic and international covenants. Other activities will include organizing open days in educational institutions, for the benefit of young people and with their participation, on the role of education in redressing the image of the other and providing the necessary expertise and training to strengthen the national capacities of educational staff in this area through training on the optimal use of the “Guidebook for History Textbooks Authors: On a common path”, published by ISESCO in collaboration with its partners, and in the field of human rights, citizenship and social peace through training programmes provided by ISESCO Regional Centre for Education on the Culture of Peace in Côte d'Ivoire.

Since the main goals of this project are to strengthen the role of education in presenting the correct image of Islam and addressing Islamophobia pursuant to the Strategy for Islamic Cultural Action for Muslims outside the Islamic World, open days in educational institutions in the West will continue to be organized, within this area of involvement, to educate young learners on the tolerant values of Islam and Muslims' contribution to civilization and world peace.

In the same vein, and in close cooperation with international specialized organizations with common interest, programmes that fall under ISESCO and UNESCO chairs for a culture of peace and dialogue, UNESCO associated schools and ISESCO clubs networks, and the training programmes on the use of the guidebook prepared by the Council of Europe, ISESCO and their partners on the “Guidelines for Educators on Countering Intolerance and Discrimination against Muslims: Addressing Islamophobia through Education”, and the “Guidebook for History Textbooks Authors: On a common path” will be further promoted.

Activities carried out in this area will also include the continued awarding of ISESCO and the Oxford Centre for Islamic Studies (OCIS) Prize for Educators with outstanding contributions in enhancing the values of coexistence and tolerance among youngsters, and the use of non-formal education programmes geared to or implemented by youth as part of their artistic, cultural and sports clubs, to unleash their creative potential in the promotion of shared values and renunciation of violence and extremism.

Expected outcome: improving youth training and encouraging their creativity in education on peace and coexistence values

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing expertise and building capacities in the field of youth education on human rights and respect for cultural and religious diversity. • Strengthening the roles of educators in peace and co-existence. • Raising awareness within educational institutions of respect for cultural and religious pluralism. • Promoting artistic and non-formal education programmes for youth in entrenching shared human values. 	<ul style="list-style-type: none"> • Holding 6 training workshops for young trainers at ISESCO Regional Centre for Education on the Culture of Peace in Cote d’Ivoire. • Organizing three meetings for officials in charge of curricula and educational programming in Member States on integrating the subjects of education on citizenship and human rights into curricula at the various stages of education. • Organizing three practical seminars on the use of the “Guidebook for History Textbooks Authors: On a Common Path” and the “Guidelines for Educators on Countering Intolerance and Discrimination against Muslims: Addressing Islamophobia through Education” in the education programmes geared to youth. • Awarding the annual ISESCO-OCIS Prize for Educators. • Organizing open days within educational institutions in Member States and in Western countries to raise awareness among young learners of the values of peace and co-existence and to provide the true image of the other. • Extending support to student clubs and associations to implement their educational and artistic activities inside and outside educational institutions on raising awareness of respect for cultural and religious diversity, and the need to integrate it into behaviours and practices. • Dedicating an appreciation prize to the best creative works of young learners on raising awareness about values of peace and co-existence.

7. Project on promoting joint educational action to develop educational systems in Member States

General framework:

Based on the responsibilities incumbent on ISESCO to activate joint Islamic action in education, science, culture and communication, the Organization has, in coordination with the Organization of Islamic Cooperation, established Islamic specialized conferences for Culture Ministers, Ministers of Higher Education and Scientific Research, Environment Ministers, and Ministers in Charge of Childhood, with the aim of providing an institutional platform for promoting joint Islamic action and activate it in concrete terms. These conferences enable decision-makers to engage in dialogue, exchange opinion, coordinate actions, share experiences, adopt common strategies and plans, take effective decisions to renew national policies, develop related projects and programmes, and expand the scope of bilateral and multilateral agreements and partnerships between Member States, on the one hand, and with specialized international and regional organizations on the other. This project aims to enhance joint Islamic action **on aspects related to the development of education, based on the results of ISESCO first Conference of Ministers of Education which adopted the reference document for joint Islamic educational action, namely the Strategy for the Promotion of Education in Islamic Countries, and set up a consultative council in charge of following up the implementation of this Strategy.**

There is no doubt that the organization of this conference on a regular basis every two years, and the annual meetings of the relevant consultative council will serve as an appropriate platform to assess the implementation of this Strategy, take stock of the situation of education in Member States, suggest concrete measures to address the related challenges, coordinate positions and foster solidarity in this regard. This project also aims **to promote joint Islamic and international educational action in aspects relating to the development of higher education**, through continuing to organize the Islamic Conference of Ministers of Higher Education and Scientific Research, as part of the competences and programmes of ISESCO Science Directorate, in cooperation with the Directorate of Education and to hold the Vice Chancellors' Forum of Universities of the Islamic World, and cooperating with specialized international and regional organizations in holding specialized regional and international forums to promote governance, quality and innovation in universities and higher education institutions in Member States.

Objectives:

- Facilitating transition from teaching to learning in basic education.
- Ensuring quality and equality of opportunity in basic education.

- Adapting training programmes in higher education institutions to the requirements of development.
- Activating joint Islamic and international educational action.

Areas of involvement:

- Quality and equality of opportunity in basic education.
- Governance and innovation in the higher education system.

Partners:

UNESCO, ALECSO, the Association for the Development of Education in Africa (ADEA), the Global Partnership for Education, UNICEF, the Islamic Development Bank, the World Bank, the African Development Bank, the British Council, the Marseille Centre for Mediterranean Integration (CMI), the African Centre for Training and Administrative Research for Development (CAFRAD), the Commission on Science and Technology for Sustainable Development in the South (COMSATS), the Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC), and the West African Economic and Monetary Union (UEMOA).

Total budget:

US\$ 750,000.00

Area of involvement 1: quality and equality of opportunity in basic education

As part of its efforts to build a basic education system in Member States that enables students to acquire the basic intellectual skills and develop written and oral expression abilities, action will focus within this area on providing technical expertise to the competent authorities to enable them to review their basic education plans. The objective is to ensure the quality of its contents, guarantee equality of opportunity and change it from a teaching to a learning process, and promote the use of modern teaching methods and techniques, thereby enabling students to acquire the needed basic skills to facilitate their social integration and pursue their academic careers.

In this regard, focus will be placed on training the staff concerned on the use of the “Educational Planning Guide”, prepared by ISESCO in collaboration with UNESCO to help them in a practical way to draw the school map that would ensure equality of opportunity in access to basic education, promote the use of ICTs in the educational process in educational institutions. Special attention will also be paid to the development of basic education programmes and curricula according to a competency-based approach, and the development of a follow-up and evaluation system through the adoption of new indicators on the learning process and skills that should be acquired in basic education, in such a way as to contribute to upgrading this stage of education. This area of involvement also includes activities aimed at boosting joint Islamic educational

action, by holding the second session of ISESCO Conference of Ministers of Education, and the meetings of the Consultative Council in charge of Following up the Implementation of the Strategy for the Promotion of Education in Islamic Countries.

Expected outcome: activating joint Islamic education action to promote learning, quality and equal of opportunity in basic education

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Coordinating joint Islamic educational action, and following-up implementation of relevant resolutions and the strategic reference documents. • Providing reference documents in the areas of education. • Strengthening the capacities of educational and administrative staff for the development of the basic education system. 	<ul style="list-style-type: none"> • Holding the first session of ISESCO Conference of Ministers of Education. • Organizing two meetings of the Consultative Council in charge of following up the implementation of the Strategy for the Promotion of Education in Islamic Countries. • Publishing the document on the “the Strategy for the Promotion of Education in Islamic Countries” in its approved version and in the Organization’s working languages. • Publishing the “Educational Planning Guide”. • Holding a regional workshop on the “Use of the Educational Planning Guide”. • Organizing seminars on the pedagogy of integration in basic education. • Holding a regional training session for trainers on interactive education using ICTs in the educational process. • Organizing 3 national seminars on the adoption of the competency-based approach in developing curricula, and integrating competency measurement indicators in the follow-up and evaluation processes. • Organizing 3 national round tables on school support systems to address learning and memorization difficulties in basic education.

Area of involvement 2: governance and innovation in the higher education system

In implementation of the resolutions of the Islamic Conference of Ministers of Higher Education and Scientific Research and the recommendations of conferences and forums held by the Organization in collaboration with its partners on higher education issues, action within this area of involvement will be focused on providing expertise and technical advice to enable a number of universities to carry out the necessary reforms to better contribute to the development of society. This will range from the use of the University Governance Screening Card, as prepared by the World Bank and the Marseille Centre for Mediterranean Integration (CMI), to the application of the key performance indicators for universities as adopted by the Islamic Conference of

Ministers of Higher Education and Scientific Research to ensure quality and accreditation in higher education institutions in Member States. A number of training activities, open doors, seminars and consultative forums will be organized to improve the capacities of the educational and administrative staff working in universities to enable them to acquire the necessary skills to develop the academic and administrative performance of universities. Action in this regard will also seek to adopt a learning or teaching pedagogy tailored to the job market, through setting up training modules for entrepreneurship, and making it an integral part of curricula, in such a way as to make graduates shift from mere job seekers into job opportunity creators.

In a bid to promote cooperation and joint action between public and private higher education institutions, the Education Directorate will, within this area of involvement, continue co-organizing the sessions of the Islamic Conference of Ministers of Higher Education and Scientific Research, sessions of the Vice Chancellors' Forum of Universities of the Islamic World, regional and international conferences specialized in higher education issues, exchange of successful experiences of public or private leading universities leaders in governance and innovation, and implementation of the "TAFAHUM Programme" aimed at facilitating exchange of students, faculty and researchers among universities in the Muslim world.

Expected outcome: activating joint international and Islamic educational action to promote governance and innovation in higher education and youth employment

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Coordinating joint international and Islamic educational action to develop higher education policies in Member States. • Providing and training on reference documents to develop higher education. • Building capacities of educational and administrative staff for the development of higher education. 	<ul style="list-style-type: none"> • Co-organization the Eighth and Ninth sessions of the Islamic Conference of Ministers of Higher Education and Scientific Research, as part of joint programmes with the Science Directorate and ISESCO Centre for Promotion of Scientific Research (ICPSR) and the Federation of the Universities of the Islamic World (FUIW). • Holding 3 sessions of the Vice Chancellors' Forum of Universities of the Islamic World, in collaboration with the Science Directorate, the FUIW, and the Commission on Science and Technology for Sustainable Development in the South (COMSATS). • Organizing national seminars in 3 Member States on activating the contents of the "Guide to Quality and Accreditation in Higher Education", in collaboration with the FUIW and the Islamic Body for Quality and Accreditation. • Publishing a guide on the successful experiences in higher education governance. • Dispatching experts to three universities in Member States to provide expertise on the use of the University Governance Screening Card, as prepared by the World Bank and the Marseille Centre for Mediterranean Integration (CMI), and activating the contents of the document on the key performance indicators for quality assurance and accreditation.

Performance Indicators	Measurement Indicators
	<ul style="list-style-type: none"> • Holding a consultative forum with the participation of representatives of students on the pedagogy of learning and the quality of employment-based educational programmes in higher education. • Exchanging students and researchers between higher education institutions in Member States as part of activating ISESCO TAFAHUM Programme. • Organizing open doors at three leading universities in the field of innovation and governance to share and benefit from successful experiences. • Holding a regional session for training counsellors to provide advice to university students to reduce their drop-out trend and to facilitate their social and professional integration.

Education Programmes

Project	Budget	Total budget of Directorate
1. Project on the Developmental Approach to Literacy and Non-formal Education Programmes	2,000,000	7,000,120.00
2. Project on the Development of Technical and vocational Education to Strengthen Youth Employment Opportunities	700,000.00	
3. Project on Pre-school Education Development	580,000.00	
4. Project on Developing Traditional Education and Promoting the Arabic Language Position in the Islamic world	1,800,000.00	
5. Project on Information and Communication Technology at the Service of Education	600,000.00	
6. Project on Strengthening Youth Educational Roles in Fostering Coexistence and Addressing Contemporary International Issues	570,120.00	
7. Project on Promoting Joint Educational Action to Develop Educational Systems in Member States	750,000.00	

Details of Financial Items

Education Directorate (salaries and allowances)

Items	First year 2013	Second year 2014	Third year 2015	Total (US\$)
Basic salaries	282,554.00	302,554.00	307,809.00	892,917.00
Allowances	136,049.00	136,049.00	136,049.00	408,147.00
Social security	39,933.00	39,933.00	39,933.00	119,799.00
New posts	39,856.00	39,856.00	39,859.00	119,571.00
Total (US\$)	498,392.00	518,392.00	523,650.00	1,540,434.00

2.2 Science Directorate

Pursuing the prime objective to **strengthen STI capacities**, ISESCO has, under its Action Plan 2016-2018, placed its focus on the scientific projects likely to step up Member States' efforts in these areas in their pursuit of sustainable economic growth. This action will be pursued in light of the resolutions of specialized Islamic conferences and Member States' commitment to international conventions and treaties, especially of **Rio+20**, while taking into account the **Strategy for Science, Technology and Innovation in Islamic Countries**, the **OIC Ten Year Plan of Action (TYPOA) 2016-2025**, the **Vision 1441H on Science and Technology** as well as the recommendations of the **OIC Summit on Science and Technology**.

During the three coming years, further attention will be directed towards strengthening **STI policies and science governance** and promoting North-South and South-South cooperation in order to improve the performances of STI systems and planning in the Member States.

Action will also be led to entrench a scientific culture that can contribute to bridging the gap between **science and society**, strengthening **National Systems of Innovation (NSI)** and enhancing the role of **Science and Technology Parks (STPs)** in harnessing technological advances for the socio-economic development of the Member States.

University-industry partnership will be reinforced to boost the marketing of scientific research products and facilitate the launch of **small and medium enterprises (SMEs)**, while fostering entrepreneurship particularly **women leadership** in science and reinvigorating the role of youth in the advancement of sciences.

In a bid to build an STI-based economy, a set of activities will be geared towards enhancing the capacities of technology institutions in terms of **acquisition and commercialization of technologies**. This will include the implementation of **technology forecasting programmes** in the identification, formulation, appraisal and promotion of technological projects, technology transfer processes, and capacity building in the **agricultural sector**, while **adopting new methodologies and techniques** to boost productivity, such as biotechnology which holds a tremendous potential for socio-economic development in agriculture, healthcare, the environment and industry, as prescribed by the Strategy for Development of Biotechnology in the Islamic World and its implementation mechanisms.

As part of implementation of **the Strategy for Promotion of Nanotechnology in Islamic Countries**, focus under the 2016-2018 Action Plan will be on capacity building, training of specialized human resources and promotion of cooperation and

partnership. ISESCO will also continue to analyze the ethical implications of using new knowledge and technologies under **the Islamic Body on Ethics of Science and Technology (IBEST)**.

A set of programmes will be devoted to facilitating transition to **knowledge-based economies (KBEs)** providing technical counsel to policy makers, promoting training and capacity building and establishing assessment frameworks and benchmarks for knowledge based economies. ISESCO will also support the effort aimed at promoting transition to e-government through the required integration of **information and communication technologies (ICTs)**.

In **science education**, programmes will be implemented to elaborate and improve relevant **national policies and strategies** both in terms of theory and application. Efforts will be exerted to improve quality of **science education** by developing high quality human capital capable of contributing to STI promotion. Attention will be accorded to fostering **Open Access to Education**, aligning **scientific and technical education curricula** with comprehensive development plans, promoting e-education through the establishment of **virtual libraries and campuses**, and developing entrepreneurial skills through **commercialization and entrepreneurship education**. As part of joint programmes of the Education Directorate, the Science Directorate, ISESCO Center for Promotion of Scientific Research (ICPSR) and the Federation of the Universities of the Islamic World (FUIW), the **High Level Quality and Accreditation Committee (HLQAC)** will continue to follow up on implementation of “**Key Performance indicators**” to inculcate quality in higher education and improve the performance of the universities in the Islamic world. The **TAFAHUM programme** will be implemented to promote mobility of students, teachers and researchers, foster experience sharing, and harmonize education systems. New models of information sharing mechanisms and systems will be created within the framework of the **Pan-Islamic Research and Education Network (PIREN)** to benefit from each country’s knowledge resources.

Given the crucial importance of ecological balance for development sustainability, and based on the principles of the Islamic perspective which regulates mankind’s relationship and harmony with the **environment**, focus over the three coming years will be placed on the implementation of programmes to step up Member States’ efforts in ensuring protection for the living and non-living resources and their governing balances, and **conservation of biodiversity** and protection of **endangered native species**, while addressing issues of waste and pollution by providing expertise and counsel and promoting capacity building.

As part of implementation of the **Strategy for Promoting Energy Efficiency and Clean and Renewable Energy Sources in the Islamic World**, the **Strategy for Management of Water Resources** and the **Water Vision 2020**, the 2016-2018 Action Plan has devoted more attention to implementing programmes to improve Member States’ energy efficiency, increase reliance on new and renewable resources of energy, take advantage of the **Adaptation funds**. Special attention will be accorded to the needs

of people in rural and remote areas and support capacity building to meet water security challenges, rationalize use of water resources and fight pollution and desertification.

In the light of the **Islamic Declaration on Sustainable Development** and the **General Framework of Islamic Agenda for Sustainable Development (GFIASD)** as well as the **recommendations of the UNCSD Rio+20 summit**, ISESCO will, over the three coming years, step up efforts of competent authorities, further awareness of the need to adopt firm norms in environmental policies development, and improvement of environmental governance, while conducting **Environment Impact Assessments (EIAs) of projects**, and engaging in the transition to a **green economy** to ensure an efficient response to international, regional and national environmental issues.

Human-induced climate change is a major threat to environment sustainability. In this connection, ISESCO will, under its new action plan, promote further knowledge of such a challenge, increase awareness of **climate change and its economic and social impacts**. The Organization, under the **Executive Work Plan for the Implementation of the Strategy for Disaster Risk Reduction and Management in Islamic Countries**, will assist the Member States to cope with disasters and mitigate their impacts, improve **disaster preparedness, post-disaster response and reconstruction**.

In the light of evaluation results of joint programmes between the various directorates, particularly those concerning socio-economic issues such as democracy, human rights, peace, social cohesion, health prevention, fighting poverty and extremism, and gender, and in a bid to avoid duplication and promote coordination in these issues to ensure the effectiveness of implemented activities, the Division of Social and Human Sciences at the Science Directorate will, over the three coming years, focus on activities aimed at developing studies and research to analyze mutations in social and human patterns, examine their root causes, put forward proposals and solutions to address them. It will also hold experts' meetings to examine these trends and provide adequate theoretical frameworks, the aim being to enable stakeholders operating in education, culture and communication as well as civil society organizations concerned to improve the quality of their action plans and to adapt them to the specificities of each field while improving the performance of relevant field activities. To achieve these objectives, the Science action plan for the years 2016-2018 will focus on the implementation of the following projects:

1. **Project on sustainable scientific development eco-System.**
2. **Project on technological innovations for sustainable socio-economic development.**
3. **Project on modernization of science education to address future needs.**
4. **Project on sustainable natural resource management.**
5. **Project on promoting environmental governance.**
6. **Project on social transformations toward building cohesive and prosperous societies.**

1. Project on a sustainable scientific development eco-system

General framework:

Pursuing the prime objective to strengthen Member States' STI capacities conducive to a sustainable system for scientific development and the resolutions of the previous sessions of the Islamic Conferences of Ministers of Higher Education and Scientific Research, Health, and the Environment and relevant international conventions and agreements, especially of UNCSD or Rio+20; and taking into consideration the Strategy for Science, Technology and Innovation in Islamic Countries and its implementation mechanisms, action under the Science action plan for the years 2016-2018 will be focused on invigorating science policy programmes and improving science governance and science diplomacy for a sustainable scientific development. ISESCO will also pursue the OIC Ten Year Plan of Action (TYPOA) 2016-2025, the OIC Vision 1441H on Science and Technology as well as the recommendations of the OIC Summit on Science and Technology within the framework of the triennial STI priorities for 2016-2018. To this end, the required political will be mobilized through the organization of regional and sub-regional parliamentary forums and bringing policy-makers, the scientific community, the civil society and the media on one platform to address legislative, incentive measures and priorities in the context of promoting STI in the Member States. Special attention will be given to promoting North-South and South-South cooperation through teaming, twinning, networking and synergizing actions of the partners concerned for collective benefit.

Innovation and management of scientific research outputs are the driving forces of economic progress. Efforts under ISESCO's science programmes will be oriented towards strengthening national systems of innovation (NSI), developing research and innovation infrastructure, enabling Science and Technology Parks (STPs) to strengthen economies through ensuring the expected cohesion between researchers and industries, and channelling research results into the industrial sector and small and medium enterprises (SMEs) in such a way as to ensure a commercial exploitation of research results. Action in this regard will also seek to encourage scientists and researchers and dedicate grants and appreciation prizes as a fitting tribute to scientific innovations and inventions, while guaranteeing intellectual property rights and patenting.

Being aware of the role of science culture as a mainstay of national science action plans, ISESCO will support programmes on the use of new media towards the popularization of science, involving society in science, enhancing its interest in science and technology and increasing people's sense of curiosity in this regard.

Gender equality is also a main concern under this priority. In this regard, ISESCO will carry out activities aimed at strengthening women's role in science and technology through provision of better opportunities for the advancement of their scientific careers,

and promotion of their leadership through greater involvement in science policies and decision making processes. Active participation of youth in scientific development will also be encouraged so as to attract and protect scientific talents. This will be carried out under the Action plan of the Islamic World Academy for Young Scientists (IWAYS) and through strengthening national youth science academies.

Objectives:

- To rejuvenate science, technology and innovation policies and improve governance for effective scientific development systems.
- To mobilize political will through parliamentary forums and scientific commissions towards firm legislation and commitments to scientific development.
- To spur innovation through strengthening science parks and technology incubators, establishing SMEs and introducing technopreneurship.
- To cultivate science culture through bringing science closer to society and encouraging thinking and creative minds.
- To involve women and youth in effective participation in STI for the creation of gender and youth sensitive sustainable eco-system conducive to scientific development.

Areas of involvement:

- Re-invigorating STI policies and good governance.
- Linking science with society.
- Empowering women and youth in science and technology.
- Building indigenous capacity to absorb innovative technologies.

Partners:

- Ministries of STI, national and parliamentary commissions as well as relevant science policy institutions in the Member States.
- UN and other international, regional and national organizations working in the sphere of science policy and governance.
- Scientific and technological institutions, centres of excellence, science foundations, academies, science parks and incubators.
- Civil society actors, media and think tanks.
- Woman science chairs, women networks and institutions, as well as youth forums and national science youth academies in the Member States.

Total budget:

US\$ 1,150,000.00

Area of involvement 1: re-invigorating STI policies and good governance

Science policy needs alignment with the international scene mutations to meet the challenges of globalization. ISESCO will seek to reinvigorate STI policies and promote a good governance system that is more responsive to the STI needs of Member States. This can be achieved only through reviewing STI policies, strengthening science diplomacy, developing good governance and providing expertise to policy makers to assist them in the formulation, implementation, monitoring and evaluation of STI policies and programmes. ISESCO will support the development of the key trends in STI and encourage science observatories to map STI capabilities, as they provide decision and policy makers with insights into national and global scientific and technological trends and statistical data for judicious policy making and planning. In this regard, programmes will be implemented to strengthen the capacities of scientific institutions in a bid to develop a culture of research and innovation. Parliamentary forums will be conducted to reaffirm the commitment of the political leadership and higher authorities in the Member States to taking firm actions for the promotion and advancement of science and technology. ISESCO will continue fostering North-South and South-South cooperation in STI through increased sponsorship of joint programmes and will facilitate regional coordination, international grouping and socio-cultural affiliations for the achievement of greater objectives.

Expected outcome: an STI-development favoring system established and upheld by realistic strategies and planning

Performance Indicators:	Measurement Indicators:
<ul style="list-style-type: none"> • Better science policies and national programmes for enforcing technology and innovation. • Parliamentary forums and scientific commission mobilized to launch effective programmes with an impact on scientific development. • Cooperation and partnership fostered to develop STI. 	<ul style="list-style-type: none"> • 6 workshops and seminars organized and 3 studies prepared on science policies, governance and science diplomacy. • 3 regional and 3 national parliamentary forums and events implemented for enhancing the role of parliamentarians at regional and national levels in developing STI systems. • 6 regional initiatives launched for effective collaboration among the scientific institutions and bodies.

Area of involvement 2: linking science with society

Anchoring a scientific culture in society is *sine qua non* for its progress. In this connection, ISESCO has always been keen to supporting programmes intended to raise awareness of new scientific issues in order to enhance general know-how of lay man, the ultimate aim being to develop a scientific culture in the Member States and accordingly enhance knowledge and understanding of scientific development processes. Joint efforts will be made to bridge the knowledge and digital divide and promote traditional and indigenous knowledge. This will also be sought through the

reinforcement of the role of media in popularizing science and through the training of science journalists to improve their scientific reporting skills. Attention will also be given to creative thinking minds through organizing meetings on a regular basis, along with scientific camps, caravans and exhibitions, with the aim to enhance scientific curiosity and increase the general public’s awareness of new scientific knowledge, inventions and discoveries. In addition, the organization of exhibitions will be utilized to highlight emerging fields, new research, technology innovations and new products in order to stimulate the interest of the general public, businessmen, companies and industries.

Expected outcome: gap between science and society bridged through cultivation of scientific culture and encouraging creative minds

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Science culture cultivated through scientific knowledge enriched society. • Curiosity for science enhanced through scientific camps and exhibitions. • Media is better aligned for popularization of science. • Creative minds enabled to play role in steering intellectual development. 	<ul style="list-style-type: none"> • 2 seminars organized on popularization of science. • 6 science camps, caravans and exhibitions conducted in three regions. • 3 training workshops conducted for young journalists on enhancing their skills on scientific reporting. • 3 meetings of the creative minds on important scientific issues.

Area of involvement 3: empowering women and youth in science and technology

Women’s socio-economic status features among the strategic indicators of any country’s development. Like in other sectors of society, women have very limited opportunities in scientific professions. Women equal participation is vital for any nation’s ability to innovate and progress in science and technology, and half of society’s brain pool cannot be left wasted, especially in the current era of KBEs. ISESCO will thus continue its programme aimed at empowering women and developing women leadership in scientific professions and support women science chairs and regional women networking.

In order to give enough attention to youth in such a way as to understand their issues and enable them to play an effective role in economic development, efforts must be deployed to give them access to the right skills, due opportunities and a favorable environment. This will help convert their passion into viable products, build competitive advantage societies, and bring excellence in performance and quality in achievements in any area they are entrusted with. ISESCO will implement special programmes for the Islamic Academy of Young Scientists to encourage creative and talented minds, develop an informed response to unemployment and other issues, enhance opportunities and change the culture of negligence and marginalization.

Expected outcome: gender-sensitive and youth-responsive policies and strategies installed towards women and youth leadership and talent harvesting in the scientific development process

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Women empowerment in scientific and technological professions upheld to achieve holistic gains of scientific developments. • Women Science Chairs made effective in supporting women participation. • Youth confidence in scientific professions built and a new vision and creativity promoted. 	<ul style="list-style-type: none"> • 3 Workshops organized on empowerment of women in science and technology. • 4 events supported under ISESCO's Women Science Chairs programme and 2 new Women Science Chairs created in Member States. • 4 Meetings of Islamic World Youth Science Academy conducted to encourage youth participation in science.

Area of involvement 4: building indigenous capacity to absorb innovative technologies

Today's global technological boom was possible only through building technological capacities. In order to maintain competitiveness in today's world, it is essential to provide the necessary infrastructure to encourage the adoption of innovation and technology in every facet of the economy. In this regard, focus will be placed on activities aimed at adopting a strong technology policy and developing a platform for institutions capable of absorbing new technologies. The role of governments, universities, scientific research institutions and industries will be aligned towards this capacity building process. Technology foresight programmes will be implemented so as to absorb, adapt and develop new technologies and utilize them to solve socio-economic problems.

Expected outcome: national technological capacities built to secure the greatest advantages from new and advanced knowledge

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Vibrant science and technology policies introduced to realize the greatest advantage from new and emerging technologies. • Local and indigenous technology capacity promoted for immediate social-economic and commercial gains. 	<ul style="list-style-type: none"> • 6 activities implemented to introduce vibrant technology policies. • 3 workshops launched on technology foresight to foster innovation in technologies.

2. Project on technological innovations for sustainable socio-economies development

General framework:

Success in the global competitive economy hinges on the ability to innovate and commercialize technologies. Programmes of this project will focus on enhancing the capacities of technology policy institutions through assisting policy makers and governmental authorities in introducing viable technology policies with capabilities facilitated in the acquisition and commercialization of technologies so as to gain socio-economic benefits. A number of support programmes will be directed towards enabling the competent authorities to develop indigenous technologies and efficiently assimilate foreign ones in accordance with the present-time priorities and resources and helping them attain technological competence and self-reliance.

Given their extensive potential, biotechnology and genetic engineering will be promoted under the Strategy for Development of Biotechnology in the Islamic World and its implementation mechanisms. By the same token, biotechnological programmes and policies will be invigorated and technical assistance and guidance will be provided to the Member States to strengthen their biotechnology institutes.

Nanoscience and nanotechnology will be promoted under the Strategy for Promotion of Nanotechnology in Islamic Countries, and focus will be placed on programmes aimed at providing expertise on the necessary infrastructure, devising education and training programmes, supporting the establishment of nanotechnology centres and promoting research in nanotechnology-based industries and their role in creating new high-value employment and generating benefits in the fields of agriculture, healthcare, information technology, energy production and utilization, and environmental materials' manufacturing. It is also scheduled to organize specialized meetings and conferences in order to mobilize the competent parties to give greater importance to strengthening nanotechnology, setting relevant national infrastructures, and developing adequate national policies to fulfil the sought goals.

Through the Islamic Body on Ethics of Science and Technology (IBEST), ISESCO will maintain its interest in the ethical implications of the applications of new knowledge and technologies. In this regard, ISESCO will expand the Ethical Net portal to improve its interactivity in such a way as to develop knowledge in all areas of scientific research and new knowledge and accordingly achieve consensus on ethical issues. This consensus will be extended to take an international lead by the involvement of religion specialists through holding joint events on some ethical issues of common interest.

Objectives:

- To encourage innovation through strengthening science parks and technology incubators, building capacities of SMEs and introducing technopreneurship.

- To tap the huge potential of Biotechnology and Genetic Engineering.
- To harness nanotechnology for greater socio-economic benefits.
- To prevent threats associated with the misuse of technology and maintain the Islamic ethical values.

Areas of involvement:

- Strengthening innovation for economic gains.
- Promotion of Biotechnology.
- Promotion of nanotechnology and nanosciences.
- Promoting bioethics in science and technology.

Partners:

- United Nations and national, regional and international organizations operating in technology and innovation.
- Ministries of science, technology, innovations and agriculture as well as technology institutes and bodies.
- Specialized institutions and centres of excellence in the areas of nanotechnology and nanoscience, biotechnology, agriculture, remote sensing, space technology, etc.
- Civil Society networks, coalitions and NGOs.

Total budget:

US\$ 1,120,000.00

Area of involvement 1: strengthening innovation for economic gains

A national system of innovation holds an important place in the translation of new knowledge into useful products. ISESCO will implement programmes to improve the efficiency of the National Innovation Systems in order to align innovation with the requirements of society and development, promote entrepreneurship, set up technology parks, boost venture capital funding, involve the private sector, and encourage mobility of competencies and resources in higher education to ensure that scientific knowledge and research outputs are converted into socio-economic gains. Science parks and business incubators are important for the creation of new enterprises, knowledge development, commercialization of resources and management of innovations and intellectual property. ISESCO, within this area of involvement, will strengthen science parks and build capacities to contribute to creating an innovation-enabling environment, stimulating productivity, facilitating of new SMEs and enhancing the competitiveness of existing ones. Also, a number of activities will be carried out to activate university-industry partnership in order to boost the marketing of scientific research products, while furthering awareness and building capacities in patents, copyright and trademarks to help researchers protect and benefit from their research works.

Expected outcome: innovation and entrepreneurship capabilities built at grass-root level through a strengthened national system of innovation

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> National research and innovation systems bolstered to translate scientific innovations into valuable economic products. Role of science parks and incubators aligned in delivering useful and innovative products. University-industry interaction promoted to highlight the role of science in economic development. Capacities on patenting and intellectual property rights strengthened. 	<ul style="list-style-type: none"> 6 events organized to strengthen national systems of innovation 2 symposia and 3 training workshops for science parks managers and stakeholders organized for effective partnership. 3 university-industry consultation meetings organized for effective partnership. 3 consultation meetings of the Intellectual Property Network organized.

Area of involvement 2: promotion of biotechnology

Biotechnology, a promising sector for Member States, is still not able to deliver tangible outputs due to the lack of proper planning and adequate facilities. ISESCO, under the implementation mechanisms of the Strategy for Development of Biotechnology in the Islamic World, will continue to mobilize the competent authorities to attach greater importance to strengthening biotechnology, defining relevant national goals and devising adequate national policies. Focus under this area of involvement will be on promoting biotechnology programmes in health, energy, the environment and agriculture. Support programmes will provide technical assistance and guidance to the competent authorities to support biotechnology institutes and develop research performance; and training will be provided in order to produce highly qualified human resources in new biotechnological techniques. Major advances in agriculture and health fields will be highlighted to enable Member States to benefit from them.

Expected outcome: utilization of new and emerging biotechnologies promoted through mobilizing support and adopting effective strategies and plans

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> Strategies and action plans for promotion of biotechnology set in place. Biotechnology applications promoted in development-related areas. 	<ul style="list-style-type: none"> 2 meetings of the International Biotechnology Advisory Committee (IBAC) organized to follow-up implementation of the biotechnology strategy. 6 symposia organized to strengthen knowledge and understand new and useful biotechnologies in health, agriculture, energy production and environment protection.

Area of involvement 3: promotion of nanotechnology and nanosciences

Within the framework of the Strategy for Promotion of Nanotechnology in Islamic Countries, ISESCO will continue to accord high priority to encouraging Member States to adopt national nanotechnology policies, develop infrastructure, and introduce relevant

education and training programmes. Under this area of involvement, ISESCO will continue to co-organize the sessions of the International Workshop and Conference on Nanotechnology to promote the development of an integrated vision of this technology, define its research priorities, open up opportunities for interdisciplinary teaming and collaboration at local, regional and international levels, and explore the state-of-the-art achievements of nanotechnology in Member States. Training workshops will be conducted in such vital nanotechnology areas as agriculture, healthcare, information technology and energy production. The competent authorities will be provided with technical counselling in setting up necessary infrastructure and in implementing their national nanotechnology policies and programmes. Studies and research on nanotechnologies and nano-industries will be encouraged and Member States' access to their results expanded to create new high value employment, generate health and environmental benefits, and provide a strong basis for a sustained economic growth. The on-line training course will be expanded to incorporate new courses dedicated to the emerging areas.

Expected outcome: better understanding of the promising potential of nanotechnology research and its role in achieving rapid economic growth

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Nanotechnology introduced and existing nanotechnology programmes strengthened in the Member States • Access to new research in various areas of nanotechnology and nanoscience expanded. • Capacities in nanotechnology built through introducing distance education programmes. 	<ul style="list-style-type: none"> • 3 nanotechnology conferences organized to introduce policy initiatives towards speedier adoption of nanotechnology. • 3 workshops conducted to publicize new research on emerging nanotechnology areas. • Nanotechnology online education programme strengthened.

Area of involvement 4: promoting bioethics in science and technology

In a bid to step up the efforts of the Islamic Body on Ethics of Science and Technology (IBEST) and reinvigorate its role in analyzing the ethical implications of new knowledge and technology applications, action under this area of involvement will continue to implement the decisions of IBEST and strengthen the role of national ethical commissions, bodies and centres in enforcing the ethical aspect in the use of technologies as well as natural and human resources. The ethical network's portal will be made more interactive to enhance knowledge as well as to achieve consensus of opinion on ethical issues. This consensus will be extended to the international level by involving various religious stakeholders in holding joint events on special issues pertaining to science ethics and undertaking the necessary follow-up actions to ensure implementation of international bioethics-related declarations.

Expected outcome: coordination promoted and scope of partnership expanded to promote the work of IBEST

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Work of bodies specialized in ethics of science and technology promoted and coordinated. • Ethics information portal expanded to allow greater access to diverse relevant information and points of view of renowned scholars, scientists and media practitioners. 	<ul style="list-style-type: none"> • 3 meetings of scientific ethical groups and 1 General Conference of IBEST conducted to debate sensitive ethical issues. • 3 projects conducted to expand and enrich the bioethics web portal of ISESCO.

3. Project on modernization of science education to address future needs

General framework:

Science education is the bedrock on which the whole infrastructure of the S&T system as well as the industrial and technological base is built to meet the needs of the future and the requirements of transition to the knowledge economy. In this regard, action under this project and over three years will focus on providing expertise to elaborate and develop national science education policies and strategies and aligning scientific and technical education curricula with comprehensive development plans to ensure that education promotes creativity, innovation, research and development. Action will also focus on urging the competent authorities to strengthen open access to education by facilitating understanding of issues related to Open Access, proposing suitable models and Open Access Policy guidelines as a practical tool for driving Open Access forward, and extending support for establishing new virtual libraries and campuses through enhancing integrated information communication technologies. ISESCO will also convene the 8th and 9th sessions of the Islamic Conference of Ministers of Higher Education and Scientific Research (ICMHER) as well as the meetings of the Consultative Council for Implementation of the Strategy for Science, Technology and Innovation, in coordination with the Education Directorate, the ICPSR and the FUIW.

In addition, a number of activities will be carried out to promote commercialization and entrepreneurship education and provide opportunities for lifelong learning so that workers can keep pace with the rapid developments in technology, globalization, and new business practices. In order to activate the OIC Collaborative Efforts in Commercialization and Entrepreneurship Education (OIC-CECE), a set of programmes will be implemented to review science curricula to align them with Member States' comprehensive development plans.

Under this project, efforts will be made to ensure quality in science education so as to produce quality human resources capable of contributing to socio-economic progress and building better societies. The High Level Quality and Accreditation Committee (HLQAC) constituted by the 6th ICMHER will continue to follow-up implementation of "Key Performance Indicators" to anchor quality in higher education and improve the performance of the universities of the Islamic world. Under the TAFAHUM programme and in cooperation and coordination with the ICPSR and the FUIW, a number of activities will be implemented to facilitate the mobility of students, teachers and researchers and seek to foster exchange, cooperation. Action will also continue to activate the Pan-Islamic Research and Education Network (PIREN), which connects local researchers and education networks in the Islamic countries to share and improve their performances through combined efforts.

Objectives:

- To facilitate transition towards KBEs, through laying firm foundation for S&T development, stimulating innovation and creativity, exploring new avenues, and building sound infrastructure for resurgence in all fields of knowledge.
- To align science education policies to national development plans and strengthen science education institutions to modernize curricula and develop talent to bridge knowledge divide.
- To inculcate entrepreneurship skills in the students, through developing curricula in entrepreneurship and commercialization education.
- To foster cooperation and collaboration among educational institutions, and facilitate interactions and exchange of the students, researchers and faculty to promote rapprochement of peoples and intercultural dialogue.
- To ensure enculturation of quality in Higher Education through installing quality assurance frameworks under the Key Performance Indicators Programme.

Areas of involvement:

- Building knowledge capacities for sustainable economic development.
- Bolstering science education curricula and basic sciences and fostering commercialization and entrepreneurship education.
- Enhancing cooperation among the academic institutions.
- Enculturation of quality in higher education institutions.

Partners:

- United Nations and national, regional and international organizations.
- Ministries of education and higher education, universities, higher education commissions and other specialized educational institutions and bodies.
- OIC General Secretariat and institutions including COMSTECH, SESRIC, IDB, FUIW, IUT, IUN, IUIU and IIUM.
- Civil society networks, coalitions and NGOs.
- Regional quality assurance and accreditation groups.

Total budget:

US\$ 1,230,000.00

Area of involvement 1: building knowledge capacities for sustainable economic development

The world economy is increasingly being characterized as a “Knowledge economy”, given the growing role of knowledge as a key factor of productivity and economic growth. ISESCO is endeavouring to facilitate transition to Knowledge-Based Economies through developing intellectual potential of societies, creation of competent human resources to

generate and wield new knowledge, as well as efficiently use new information and communication means so as to become part and parcel of the global information society. Action under this area of involvement will continue to help the competent authorities in the Member States accelerate transition towards knowledge and innovation-based economies through formulation and implementation of well-articulated and coordinated cross-cutting knowledge economy strategies and involvement of decision makers and media in the overall move towards knowledge societies. Focus will be more on successful economic transformation through activating growth models based on knowledge and innovation and creating assessment frameworks and benchmarking models for measuring the status of KBE which could be updated annually so that they can serve as motivators and competitors. ISESCO will also continue to organize Open Days on Knowledge Economy, as well as staging exhibitions, scientific camps, scout rallies and similar events in order to promote general understanding of the role of science and technology in addressing society’s issues. Integration of ICTs will be promoted in the educational institutions as well as in the important areas linked to economic development to bridge any digital divide. In view of serious threats to digital content security, ISESCO will continue to build capacities in cyber security, in cooperation with the Culture and Communication Directorate.

Expected outcome: transition towards KBEs facilitated through introducing and assimilating the growing stock of global knowledge and its adaptation to local needs and creation of knowledge and technology

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Attention diverted to needs of the knowledge economy. • Necessary strategies and action plans introduced towards strengthening the KBEs. • Digital divide bridged through introduction of latest ICT tools in various areas. • Capacities built in protection and security of cyber data. 	<ul style="list-style-type: none"> • 9 Knowledge Economy Open Days organized in Member States. • 3 conferences organized to facilitate transition towards KBEs. • 3 experts’ meetings held on promoting the use of ICTs in various important scientific areas of economic importance. • 3 workshops organized on cyber security.

Area of involvement 2: bolstering science education curricula and basic sciences and fostering commercialization and entrepreneurship education

Action under this area of involvement will focus on strengthening national science education policies and programmes, and integrating new education trends and technologies to achieve international standards, the aim being to improve learning opportunities through development of capabilities, competencies and essential cognitive and non-cognitive skills within the context of lifelong learning; a number of programmes will be implemented to help the competent authorities develop comprehensive and inclusive science curricula to bridge education parity, conduct the necessary assessments to ensure effective links between learning processes and their impact, and introduce good practices in the development, adaptation and use of Open

Educational Resources. ISESCO will continue to support vocational education institutes and will focus their programmes to develop skills necessary for the technical support staff to address the issues of employability in order to develop intellectual and creative talent in students in addition to acquiring the values, attitudes, skills, and knowledge that are needed to gain access to the labour market and contribute to comprehensive development.

Entrepreneurship education stands among the most powerful tools of higher education for building a vibrant economy and facilitating transition towards knowledge-based economies. Under this area of involvement and as part of the ICPSR's programmes, a number of activities will be carried out to highlight the Research, Innovation, Commercialization and Entrepreneurship Education (RICE) value chain. A high priority will be accorded to imparting commercialization and entrepreneurship education and skills to enable students to turn vision and ideas into reality and bring innovation and creativity into force. Under the OIC-CECE, pilot programmes will be launched to effectively improve and reform educational institutions and review curricula to link them to comprehensive development plans.

Expected outcome: efficiency of Science education bolstered and commercialization and entrepreneurial education promoted

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • National capacities strengthened to develop evidence-based science education policies. • Science education strengthened through incorporation of new curricula. • Education oriented to market demands in order to promote employability. • Professional development of teachers improved through training on new teaching technologies. • Curriculum in commercialization and entrepreneurship education made available to educational institutions. • Collaborative models for commercialization introduced to educational institutions. 	<ul style="list-style-type: none"> • 6 national events organized on introducing vibrant evidence based scientific education policies • New science education curricula introduced in new areas and existing ones revised. • 3 symposia on open education resource, addressing employability and vocational training. • 6 teacher training programmes organized on the use of new electronic delivery methods and display techniques. • 6 projects launched to prepare curriculum at various levels in commercialization and entrepreneurship education. • 3 events launched to assist in developing innovation and commercialization licensing and start-ups framework.

Area of involvement 3: enhancing cooperation among academic institutions

In a bid to foster collaboration between academic institutions and share knowledge, skills, expertise and resources to meet the development goals of Member States, the TAFAHUM programme will be implemented in cooperation between the Science Directorate and the Center for Promotion of Scientific Research (ICPSR) in order to facilitate the exchange of students, faculty and researchers among universities in the Islamic world. ISESCO, through the Vice-chancellors Forum's meetings, will provide

necessary platforms to promote cooperation among universities and higher education institutions in the Member States and facilitate active involvement and intellectual partnerships. ISESCO will expand the Pan-Islamic Research and Education Network (PIREN) to improve performances of the local researchers and education networks in Member States so achieve mutual benefit through combined efforts. ISESCO will also convene regular meetings of Country Coordinators, to strengthen connectivity and launch effective mutual collaborative projects.

Expected outcome: mobility of students, researchers and faculty promoted to share expertise and enhance academic networking and values of mutual understanding and dialogue

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Effective contribution to the rapprochement between academic communities to share experiences and enhance mutual knowledge. • Better sharing of experiences and good practices among the universities • Exchange of knowledge promoted among the educational and research institutions through improved connectivity under PIREN project. 	<ul style="list-style-type: none"> • 3 projects of mobility of students, researchers and faculty launched among the universities in the Member States, in collaboration with other partners • 3 Vice-Chancellor forums conducted for better collaboration among the universities. • 6 events launched to connect local researchers and education networks under the PIREN project.

Area of involvement 4: enculturation of quality in higher education institutions

The search for quality in higher education is more intense than ever before. In this era of technological innovation and knowledge-based economy, the Member States need to devote more attention to higher education, as it is now understood solely as an economic factor rather than a tool of social development. In this regard, action under this area of involvement will continue to hold the ICMHESR and implement relevant programmes in cooperation between the Science Directorate, the Federation of the Universities of the Islamic World (FUIW), the Education Directorate and the ICPSR, and devote more attention to bringing excellence in higher education and launching effective programmes for the enculturation of quality in higher education. Emphasis will be placed on bringing reforms in governance of universities to improve their performance. Implementation of the Key Performance Indicators will continue to valorise the role of quality and accreditation in achieving comprehensive excellence in university education and establishing academic linkages to capitalize on scientific and technological innovation, quality and accreditation drivers. ISESCO will reinforce collaboration and cooperation among regional quality assurance organizations and bodies in the OIC Member States and will develop an educational web portal for the dissemination and sharing of knowledge and good practices pertaining to quality assurance standards in the OIC Member States.

Expected outcome: higher education systems strengthened and performances of universities enhanced through enculturation of quality and conducting projects of vital importance

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none">• Joint scientific Islamic action reinvigorated, progress in higher education sector evaluated and vital higher education projects launched through holding sessions of ICMHESR and meetings of the Consultative Council.• Improved performance of universities and better quality of university education	<ul style="list-style-type: none">• 2 sessions of ICMHESR and 2 meetings of the Consultative Council for Implementation of the Strategy for Science, Technology and Innovation in the Islamic Countries organized.• 3 regional events on university performance indicators and university education quality issues.

4. Project on sustainable natural resource management

General framework:

Ecological equilibrium is of utmost importance in maintaining the sustainability of natural resources. Following the principles of the Islamic perspective, which seize and codify the interaction between humans and ecological space in which the normality and balance of the relationship are achieved through the maintenance and preservation of natural resources, ISESCO will pursue its efforts under this project and over the three coming years to activate the General Framework of Islamic Agenda for Sustainable Development (GFIASD) and the Sustainable Development Goals (SDGs) and implement the programmes aimed at helping the competent authorities adopt sound ecosystem approaches, protect living and non-living resources, preserve biodiversity, control land degradation and desertification, and update and enforce special legislation. A new series of activities will be directed towards capacity building in conservation, management and sustainable exploitation of natural resources including mineral, land, biospheres, water, etc., without harming the environment and the right of future generation thereto. The use of new mining tools and technologies will be encouraged for sustainable utilization of mining resources, and remote sensing and space technologies will be promoted for exploration and preservation purposes.

In a bid to ensure energy security of Member States, and considering the dire need for sustainable energy to strengthen economies, protect ecosystems and achieve equity, ISESCO, under this project and pursuing its Strategy for Promoting Energy Efficiency and Clean and Renewable Energy Sources (RESs) Use in the Islamic World, will implement programmes to improve energy efficiency and increase reliance on new and renewable resources of energy.

Water crisis is emerging as a more serious problem at international arena with each passing day due to misuse, over exploitation, population growth and impact of climate change among other factors. As part of the Strategy for Management of Water Resources in the Islamic World and the Water Vision 2020, action under this project will continue in order to build up capacities to meet water challenges facing by the Member States. Efforts will be exerted to step up Member States' policies aimed at facilitating access to safe drinking water, preserving water resources, improving water supplies for agriculture and other economic needs, promoting programmes of institutions concerned and enhancing relevant knowledge and skills. Absence of clean drinking water and sanitation facilities, which engulfs millions of lives each year, will be paid attention through implementing programmes to tackle the sources of water pollution and encourage expansion of sanitation facilities in both urban and rural areas. ISESCO will implement programmes to control desertification and land degradation.

Oceans, seas, islands and coastal zones are critical for sustainable economic prosperity. Most of the Islamic countries lie in maritime zone and are rich in fisheries, mineral and gas resources. Therefore, the sustainable exploitation of these resources offers immense economic benefits, especially to the off-shore communities. These resources are deteriorating at alarming rates due to misuse, pollution, ignorance and weaknesses of planning and management. Further, there is a greater risk of destruction from tsunamis and storms, which may cause irreversible damages to ocean resources. ISESCO will assist Member States to develop programmes aimed to preserve and manage marine environment and ocean resources, especially fisheries and rehabilitation of mangrove forests and other affected resources.

Objectives:

- To maintain ecological balance and facilitate sustainable utilization of natural resources.
- To promote cost-effective renewable energy technologies especially for use in rural and remote areas or poor communities.
- To strengthen policies, programmes, knowledge for improving integrated management of water resources.
- To protect living and non-living marine resources and their sustainable utilization.

Areas of involvement:

- Ecological Balance and Sustainable Utilization of Natural Resources.
- Conservation of Energy and Promotion of Renewable Resources of Energy.
- Enhancing Water Security and Proper Sanitation and Mitigating the Impact of Drought.
- Protection of Marine Environment and Sustainable Utilization of Ocean Resources.

Partners:

- United Nations and other national, regional and international organizations concerned with sustainable development and environment protection.
- Ministries of environment, water, energy, renewable energy, marine resources, and other national, regional and international environmental institutions and bodies in the Member States.
- Civil Society networks, coalitions as well as non-government organizations working in maintaining the environment equilibrium and sustainable development and utilization of natural resources.

Total budget:

US\$ 1,200,000.00

Area of involvement 1: ecological balance and sustainable utilization of natural resources

Action under this area of involvement will focus on supporting and encouraging suitable policies and programmes on sustainable management of natural resources with a view to maintaining ecological balance, creating a healthy and viable world for future generations, strengthening the capacities in the conservation of biodiversity, improving awareness on endangered species publishing and widely disseminating the latest information on new sustainable management techniques and natural resources management practices for the sustainable development of natural resources in the Member States. Support will also be extended to the competent authorities which need to conduct geological surveys in mapping and preparing the Minerals, train in new mining techniques and surveys for collecting data and use of space technology and remote sensing for exploration of natural resources. Special attention will also be given, under this area of involvement, to agriculture in its key role as a driver of economic development, food security and environmental stability for the majority of people in their daily use of natural resources.

Expected outcome: capacities built in sustainable utilization of natural resources and maintaining ecological balance

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Conservation, management and utilization of biodiversity and maintaining ecological balance. • New technologies and knowledge in exploration of natural resources. • Capacities in sustainable utilization of natural resources. • Food security through introducing latest knowledge and cutting-edge tools. • GIAHS conserved. 	<ul style="list-style-type: none"> • 3 workshops on ecological balance and preservation of plant and animal biodiversity organized. • 6 training workshops on remote sensing and data collection held to optimize benefit from natural resources. • 3 workshops held on mining and other techniques for sustainable use of natural resources. • 6 programmes launched to enhance skills of agricultural communities in adopting new technological tools. • 6 workshops organized on GIAHS.

Area of involvement 2: conservation of energy and promotion of renewable resources of energy

Energy is a main driver of economic and social development and improved quality of life. ISESCO, under its Strategy for Promoting Energy Efficiency and Clean and RESs Use in the Islamic World, will continue to promote use of renewable energies and improve the efficiency in energy use and conservation in order to reduce the negative impact of climate change, and adopt measures supporting the development of criteria for the sustainable production of biofuels and ensuring that these measures will contribute to the achievement of climate, energy and environmental goals. ISESCO will continue to co-organize the World Renewable Energy Congresses at international and

regional levels in collaboration with World Renewable Energy Network (WREN) to promote renewable energy. Needs of people in rural and remote areas will be given special attention through promotion and utilization of renewable energy resources, which are environmentally clean and technically simple, to fulfil their basic energy needs. ISESCO will continue to organize its regional consultation groups meetings, renewable energy summer schools, regular training programmes and will promote joint action with partners including UNESCO. Dissemination of simplified information on renewable energy will be a part of the promotion of know-how and awareness campaigns.

Expected outcome: energy conservation and utilization of new and renewable sources of energy promoted in the Member States

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • International agenda for conservation of energy and sustainable utilization of renewable resources of energy achieved. • Capacities and knowledge on effective and useful new and renewable technologies built up. • Cost-effective renewable energy technologies especially for use in rural and remote areas or poor communities promoted. 	<ul style="list-style-type: none"> • 2 international conferences held on renewable energy, in collaboration with WREN. • 6 training sessions held on new and RESs and technologies. • 3 seminars organized on the use of renewable energy in rural and remote areas and 3 consultation group meetings held.

Area of involvement 3: enhancing water security and proper sanitation and mitigating the impact of drought

Water is indispensable for human life, health and well being and it is linked to all sustainable development processes, including environment integrity, food security, reduction of poverty, transformation to green economy. Over the 2016-2018 period, ISESCO will, under this area of involvement and as part of implementation of the Strategy for Integrated Management of Water Resources, continue to dedicate programmes for capacity-building, support competent institutions, enhance the knowledge and skills adequate to address depletion of fresh water resources in vulnerable Member States and draw up policies to stop misuse and mismanagement of water resources and to adopt new water management techniques, including water desalination techniques, required for the management and sustainable development ensuring water security in the Islamic world. ISESCO will also assist Member States to implement methodologies that tackle scarcity of fresh water resources, reduce losses of water through leakage, illegal hook-ups and wastes in irrigation and diseases associated with unsafe water, poor sanitation and hygiene. Consultation meetings will be held on addressing floods and settling conflicts over water resources shared among Member States. Acceptable approaches will be developed to apply the appropriate legislation about use of these waters and related rights and obligations. In a bid to combat desertification and mitigate the impact of

drought in Member States, programmes will be implemented to muster support for curbing land degradation rates.

Expected outcome: capacities for securing water resources built through implementation of programmes on integrated management of fresh water resources and fight against desertification

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Water security issue and implementing relevant programmes addressed. • Trans-boundary water use improved. • Anti-desertification and drought control measures elaborated. 	<ul style="list-style-type: none"> • 6 regional consultation meetings and 6 workshops conducted on effective implementation of water programmes. • 3 seminars conducted to improve trans-boundary water use conditions. • 3 workshops conducted to combat desertification.

Area of involvement 4: protection of marine environment and sustainable utilization of ocean resources

Oceans are a major source of economic activity and provide livelihood to the onshore communities in maritime Member States. This calls for protecting and preserving ocean living and non-living resources from degradation. Therefore, action under this area of involvement will focus on building capacities in marine management, protecting and preserving marine environment from pollution and misuse, ensuring the conservation and sustainable utilization of aquatic resources including those in the Exclusive Economic Zone (EEZ), and improving conservation and management of fisheries and other marine resources. ISESCO will continue to work closely with its specialized partners to address a wide range of issues on protection of marine environment and improved coordination and data collection, upgrade planning and provide expertise to strengthen management of marine environment and safeguard ocean resources. Training sessions will be organized to bolster capacities for the oceans observation systems, marine meteorology operational oceanographic services and sharing of knowledge.

Expected outcome: capacities built in conservation, management and sustainable utilization of marine resources

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Management, conservation and sustainable utilization of marine resources especially fisheries resources promoted. • Measures for the protection of marine environment and for the rehabilitation of mangrove population elaborated. 	<ul style="list-style-type: none"> • 3 projects launched and 3 workshops held on management, protection and preservation, sustainable development and utilization of marine resources specially fisheries resources. • 3 workshops conducted for mangrove population rehabilitation and marine environment protection.

5. Project on promoting environmental governance

General framework:

Protection of Environment is the responsibility of all as it provides support system for all forms of life on this planet. Environment should be conserved for present and future generations. Environment sustainability can be best achieved by improving the environmental governance. This trend was reaffirmed by the resolutions of the 6th Islamic Conference of Environment Ministers (Rabat, 8-9 October 2015). In application of these resolutions, and in the light of the Islamic Declaration on Sustainable Development and the General Framework of Islamic Agenda for Sustainable Development (GFIASD) as well as the recommendations of the UNCSD Rio+20 summit and the Paris Conference (COP21), this project will seek to implement effective strategies, strengthen the capacities of environment institutions and enhance international and regional cooperation to adopt firm measures for the protection of the environment. A number of activities will be directed towards building capacities for strong environment governance under which governments, the international community, the private sector, civil society and the general public will be realigned for environment sustainability and repairing the damages caused to the environment. ISESCO will also assist in the conduct of Environment Impact Assessments (EIAs) to minimize environment risks.

In addition, ISESCO will provide expertise and counsel to help the competent authorities plan for Green Economy. Policies will be developed while adopting the environment governance that can assimilate and build the capacities related to the concept of green economy, as a mechanism, for sustainable development, and assess the opportunities and challenges related to this concept. ISESCO will also work towards strengthening the capacities of Member States by conducting the necessary studies and researches with a view to developing green technology, adapting it to economic, social and environmental specificities and benefiting from Adaptation Fund and Clean Development Mechanism in accordance with the Kyoto Protocol.

Human-induced climate change is a major threat to environment sustainability. Adoption of appropriate means to face up climate changes has become an emergency for all the countries and requires the setting up of an adequate institutional framework to boost scientific research, organize awareness-raising campaigns, in addition to ensure an efficient participation of all the components of the civil society on national and regional levels. ISESCO's action under this project will focus on providing further knowledge on climate change and its economic and social impacts to help competent authorities take the appropriate measures for the fulfillment of relevant international commitments and to provide the necessary financial resources and adequate skills and techniques that help to strengthen national institutional capacities through joint activities at regional and sub-regional levels. ISESCO will also seek to enhance

networking and collaboration concerning activate joint Islamic and international environmental action to support and strengthen negotiation stance in relation to climate change.

Natural disasters, like floods, epidemics, storms, volcanic eruptions, earthquakes, drought, etc. cause millions of deaths, destroying important infrastructures and resulting in the displacement of huge populations, and gross economic losses each year. The Member States must therefore accord a high priority to disaster risks, allocate resources for preparedness and collectively extend relief to areas affected by disasters in the Member States. Under the “Executive Work Plan for the Strategy for Disaster Risk Reduction and Management in Islamic Countries”, adopted by the 5th ICEM, a number of support programmes will be dedicated as part of this project for assisting the competent authorities in devising their plans for disaster preparedness, capacity building for post-disaster response, and the groundwork for implementing comprehensive disaster risk management programmes at national level. ISESCO will facilitate integration of new technologies in the management of natural disasters and assist Member States in the rapid transfer and access to information. ISESCO will also encourage the establishment of a Fund for the Reconstruction of Disaster Affected Areas and will exert efforts to develop an Islamic mechanism for concerted relief efforts, in coordination with the OIC General Secretariat.

Objectives:

- To build up capacities in environment governance for improving efficacy of environment protection policies, programmes and projects.
- To develop a general consensus of the Islamic world on international environment issues through calling ICEM and IEBE Meetings.
- To facilitate transition towards green economy in important sectors and develop necessary infrastructures for sustainable development.
- To foster capacities to cope with climate change impact and understand climate variability scenarios and prediction models.
- To improve the institutional capacity to cope with disaster and mitigate its damages under the framework of the Executive Work Plan for the Strategy for Disaster Risk Reduction and Management in Islamic Countries.

Areas of involvement:

- Strengthening Environment Governance and Developing Consensus on Environmental Issues.
- Green Economy and Clean Development Mechanism.
- Climate Change Adaptation and Mitigation Measures.
- Disaster Preparedness, Risk Reduction and Management.

Partners:

- United Nations and other national, regional and international organizations, agencies concerned with sustainable development and environment protection
- Ministries of environment, disaster management and other national, regional and international environment institutes, foundations, commissions, conventions, partnerships groups, campaigns and agencies.
- Civil society networks, coalitions and organizations as well as non-government organizations working in environment protection and conservation, green economy, climate change, disaster management, etc.

Total budget:

US\$ 1,420,000.00

Area of involvement 1: strengthening environmental governance and developing consensus on environmental issues

Sustainable Development ensures social and economic development in line with environmental sustainability. The capacity to follow up on and implement the International Environmental Conventions needs an adequate institutional and organizational framework as well as adequate implementation mechanisms. In this regard, the activities scheduled under this area of involvement will seek to align national policies and legislation as well as build up capacities in good environmental governance to enforce an effective and comprehensive agenda for environment protection and to comply with the requirements of relevant international conventions. ISESCO will also organize the 7th Session of the ICEM and the 3rd and 4th Meetings of the Islamic Executive Bureau of the Environment (IEBE), to discuss environmental challenges of vital concern facing the Member States and develop consensus on international environmental issues. Further, ISESCO will participate in international environment summits and conferences to present the stance and view of the Islamic world on issues of the environment and sustainable development and strengthen cooperation with international partners, in fulfilment of the principle of common but differentiated responsibility.

Expected outcome: environment sustainability enhanced through improved environment governance

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • National policies to incorporate environmental governance reviewed. • Member States' environmental governance and knowledge sharing capacities enhanced. • Joint Islamic action on the environment promoted. 	<ul style="list-style-type: none"> • 3 seminars on adopting environmental governance in national policies. • 3 regional workshops organized on environmental governance issues. • 1 session of the ICEM and 2 meetings of the Islamic Executive Bureau of the Environment organized.

Area of involvement 2: green economy and clean development mechanism

The need for green economy is becoming increasingly important as it contributes to low carbon economy, resource efficiency and social inclusion, and reconciles economy and ecology by addressing poverty issues and establishing equality as well as reducing environmental degradation. In application of the resolution of the 5th Islamic Conference of Environment Ministers (Astana, Kazakhstan), which urged Member States to adopt ‘green economy’ as a key “voluntary” tool for sustainable development and poverty eradication, activities will be dedicated in this area to assist the competent authorities to devise the appropriate mechanisms to facilitate transition towards green economy which ensures equitable and resilient progress and provides better quality of life within the ecological limits of the planet. Expertise and counsel will be provided to reorient government policies and plans so that investments are directed towards clean and efficient technologies, natural capital and social infrastructure, the ultimate goal being to drive growth, jobs, environmental improvement, poverty eradication and social equity. In addition, support will be provided for the development of the necessary skills and expertise to benefit from the Adaptation Fund.

Expected outcome: transition to green economy facilitated and clean development mechanism (CDM) developed and strengthened

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Transition towards green economy and development of infrastructure facilitated. • Skills and expertise in utilization of funds for CDM and Adaptation Fund developed. 	<ul style="list-style-type: none"> • 6 events organized on green economy transition mechanisms. • 3 workshops conducted to develop appropriate programmes to benefit from CDM and Adaptation Fund.

Area of involvement 3: climate change adaptation and mitigation measures

The issue of climate change and global warming are becoming serious with aggravating threats to economy, health, food and security of people. In this vein, ISESCO will assist in designing effective and measureable national mitigation and adaptation policies, and will strengthen institutional capacities, adapt appropriate knowledge and skills to absorb advanced technologies through training and capacity building programmes to adequately deal with adverse effects associated with climate change. Activities will be scheduled to assist the competent authorities in honouring their commitments in this respect in accordance with the principle of Common but Differentiated Responsibilities, and phasing out of substances that deplete the ozone layer and institute deeper cuts in such emissions. Awareness and knowledge on climate change and its economic and social impacts will be enhanced and ecosystem-based management will be promoted as part of a comprehensive strategy for adaptation to climate change and mitigation of its impact on biodiversity, desertification, land deterioration, marine and coastal environment as well as its effect on human health and safety.

Expected outcome: awareness and knowledge on climate change fostered, economic and social impacts analyzed and strategies and plans put into action

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> Economic and social impacts of climate change analyzed and realistic adaptation strategies and plans introduced. Skills and expertise to cope with climate change impacts enhanced. 	<ul style="list-style-type: none"> 3 experts' meetings organized to discuss climate change impact and explore practical solutions. 6 national workshops conducted to cope with climate change impact in vital areas.

Area of involvement 4: disaster preparedness, risk reduction and management

As part of follow-up to the implementation of the Executive Work Plan for the Implementation of the Strategy for Disaster Risk Reduction and Management in Islamic Countries, which was adopted by the 5th ICEM (Astana, Kazakhstan, 2012), action under this area of involvement will continue through stepping up efforts of needy Member States to reduce threats to human life and property and adopt a coherent and holistic approach to mitigate the consequences of natural and man-made disasters. Awareness-raising activities will be conducted to promote a culture of preparedness and early warning, incorporate disaster reduction strategies into national sustainable development policies, encourage technological innovation in this area, increase financial allocations to disaster risk reduction, and reach an international binding agreement to reduce and address climate change effects.

Expected outcome: capacities in preparedness and mitigation of risks resulting from anthropogenic activities and natural disasters built

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> Improved institutional capacity to cope with disaster and mitigate its damages through the Executive Work Plan for the Strategy for Disaster Risk Reduction and Management in Islamic Countries. Improved emergency preparedness through local communication systems, sustained public awareness and sensitization campaigns. 	<ul style="list-style-type: none"> 6 events organized to set into motion the Executive Work Plan for the Strategy for Disaster Risk Reduction and Management in Islamic Countries. 6 training and capacity-building workshops conducted for national volunteer force, and 3 sensitization campaigns launched to improve emergency preparedness response.

6. Project on social transformations toward building cohesive and prosperous societies

General framework:

A huge political, social, economic, cultural and intellectual metamorphosis in our societies is being witnessed in the Third Millennium due to the globalization process and fast technological innovations. This process entails new social and behavioural patterns which require us to closely observe social transformations and analyze attendant threats and turbulences, such as growing social discrimination, and regression with regard to respect for social, economic and cultural rights of the people, and rampant extremism and terrorism.

ISESCO will continue to analyze transformation of social patterns in the light of new knowledge and in the very spirit of the Islamic teachings. In this connection, the project will focus on monitoring major social transformations, probe deeply into their causes and provide exact data, the aim being to enable educational, cultural and information policy-makers to develop field plans and programmes to address the implications of these mutations, including social and behavioural deviances. The General Directorate of ISESCO will ensure internal consultation and coordination on this cross-cutting project.

Equal focus will be placed on monitoring and analysing issues related to respect for and promotion of human rights, in line with the Cairo Declaration on Human Rights in Islam (CDHRI), and with the aim to fight against all types of social discrimination in the light of Islamic values and foster social, human, economic and cultural development. Special focus will be on promoting civil and political rights as specified by Islamic and international human rights' declarations such as the right to life and liberty, freedom of expression, and equality before the law, in order to firm-up foundations of peace and justice and enable people to live with each other in dignity and freedom. ISESCO will further work to ensure women's full enjoyment of their rights guaranteed by Islam and project women's role in social development. Particular attention will be devoted to analyzing the causes of and developing solutions to increased violence among the youth, improving youth participation in the social development process and consolidating their role in the society.

Preservation of peace is more important in this turmoil era than ever in the past. In this regard, studies and researches under this project will be partly devoted to presenting new, practical proposals in the areas of education, culture, arts and information, with the objective of consolidating understanding as well as preserving and promoting peace and security within societies; fostering the values inherent to dialogue as a means to resolving ethnic, sectarian and other conflicts; countering Islamophobia and laying bare crimes perpetrated against the Palestinian people.

Healthcare, poverty reduction and life quality amelioration issues have always been at the core of ISESCO's agenda for sustainable development. Hence, the project will seek

to engage experts and specialists in devising innovative and realistic projects and programmes to help relevant parties deal with existing problems being faced by poor communities, with the aim to alleviate their sufferings, create economic opportunities for them and provide them with the necessary social and healthcare services.

Objectives:

- To analyze the social, human, economic transformations both for understanding and monitoring social phenomena and for addressing their impacts.
- To protect and promote social, human, economic, environmental and cultural rights in the light of the Islamic law and international human rights declarations.
- To foster peace in societies and enhancing social cohesion and values of solidarity and brotherhood.
- To alleviate poverty and ameliorate the quality of life in the needy communities through reinforcing the capacities of professionals and government institutions in poverty eradication policies, strategies and action plans.
- To ameliorate health standards through improving health services and combating communicable and non communicable diseases.

Area of involvement:

- Addressing social, human and economic transformations toward building cohesive and prosperous societies.

Partners:

- Ministries of health, social welfare as well as concerned social welfare institutions and social and human research departments in the universities.
- UN and other specialized international, regional and national organizations working in the sphere of social welfare, peace, health, human rights and alleviation of poverty.
- Civil society actors, social and welfare organizations, non-governmental and charity organizations.

Total budget:

US 1,006,293.00

Area of involvement: investigating social, human and economic transformations toward building cohesive and prosperous societies

In today's society where rapid transformations are taking place, it is necessary to examine and analyze the changing patterns of society to protect the characteristics of the Muslim society and immunize future generations from deviations. Action will, therefore, be directed toward supporting research and studies to provide an analysis of new social

transformations; the express aim is to understand related human behavioural patterns, social and cultural trends which are giving new shapes to our societies. The issues of critical importance to the needs of the society and major challenges being faced by the Muslim communities will be accorded priority in these studies. Harmony in development and promotion of international standards for major social transformations will be promoted through holding useful forums for experts and sociologists to discuss these transformations and offer practical solutions. Similar activities will be designed to assist social and human sciences institutions, universities and research centres in improving their research works on addressing societal issues related to learning, human rights, social cohesion and economic development.

Expected outcome: improved understanding of social patterns and economic transformations to aid officials in making realistic decisions and help education, culture and information staff to accurately devise and put into action field plans and programmes, and redress ensuing behaviour deviations and disorders

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Support extended to studies and research to increase understanding of social and economic transformation issues. • Consolidated social and human sciences policies, and Islamic economy promoted. 	<ul style="list-style-type: none"> • Conducting or supporting 12 studies and researches focused on urgent social issues impacting Muslim societies' developmental conditions. • Supporting 12 university research projects on social sciences. • Awarding 30 research grants in social and human sciences. • Conducting 3 study programmes to promote social and human science policies and on Islamic economy. • Organizing 9 meetings of experts and sociologists. • Awarding ISESCO Prize for best studies and researches in social and human sciences.

Science Programmes

Projects	Budget	Total budget of the Directorate
1. Project on a Sustainable Scientific Development Eco-System	1,150,000.00	7,126,293.00
2. Project on Technological Innovations for Sustainable Socio-Economies Development	1,120,000.00	
3. Project on Modernization of Science Education to Address Future Needs	1,230,000.00	
4. Project on Sustainable Natural Resource Management	1,200,000.00	
5. Project on Promoting Environmental Governance	1,420,000.00	
6. Project on Social Transformations toward Building Cohesive and Prosperous Societies	1,006,293.00	

Details of Financial Items

Science Directorate (salaries and allowances)

Item	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Basic salaries	211,845.00	218,906.00	229,852.00	660,603.00
Allowances	114,113.00	117,916.00	123,812.00	355,841.00
Social security	26,788.00	27,681.00	29,065.00	83,534.00
New posts	39,040.00	40,341.00	40,002.00	119,383.00
Total (US\$)	391,786.00	404,844.00	422,731.00	1,219,361.00



2.3 Culture and Communication Directorate

In the lapsed years of the Medium-Term Action Plan 2010-2018, the resolutions, decisions and recommendations of the General Conference and Executive Council, along with the strategies and instruments of reference adopted by the specialized ministerial conferences in the spheres of culture and communication, have all shown that the success of national cultural and communication policies of Member States is contingent upon success in other areas that overlap with and complement them.

The various studies, sector-focused field research, reports and statistics compiled by specialized regional and international organizations have all come to the conclusion that many of the problems endured in today's world, including in ISESCO Member States, have a clear cultural dimension. There is an urgent need to adopt a forward-looking approach to cultural priorities in the Members States if they are to solve these problems, including, most importantly, extremism, violence, sectarianism and fanaticism. The conclusions of those reports, studies and research have shown that among the factors behind the prevalence of these phenomena is the lack of participation in cultural life, despite the praiseworthy efforts made by Member States in this regard.

It is therefore of the essence to engage reforms in the relevant sectors, as part of an innovative integrated approach to promoting participation in public affairs in ways that favor the comprehensive development that Member States are committed to in the form of the objectives, programmes and development plans they have approved and fixed for themselves. These include, inter alia, the **Universal Declaration on Cultural Rights (UNESCO 1998)**, the **Millennium Development Goals and the Post-2015 Development Agenda** issued by the **United Nations**, the **Ten-Year Programme of Action of the Organization of Islamic Cooperation (2006-2015)**, the **Convention on the Protection and Promotion of the Diversity of Cultural Expressions (UNESCO 2005)**, as well as other reference documents ratified within the framework of joint Islamic action. These include the **Islamic Declaration on Cultural Diversity (2004)**, the **Action Plan to Renew Cultural Policies in the Member States and Adapt them to International Changes (2007)**, the **document on the Cultural Roles of Civil Society in the Promotion of Dialogue and Peace (2011)**, and the **Islamic Declaration on Cultural Rights (2014)**.

To incorporate the philosophy of those reference documents and declarations into the Member States' national plans, it is crucially important to develop cultural policies that take into consideration the local, national, regional and international dimensions of these policies in terms of a continuous horizontal and vertical review and assessment of results, be it before, during or after their accomplishment, to gauge their efficacy. Among the priorities to be incorporated into the public policies of Member States is the

promotion of cultural diversity, the adoption of good governance, of a participatory cross-cutting approach to heritage, and of a policy based on cultural mediation in the management of local and cultural affairs. Other priorities involve the design of open, hospitable and creative cities, the expansion of the scope of cultural rights to promote participation in public cultural life, the creation of job opportunities, and the adoption of dialogue as an indispensable mechanism of conflict resolution.

To achieve this, ISESCO identified the following three sector-based priorities: **“Promotion of cultural diversity, reinforcement of cultural rights and intercultural dialogue, and preservation of heritage within the cultural policies of Member States”, “Strengthening cultural roles of the civil society’s different social classes towards the achievement of sustainable development in the Islamic world ”, and “Promoting the right to information, and the professional and legal treatment of stereotypes of Islam and Muslims in the media.”**

These three priorities will undoubtedly provide the guidance necessary in cultural planning over the next three years (2016-2018) in the drive to achieve the three major strategic objectives set by ISESCO’s new Action Plan. These objectives are **“To mobilize young people in support of joint Islamic action and contribute to the achievement of sustainable development,” “To enhance the quality of governance and equal opportunities in the educational, scientific, cultural and communication policies of Member States”, and “To develop a culture of mediation, human rights and the respect of others to bring about social peace and coexistence”.**

The priorities identified for the next three years (2016-2018) ensure the continuity of and complementarity with those of the previous Action Plan (2013-2015) in translating into reality the strategic objectives of the Medium-Term Action Plan 2010-2018.

To this end, five priority projects were selected for implementation during the period 2016-2018. These are:

- 1. Project on protection of civilizational heritage, cultural plurality and coexistence within and outside the Islamic world through consolidation of the mechanisms of cultural exchange and cultural mediation and respect for cultural diversity.**
- 2. Project on addressing youth, childhood and women issues in the Islamic world.**
- 3. Project on promoting greater access to information and the right to responsible expression in the information and communication sector.**
- 4. Project on a professional and legal approach to mutual stereotyping in the media.**
- 5. Project on transcribing the languages of Muslim peoples in the Quranic Script (QS).**

In implementing these projects, ISESCO will adopt as its referential framework the directives of the **General Conference and Executive Council, the Islamic Conference of Culture Ministers, the Islamic Conference of Ministers in Charge of Childhood, and such specialized bodies in charge of implementation as the Consultative Council in Charge of Implementing the Cultural Strategy for the Islamic World, the Supreme Council for Education and Culture for Muslims outside the Islamic World, the Supreme Consultative Council for Bringing Islamic Madhahib Closer Together, the Islamic World Heritage Committee (IWHC), and ISESCO Archaeology Experts Committee on Israeli Excavations in Al-Quds Al-Sharif.** It will also rely on the continuous support of the national commissions and the competent parties in Member States and continue its coordination with the regional and international partners on all matters of relevance.

Similarly, ISESCO will continue to extend its support to Member States to help them honor the various commitments they undertook and meet the conditions of comprehensive development through experience sharing and the cultural advice extended to Member States to achieve common objectives through an array of programmes, sessions and meetings. It equally involves support programmes that target cultural and media institutions inside and outside the Islamic world, or the reports, studies and strategies made available for different stakeholders of cultural and communication affairs in Member States to contribute to building a common and fully integrated cultural base federating all Member States.

1. Project on protection of civilizational heritage, cultural plurality and coexistence within and outside the Islamic world through consolidation of the mechanisms of cultural exchange and cultural mediation and respect for cultural diversity

General framework:

Building on the outcomes of specialized Islamic ministerial conferences held by ISESCO, particularly those of culture ministers, and the documents, orientations and resolutions issued by these conferences and which shape the overall policies of Member States, and based on the Organization's experience acquired in the implementation of its successive action plans carried out in light of the Cultural Strategy for the Islamic World, and on the outcomes of the respective meetings of the Consultative Council in Charge of the Implementation of the Cultural Strategy for the Islamic World, the Islamic World Heritage Committee (IWHC), ISESCO Archaeology Experts Committee on Israeli Excavations in Al-Quds Al-Sharif, and the Supreme Consultative Council for Bringing Islamic Madhahib Closer Together, and recalling the various conferences and symposia related to cultural policies and cultural diversity that the Organization either held or participated in, while being convinced of the need to formulate cultural policies that guide cultural action in the Islamic world and facilitate its involvement in international cultural debates as a regional block with its weight and influence, ISESCO will implement activities and programmes in its fields of competence and through its specialized organs such as the IWHC and ISESCO Archaeology Experts Committee on Israeli Excavations in Al-Quds Al-Sharif, and the Programme of Islamic Culture Capitals, as well as through the implementation of the orientations of the Cultural Strategy for the Islamic World concerning the conferences of culture ministers and the Consultative Council in Charge of the Implementation of the Cultural Strategy for the Islamic World, the invigoration of the Supreme Consultative Council for Bringing Islamic Madhahib Closer Together, promotion of cultural policies, cultural tourism, diversification of cultural industries, traditional and modern alike, along with digital contents, the knowledge-based economy and cultural enterprises, and protection of intellectual property.

Under the Action Plan 2016-2018, ISESCO will also seek to consolidate its programmes pertaining to dialogue between followers of religions, cultures and civilizations, in line with its civilizational vision, and in the drive to promote human rights and respect for otherness, counter stereotypes and Islamophobia, and promote a culture of peace and student exchange programmes between Western universities and their counterparts in the Islamic world. ISESCO will also continue its endeavors within the Strategy of Islamic Cultural Action outside the Islamic World through four focus areas: the training of imams, religious counselors, and mediation-oriented religious scholars, monitoring the cultural and educational needs of Muslims outside the Islamic world, renewing the Islamic discourse outside the Islamic world in line with Islam's middle stance, and promoting the integration of Muslim youth living outside the Islamic world in their communities.

Objectives:

- To preserve tangible and intangible cultural heritage in the Islamic World, and assist Member States with its protection, qualify the sector's workers in heritage preservation and protection, and train cultural role-players in the management of tangible and intangible cultural heritage and its various products.
- To encourage studies and research on tangible and intangible cultural heritage in Member States.
- To promote and diversify tangible and intangible cultural heritage and harness it for the promotion of cultural and ecological tourism, while linking it to sustainable development in Member States.
- To develop cultural and traditional industries, protect intellectual property and expand cultural and ecological tourism to achieve sustainable development in such vital cultural fields.
- To entrench cultural plurality and cultural and doctrinal diversity, and strengthen programmes on cultural exchange between the peoples of Member States and peoples outside the Islamic world.
- To promote moderation, dialogue, tolerance and fraternity, reject intolerance and sectarian hatred, and highlight aspects of cultural, intellectual and civilizational unity of the Islamic world.
- To take advantage of the Muslim human capital based outside the Islamic world enabling it to play its role for the benefit of the Muslim world and Muslim causes, and highlight its intellectual products and scientific innovations as models of Muslim creative minds.
- To help young Muslims outside the Islamic world to integrate into their communities.
- To improve the capacities of imams and religious counselors outside the Islamic world, empower them with communication skills and instill in them a legal and managerial culture, based on the values of middle stance and moderation.
- To establish funding sources and networks to support Islamic cultural action projects in the Islamic world and beyond.
- To renew the moderate Islamic discourse that is open to other cultures and civilizations, while ensuring respect for religions and human rights values.

Areas of involvement:

- Protection of tangible and intangible cultural heritage inside and outside the Islamic world and promotion of cultural diversity and cultural plurality through cultural exchange mechanisms.
- Islamic culture capitals programme, promotion of cultural exchange and highlighting cultural diversity in institutions of joint Islamic cultural action.

- Developing cultural and traditional industries, protecting intellectual property and expanding cultural and ecological tourism to achieve sustainable development in such vital cultural fields.
- Encouraging rapprochement between Islamic madhahib and promoting moderation and middle stance through mechanisms of dialogue and fraternity.
- Developing programmes of dialogue among cultures and civilizations and the programme of cultural action for Muslims outside the Islamic world.

Partners:

- Government institutions, NGOs and civil society institutions concerned with heritage-related legislation, training and scientific research in the areas of cultural heritage and movable cultural property.
- Islamic and international organizations and bodies pursuing similar goals.
- The Federation of the Universities of the Islamic World (FUIW) and educational institutions operating in the Islamic world.
- Cultural centers and Islamic associations operating outside the Islamic world.

Total budget:

US\$ 2,500,000.00

Area of involvement 1: protection of tangible and intangible cultural heritage inside and outside the Islamic world and promotion of cultural diversity and cultural plurality through cultural exchange mechanisms

In this area, ISESCO will endeavor to step up its efforts in the protection of endangered cultural heritage in Member States. It will continue to work towards boosting the action of the IWHC and ISESCO Archeology Experts Committee on Israeli Excavations in Al-Quds Al-Sharif, in line with the roadmap it drew up to improve methods of protecting this heritage, provide support to Member States, and endeavor to register their heritage sites and landmarks on the UNESCO World Heritage List (WHL) and on ISESCO's Islamic World Heritage List (IWHL).

Additionally, ISESCO will give special attention to boosting the involvement of youth, local communities and civil society institutions in the management of heritage. It will also address the phenomenon of illicit trafficking in cultural property through field and training activities intended to sensitize the various stakeholders to the importance of combating this phenomenon and urge them to abide by relevant laws and legislation. As part of the tasks assigned to it, the IWHC will continue to work towards making the elements of Islamic cultural heritage and its cultural, historical and religious landmarks a point of convergence of all educational, scientific and cultural policies. It will strive to ensure its effective and efficient management in ways that introduce the concepts and

tools necessary to translate its economic potentialities into a reality, and transform all its elements, tangible and intangible, into educational and instructional materials that ultimately contribute to achieving sustainable development.

The Organization will pursue the implementation of a range of activities aimed at popularizing certain Islamic intellectual heritage treasures that are of particular academic and historical value, showcase them and evaluate them through scientific studies and the organization of scientific symposia aimed at outlining the means and ways to benefit from the Islamic intellectual heritage. Additionally, the Organization will render some major books of Islamic intellectual heritage in a simpler form and highlight their contribution to human heritage. It will extend its support and technical advice to the relevant authorities in Member States to help them adopt digital conversion programmes of some examples of Islamic intellectual heritage and replicate them on other multimedia to ensure their wider dissemination. ISESCO will also allocate prizes to the best publishers of Islamic intellectual heritage.

The Organization will celebrate renowned icons, dead and alive, by selecting distinguished figures who contributed significantly to the thriving of the Islamic civilization, whether in scientific, intellectual or cultural fields. This initiative has been continuously implemented since the first years of ISESCO's inception.

Under its endeavors to promote cultural activities that serve the purpose of showcasing the various manifestations of cultural diversity in the Islamic world, ISESCO will continue implementing the Programme of Islamic Culture Capitals, using as its point of reference the list of capitals approved by the 4th Islamic Conference of Culture Ministers (Algeria, December 2004). More capitals of Islamic culture will be celebrated over the period 2016-2018.

Expected outcome: protecting the Islamic world's tangible and intangible cultural heritage, promoting cultural diversity, entrenching cultural rights and consolidating intercultural dialogue and cultural action outside the Islamic world

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Boosting the IWHC's action. • Preserving the civilizational landmarks of Al-Quds Al-Sharif along with its Arab Islamic identity. • Boosting the action of ISECO Archaeology Experts Committee on Israeli Excavations in Al-Quds Al-Sharif. • Continuing registering natural and heritage sites on the WHL and the IWHL. • Encouraging Member States to take further interest in, popularize and document intangible heritage. 	<ul style="list-style-type: none"> • Conducting 3 field statistical studies (covering the 3 geographical regions) on tangible and intangible cultural heritage in the Islamic world. • Providing legal, scientific and technical advice to Member States on the protection of their tangible and intangible cultural heritage and on the updating of their national legislation in this regard (6 countries). • Holding 3 meetings of the IWHC. • Holding 3 meetings of ISECO Archaeology Experts Committee on Israeli Excavations in Al-Quds Al-Sharif.

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Improving the quality of cultural tourism products in modern technology media. • Reviving the Islamic heritage in the individual and collective memory of Muslim peoples and celebrate its icons. • Taking interest in the restoration, preservation and authentication of Islamic manuscripts. 	<ul style="list-style-type: none"> • Registration of 30 archaeological sites on the IWHL. • Holding 3 training sessions on the protection and documentation of tangible and intangible cultural heritage. • Holding 3 regional meetings of experts on conventional and virtual museums. • Establishing the forum of safe museums outside the countries where cultural heritage is being breached. • Establishing ISESCO forum of historic cities and holding its annual meeting. • Holding 3 training sessions on the restoration and maintenance of Arab Islamic manuscripts. • Supporting authentication and publishing of 3 authenticated rare manuscripts of Islamic heritage (2 manuscripts per year). • Holding an international conference on endangered heritage in the Islamic world.

Area of involvement 2: Islamic culture capitals, promotion of cultural exchange and highlighting cultural diversity in institutions of joint Islamic cultural action

As part of the follow up to the implementation of ISESCO Programme of Islamic Culture Capitals, as adopted in the list of capitals approved by the 4th Islamic Conference of Culture Ministers (Algeria, December 2004) and the 6th Islamic Conference of Culture Ministers (Baku, October 2009), ISESCO will focus its action in this connection on efficient concepts in the management of cultural affairs, namely cultural exchange and cultural mediation, the aim being to highlight the various aspects of cultural diversity in the capitals of Islamic culture to be celebrated over the period 2016-2018. This programme will be further consolidated through wider networking between the various capitals located in the regions covered by the Organization’s action, and through encouragement of cultural diplomacy as a means for promoting the causes of Islam and Muslims.

In the same vein, ISESCO will continue to coordinate with Member States in hosting the sessions of the Islamic conference of culture ministers, in the preparation of joint cultural programmes aimed at showcasing cultural diversity and respect for cultural specificities, promoting the cultural unity of Muslims and contributing to the civilizational edification of the Islamic world.

The Islamic conferences of culture ministers, along with the meetings of the Consultative Council in Charge of the Implementation of the Cultural Strategy for the Islamic World will play a role in developing a new vision of cultural life in Member States, introducing qualitative approaches and searching for sound cultural policy practices in the reference documents prepared by ISESCO and approved by these bodies.

Expected outcome: promotion of cultural exchange under the Programme of Islamic Culture Capitals, highlighting cultural diversity in institutions of joint Islamic cultural action and ensuring respect for diversity and unity

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Promoting joint Islamic cultural action. • Developing an integrated vision of culture in Member States. • Creating new cultural vocations. • Promoting cultural plurality, Islamic cultural exchange through a set of cultural and civilizational projects. • Conducting specialized studies and research on issues of Islamic culture. 	<ul style="list-style-type: none"> • Holding the 10th and 11th Islamic sessions of the Islamic Conference of Culture Ministers. • Holding 3 meetings of the Consultative Council in Charge of Implementing the Cultural Strategy for the Islamic World. • Preparation of 3 studies on the cultural indicators, policies and activity in Member States (1 study per geographical region). • Holding 3 training sessions on developing cultural action and cultural institutions for the benefit of cultural workers. • Holding 3 seminars for youth and women on dialogue, cultural diversity, cultural rights and ensuring access to culture for youth and women. • Publishing a study on indicators of cultural rights and cultural diversity in Member States. • Holding 3 training sessions for cultural workers on entrenching cultural plurality, respect for otherness and putting mechanisms of dialogue into effect. • Celebration of 9 capitals of Islamic culture (3 capitals per year) as adopted in the list approved by the Islamic Conference of Culture Ministers. • Dedication of a number of national, regional and international activities in the celebrated capitals and beyond to the promotion of cultural exchange among those capitals. • Devoting 12 awards from among ISESCO prizes to outstanding creative works of students, craftspeople, researchers, artists and intellectuals in the celebrated capitals. • Holding 9 international symposia in celebration of icons of Islamic thought and heritage in the celebrated capitals. • Holding ISESCO forum on dialogue of cultures / or civilizations (annual event).

Area of involvement 3: developing cultural and traditional industries, protecting intellectual property and expanding cultural and ecological tourism to achieve sustainable development in such vital cultural fields

ISESCO will endeavor to increase interest in knowledge economy and develop investment in cultural action by supporting cultural, creative and artistic industries which will be harnessed for curbing poverty and unemployment rates through greater attention to traditional and cultural industries, creation of new cultural vocations that

meet the requirements of development and contribute to the creation of job opportunities. In this context, ISESCO will work hard on the training of cultural cadres and workers, holders of traditional knowledge and cultural crafts to enable them to integrate this field in a highly professional way. Cultural and creative industries and crafts will be supported through greater legal protection for their products within the framework of intellectual property protection.

ISESCO will equally endeavor to place this action in the context of boosting cultural and ecological tourism and promoting investment in these vital sectors, and will mobilize government officials in charge of the promotion and protection of cultural products. It will also focus its attention on the democratization of culture to reduce ignorance and guarantee knowledge for all, in such a way as to enhance access to recreational and cultural activities.

Expected outcome: developing the skills of craftspeople to integrate traditional and new cultural industries and training human resources in cultural and ecological tourism

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> Building up the professional and technical capacities of cultural role-players, of holders of traditional knowledge and of workers in relevant government bodies in charge of promoting and protecting cultural and creative industries (focusing on entrepreneurship and innovation in a knowledge-based economy); Integrating the new services into cultural institutions. Promoting intellectual property conservation. Developing cultural and ecological tourism, diversify its sources and align it with investment optimization and sustainable development 	<ul style="list-style-type: none"> Preparing a guide to traditional and new trades, crafts and cultural industries (with appendix on cultural services). Holding 6 national and regional workshops for the benefit of workers in these departments to train them in intellectual property protection mechanisms. Organizing 6 national and regional workshops on the production and dissemination of cultural works industries. Holding 3 seminars to train rehabilitate manager of cultural institutions. Holding 3 regional workshops on ways to optimize investment in cultural and ecological tourism. Holding 3 regional meetings of experts on cultural and ecological tourism and sustainable development.

Area of involvement 4: encouraging rapprochement between Islamic madhahib and promoting moderation and middle stance through mechanisms of dialogue and fraternity

In implementation of the Strategy for Bringing Islamic Madhahib Closer Together, which calls for making rapprochement a pan-Islamic goal that all Islamic countries and societies should strive to achieve, and in line with the guidelines set by the Supreme Consultative Council for Bringing Islamic Madhahib Closer Together, ISESCO will improve the guidebook on addressing the negative mutual perceptions held by Islamic schools of thought on each other, and endeavor to put its contents to use, making it more accommodating of the concepts of cultural diversity, takaful and Islamic

solidarity. The guidebook will highlight the aspects of the intellectual and civilizational unity of the Muslim Ummah, and lay the foundations for a dialogue model that can be emulated in the management of sectarian discord through rational and peaceful methods that are mindful of the Ummah’s cohesion away from intolerance and extremism.

Expected outcome: highlighting aspects of Islamic unity and consolidating conceptions of promoting rapprochement between Islamic madhahib based on middle stance, moderation and tolerance

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Highlighting the cultural aspects of Islamic cultural unity through practical programmes. • Promoting middle stance and moderation within the framework of tolerance, fraternity, coexistence and respect for otherness. • Activating the Strategy for Bringing Islamic Madhahib Closer Together within and outside the Islamic world through a forward-looking approach and by outlining the way ahead. 	<ul style="list-style-type: none"> • Conducting 3 studies on Islamic unity. • Holding of 3 meetings of the Supreme Consultative Council for Bringing Islamic Madhahib Closer Together. • Holding 3 workshops on the rapprochement of Madhahib and countering mutual negative misconceptions. • Establishing a forum of the centers for moderation and rapprochement in the Islamic world • Publishing 2 books under the Kutub al-Taqreeb Series about the caliphs Abu Bakr and Othman, may Allah be pleased with them. • Publishing the book Ahl Al-Sunnah Du’atu al-Taqreeb. • Continuing the publication of the annual magazine Afaq al-Taqreeb by the publication of 3 issues ahead of turning it into a quarterly. • Inclusion of the guidebook on countering misconceptions about Islamic Madhahib in school curricula, translating it into French and English and ensure that it is explained to and disseminated among Muslim communities outside the Islamic world. • Establishing ISESCO programme for rapprochement between Islamic Madhahib. • Establishing ISESCO chair for encouraging rapprochement between Madhahib and middle stance.

Area of involvement 5: dialogue among cultures and civilizations and cultural action for Muslims beyond the Islamic world

In the light of the outcomes of specialized Islamic ministerial conferences, particularly the Islamic Conference of Culture Ministers, and their documents, guidelines and resolutions which lay out the general policies of Member States, mainly the **Initiative of the Custodian of the Two Holy Mosques for Dialogue among Followers of Religions and Cultures** and its executive plan, as approved respectively by the 7th and 8th sessions of the Islamic Conference of Culture Ministers, and in view of the achievements made by ISESCO through the implementation of various action plans and

its rich experience in dialogue and cultural mediation, the Organization will endeavor to promote dialogue and a culture of human rights in Member States, based on a holistic culture-oriented approach focused on harnessing local cultures for fostering human rights and accordingly promoting coexistence and preserving cultural diversity.

Given the role of cultural mediation as a new mechanism for building a culture of peace and dialogue, ISESCO will also support the international efforts dedicated to intercultural dialogue and capacity building in the field of cultural diversity and cultural rights.

Inspired by the philosophy of the Strategy of Islamic Cultural Action outside the Islamic World, and building on the outcomes of the meetings of the Supreme Council for Education and Culture for Muslims outside the Islamic World, and the regular meetings of the heads of Islamic cultural centers and associations in Europe, Latin America and the Caribbean, and Southeast Asia and the Pacific, and recalling the various conferences and seminars on the promotion of intercultural dialogue and the alliance of civilizations, and in a drive to formulate an action plan for the promotion of cultural mediation in the Islamic world, which was presented to the 9th Islamic Conference of Culture Ministers as a new mechanism for strengthening international efforts of intercultural dialogue, ISESCO, as a think-tank of the Islamic world, will direct the efforts to be expended under the Three-Year Action Plan for 2016-2018, towards promoting dialogue among the followers of religions and cultures, in line with this civilizational vision and as part of the drive to promote cultural and civilizational mediation through dialogue, human rights and respect for otherness. ISESCO will also strive to redress misconceptions and stereotypes, combat Islamophobia, and promote the culture of peace and student exchange programmes among Western universities and their counterparts in the Islamic world. Additionally, ISESCO will guide actions undertaken under the Strategy of Islamic Cultural Action outside the Islamic world towards four key areas: training of imams and religious guidance officials, scholars and mediators, mapping the cultural and educational needs of Muslims outside the Islamic world, renewing the Islamic discourse outside the Islamic world as to be in line with Islam's middle stance, and integrating Muslim youth outside Islamic world into society.

Expected outcome: strengthening international efforts in intercultural dialogue, promoting a culture of dialogue, peace, coexistence and human rights, and ensuring follow-up to the implementation of the Strategy for Islamic Cultural Action outside the Islamic world

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Developing programmes and build capacities in cultural dialogue within a human rights context at the international, regional, national and local levels. • Developing the culture of human rights from an Islamic civilizational perspective. 	<ul style="list-style-type: none"> • Conducting a critical study on dialogue among cultures and civilizations outside the Islamic world and on strengthening international efforts in this regard. • Holding 3 workshops on the cultural approach to human rights from an Islamic perspective.

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Boosting capacities in the field of cultural rights and cultural diversity to promote intercultural dialogue. • Strengthening cooperation with regional and international bodies to counter the demonization of Islam. • Reinforcing partnership and cooperation with Western constitutional and academic institutions and with civil society in order to project the true civilizational image of Islam and Muslims. • Boosting the role of Islamic cultural action outside the Islamic world to promote cultural and civilizational dialogue. • Establishing ISESCO chairs for cultural and civilizational dialogue outside the Islamic world. • Providing sociological, legal and statistical field studies, along with educational materials and didactic aids proper to cultural and civilizational dialogue. • Boosting partnership to impulse regional and international initiatives for dialogue between the followers of religions and cultures. • Awarding prizes and grant incentives in the field of dialogue among cultures and civilizations. 	<ul style="list-style-type: none"> • Holding 3 symposia in cooperation with Western political and university institutions to introduce Islam and improve the integration of young Muslims and Muslim women into society. • Extending support to Islamic cultural centers and associations to implement the Strategy for Islamic Cultural Action outside the Islamic World (5 centers per year). • Convening 3 meetings of Islamic cultural centers and associations outside the Islamic world. • Holding 3 meetings of the Supreme Council for Education and Culture for Muslims outside the Islamic World. • Establishing 3 chairs for cultural and civilizational dialogue in one university respectively in Europe, Latin America and the Caribbean, and in Southeast Asia and the Pacific. • Organization of 3 training sessions on mechanisms of dialogue and cultural and civilizational mediation for the benefit of the heads and staff of Islamic cultural centers and associations outside the Islamic world. • Review, translation into French and English, printing and distribution of the guidebook for imams and religious counselors. • Holding 3 training sessions for imams and religious counselors from outside the Islamic world. • Awarding 3 prizes to imams with outstanding contributions to dialogue, middle stance and moderation. • Translating into the Organization's working languages of 3 books by Western intellectuals on Islam's heritage. • Establishing a forum of observatories on the demonization of Islam.

2. Project on addressing youth, childhood and women issues in the Islamic world

General framework:

Building on the outcomes of the specialized Islamic ministerial conferences held by ISESCO, particularly in the fields of childhood and youth, and in the light of the documents, guidelines and resolutions they issued which set out the general policies of Member States, and in view of the Organization's sum of achievements throughout its three-year action plans with regard to youth, childhood and women in Member States, and in implementation of the guidelines of the Cultural Strategy for the Islamic World as the reference document of cultural action in the Islamic world, and recalling the outcomes of the international forums and conferences it co/organized, ISESCO will, under the three-year Action Plan for 2016-2018, continue its efforts aimed at advancing the conditions of young people, protecting childhood, building the capacities of women in the Islamic world, and caring for the elderly and the disabled. This stems from its profound awareness of the status held by young people, children and women in the fabric of society in the Islamic world, not only as simple demographics, but in consideration of the implications of the fast-paced social mutations witnessed by the Islamic world and many other countries around the world, and the repercussions of these changes on all aspects of life, political, economic, social and cultural.

In this context, and being committed to devoting further attention to these social categories (youth, children and women) and to the protection of their rights, ISESCO will focus its action in three areas: national youth policies, cultural roles and integrated youth programmes, international legislation and laws and national strategies and programmes on the protection, advancement and survival of children, as well as laws and policies on women, their empowerment, capacity-building and contribution to social development.

Objectives:

- Boost the roles of young people in the advancement of their societies, contribute to mobilizing them for an effective participation in comprehensive sustainable development, and enhance their involvement in community development.
- Contribute to the protection of children and their rights, ensure their safety and wellbeing, and address the challenges facing them.
- Improve the capacities of women in the Islamic world, protect their rights and gains, and enable them to actively participate in political, economic, cultural and social fields in the Islamic world.

Areas of involvement:

- National youth policies, cultural roles and cross-cutting programmes.
- Legal and social protection of children against violence.

- National laws, policies and plans aimed at women, improving their conditions and building their capacities.

Partners:

- Ministries in charge of youth, sports, culture, social development, justice and human rights, issues of youth, women and children in Member States.
- Civil society organizations and bodies working with youth, children and women in the Islamic world.
- Islamic, Arab and international federations and organizations pursuing similar interests.

Total budget:

US\$ 1,250,000.00

Area of involvement 1: national youth policies, cultural roles and cross-cutting programmes

Under this focus area, ISESCO will work towards supporting national youth policies, in line with a methodology that allows young people to actively contribute to the formulation of these policies, and an integrated approach aimed at building integrated youth and sports programmes and policies in Member States. ISESCO will continue its efforts to promote youth issues and support their federations, boards and bodies and boost their developmental roles through civil society organizations. It will also endeavor to build the capacities of young people and rally them to the Ummah’s causes. ISESCO will pay special attention to playing an active part in activating the "strategy for promoting youth and addressing their related issues in the Islamic world" it is in the process of formulating in cooperation with the Islamic Solidarity Sports Federation (ISSF), and in coordination with the OIC General Secretariat. To this end, the Organization will continue its efforts to entrench the values of citizenship and dialogue and the culture of tolerance among young people, and address the manifestations of violence and extremism that are regrettably on the increase among youth. The aim is to consecrate young people’s participation in the modernization and democratic edification project as a social entitlement and a cornerstone of citizenship in contemporary societies.

Expected outcome: advancement of youth conditions and building their capacities to participate in public life

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Identifying the needs and aspirations of young people and contribute to the advancement of their causes and preoccupations. • Supporting the efforts of youth organizations and bodies and civil society organizations involved in enabling young people and building their capacities. 	<ul style="list-style-type: none"> • Supporting 3 youth innovative projects on environmental, voluntary and sports actions. • Holding 3 regional youth forums on citizenship, human rights, voluntary work and promotion of a culture of tolerance and peace. • Co-organization of 6 youth scout meetings in Member States.

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Raising awareness of the status of youth and their roles in community development and comprehensive development. • Contributing to activating the strategy for promoting youth and addressing their related issues in the Islamic world. • Immunizing youth, heighten their sense of belonging, and protect their identity and ensure their cultural development. • Caring for the elderly and address their needs and preoccupations. 	<ul style="list-style-type: none"> • Organization of a youth forum for the representatives of youth organizations and youth supreme councils in Member States. • Holding 3 regional workshops for the heads of elderly care centers in Member States. • Holding 3 regional meetings of youth and sports experts. • Holding 3 regional training workshops for youth centers managers on the role Member States' young people in the management of those centers. • Holding 6 training sessions for young people in the Member States on the innovation and management of micro-projects.

Area of involvement 2: legal and social protection of children against violence

Protecting children is a religious and legal obligation. Yet, the abuse and exploitation of children and all other forms of violence to which they are subjected constitute one of the many issues facing the international community today, including the Islamic world. International and regional reports and data confirm that hundreds of millions of children worldwide are subjected to abuse as a result of wars, violence, exploitation, neglect and other forms of ill-treatment and discrimination. These children suffer from permanent disabilities, are profoundly scarred as a result of armed conflicts, internally displaced or evicted from their homes to become refugees, work in hazardous and unsafe conditions, or are exploited and abducted for human trafficking and commercial purposes that often include sexual exploitation. There are also millions of other children, less visible, who are victims of violence at home, in schools, on the streets, in shelters, in detention centers, prisons and other juvenile justice facilities. Children of the families of immigrants and minorities may be at a greater risk.

In this context, ISESCO will continue its efforts to provide legal and social protection to children against all forms of violence and to raise awareness of its dangers, by giving body to the statements issued by different sessions of the Islamic Conference of Ministers in Charge of Childhood (Rabat, Khartoum, Tripoli, Baku, and Abu Dhabi) and urging Member States to adhere to their contents and translate their directives into national policies.

Furthermore, ISESCO is determined to take an active part in implementing the guidelines and objectives of the UN Sustainable Development Goals (SDGs) for 2016-2030 in favor of children of the Islamic world.

Expected outcome: protection of children and their rights and contribution to addressing violence against children in the Islamic world

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> Monitoring progress in achieving MDGs with regard to children of the Islamic world. Supporting the efforts of Member States to implement the UN SDGs for 2016-2030 with regard to children. Raising awareness of child rights in the Islamic world and endeavor to protect and preserve them. Addressing violence, exploitation and abuse against children in the Islamic world. Supporting the efforts of civil society organizations and bodies working in the field of child protection and care. 	<ul style="list-style-type: none"> Holding the 6th Islamic Conference of Ministers in charge of Childhood. Holding the 3rd ISESCO Forum of Muslim World Children. Holding 3 regional meetings of childhood experts in the Islamic world. Holding a regional forum on the UN SDGs for 2016-2030 and children of the Islamic world. Holding the 2nd meeting of the heads of child protection institutions in the Islamic world. Co-holding and co-organizing 6 international and regional conferences and forums on children. Supporting 3 child-oriented artistic creations and literary writings. Holding 3 regional training courses for the benefit of officials of child protection centers in the Member States. Holding 3 regional training workshops for the benefit of the heads of civil society organizations concerned with children.

Area of involvement 3: national laws, policies and plans on women, improving the conditions of women and building their capacities

To enable women to fully and equitably participate in all spheres of life, and to ensure their enjoyment of their civil, political, economic, social, cultural and environmental rights and liberties on equal footing with men, ISESCO will endeavor to activate the implementation of all laws and agreements aimed at improving the conditions of women in Member States, especially in rural areas.

Accordingly, ISESCO will continue to monitor the conditions of women in Member States and identify priorities and needs whilst taking into account cultural diversity and civilizational heritage and seeking to fight all forms of discrimination and violence against women and contribute to creating living and health conditions that are conducive to the guarantee of decent life governed by universal values and Islamic teachings.

In view of the success achieved through the productive woman project pursued under previous action plans, ISESCO will continue to encourage and support income-generating projects, especially in traditional industries and know-how, enhance women's roles in entrepreneurship, business, research, and creativity, and empower them to access decision-making spheres.

Expected outcome: integration of women's rights in the national policies of Member States and activation of legislation on women's rights

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Preparing reference documents that define women's rights and gains in terms of civil, political, economic, social, cultural and environmental liberties. • Developing rural women's skills and encourage them to engage in income-generating activities, especially traditional industry products and the development of traditional knowledge. • Supporting the access of women to the world of finance and business in urban and rural areas. • Promoting the presence of women in public office. • Facilitating the access of women to the political, cultural and social decision-making spheres, and their participation in the management of public affairs. 	<ul style="list-style-type: none"> • Organization of 3 workshops for the development of traditional knowledge and skills among rural women. • Holding 3 regional symposia on empowering female leadership. • Prepare a study on women's creativity and its role in sustainable development in the Islamic world. • Organization of a regional forum on women's entrepreneurship. • Co-supporting 3 national and international forums aimed at shedding light on the Islamic perspective and correcting the image of Muslim women outside the Islamic world; and organization of 1 forum for the same purpose. • Celebration of 3 outstanding women in the fields of culture, literature and arts in Member States. • Holding an international symposium on "empowerment of women in public policies of the Member States." • Launching ISESCO Ambassadors for Women and Child Affairs Programme.

3. Project on promoting greater access to information and the right to responsible expression in the information and communication sector

General framework:

In view of the tremendous progress of ICTs and the challenges they have given rise to at the legislative level with regard to freedom of communication, of opinion, of expression and of access to information, ISESCO will take a greater interest in the programmes and activities that support freedom of expression and access to information in Member States. This commitment was already made under the previous Three-Year Action Plan (2013-2015), motivated by the desire to promote freedom of expression in Member States within the framework of responsibility, commitment to professional ethics and the right to information, the latter being one of the key rights affirmed by the UN Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the Declaration of Islamic Cultural Rights.

ISESCO will continue the efforts it has been expending since its 2001-2003 Action Plan for the development of human resources, especially youth, in the information and communication sector in Member States, to draw benefit from the progress made thus far, and in response to the growing needs of Member States in terms of training in the media field to keep abreast of the sector's fast-paced developments. ISESCO will focus on improving its programme for professional capability and skill-building, on domesticating expertise in the area of new information and communication professions, and on disseminating a culture of communication among various categories of society, especially young people.

Objectives:

- Update legislation on information and communication and promote the ethics of new media usages.
- Improve the professional capacities of ICT workers in Member States.
- Encourage scientific research and innovation in ICTs in Member States.

Areas of involvement:

- Development of legislation on information and communication and access to information.
- Development of training and scientific research pertaining to new information and communication careers.

Partners:

- Islamic and international organizations and bodies pursuing similar goals.
- Government institutions, NGOs and civil society institutions interested in media-related legislation, training and scientific research in information and communication.

Total budget:

US\$ 1,000,000.00

Area of involvement 1: development of legislation on information and communication and access to information

ISESCO will endeavor to sensitize Member States to the importance of developing their national laws and legislation to broaden the gateways of access to information. It will continue its efforts to strengthen media action and support its institutions within Member States, adopt an outreach policy in media and communication, and strive to ensure a wider margin of freedom for the press by denouncing the serious abuses against journalists. ISESCO will award its annual freedom of press and expression prize to the persons or institutions with outstanding services to the media and valuable sacrifices in their quest for the truth and its dissemination.

ISESCO will support the generalization of the creation of audiovisual communication higher authorities in Member States in order to monitor the cultural and ethical aspects of the content of media messages addressed to the public. It will also support the establishment of local radio stations and multimedia community centers as channels that help carry the voice of local communities, express their specificity, showcase their subculture, and involve the residents of these areas, especially remote ones, in social development.

Expected outcome: contribute to the development of plans and legislation on ICTs in Member States

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing technical advice to competent authorities in Member States to help them review and update their national legislation on information and communication. • Supporting NGOs intent on disseminating a culture of communication among children and youth. • Raising awareness of the cultural and ethical aspects of social media. 	<ul style="list-style-type: none"> • Dispatching international experts specialized in media law and human rights to 6 Member States in need of technical advice to review and update their legislation on information and communication. • Financial and technical support to 9 relevant NGOs in Member States to disseminate a culture of communication among children and youth (3 NGOs per year). • Holding 6 seminars on the cultural and ethical aspects of social media.

Areas of involvement 2: development of training and scientific research pertaining to new information and communication careers

Bearing in mind the actual needs of Member States, ISESCO will implement various activities intended to support media and information training institutions with the infrastructure, technological equipment, technical expertise and vocational coaching. These would help equip the human resources working in this field with the tools necessary for keeping pace with technological advances and to stay tuned to the latest innovations and their usages.

ISESCO will also contribute to developing the training and capacity-building programmes intended for media professionals by focusing on the use of new social media. The Organization will continue to address the issues associated with the use of such media by children and youth in Member States, particularly in light of the many concerns they give rise to in the way of legal, legislative, criminal and ethical challenges, their rapid expansion and the tremendous increase in the number of ICT users in the Islamic world.

ISESCO will boost the action of its regional training and audiovisual and multimedia centers by collaborating with the Member States hosting these centers. The aim of this cooperation is to develop the technical and professional qualifications, abilities and know-how of the human resources operating in ICTs in Member States, create and develop ISESCO chairs for ICTs in a number of FUIW-affiliated information institutes and faculties.

ISESCO will also maintain its action in favor of the promotion of scientific research and communication by supporting a number of scientific research projects in the ICT field in its technical and human aspects in Member States. It will also encourage young researchers by continuing to award the annual ISESCO prize for the best university research in information and communication.

Expected outcome: contribution to meeting the needs of Member States in the technical and vocational training of human resources in the ICT sector

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Ensuring the technical and vocational training of workers in social and new media in Member States. • Supporting the programmes run by training and rehabilitation institutions in the areas of information and communication technologies in Member States. • Promoting scientific research in the information and communication field and encourage young researchers in Member States. 	<ul style="list-style-type: none"> • Organization of 6 training sessions on new media professions at ISESCO regional centers for training and audiovisual production. • Holding 6 national workshops on the cultural and ethical aspects of social media. • Publication of 3 professional guides and reference books on the use of new media. • Financial and technical support to 3 national institutions for media training in African Member States. • Establishing an ISESCO chair for communication in one of the universities of the Member States. • Awarding 3 awards as part of ISESCO annual prize for best university research in information and communication.

4. Project on a professional and legal approach to mutual stereotyping in the media

General framework:

With the turn of the third millennium, the denigration of Islam and Muslims has taken new forms that are in blatant violation of all international law rules governing human rights and the media. In this process, the forms and mechanisms of abuse have evolved, shifting from the slurs buried in books, encyclopedias and Orientalist studies, to films, television programmes and the Internet. With these tools, legal violations have escalated in the Western media, and the image of Islam and Muslims are being tarnished within the circles of the European elites, as well as at the global level, including academic and cultural spheres. These abuses constitute a deliberate violation of international law, and a heavy blow to the essence and contents of all documents consecrating the international legitimacy of human rights and which affirm the freedom of the media and the freedom of expression, but which become restrictive when it comes to the denigration of religions, aiming to ban instigation to hatred, racism and religious discrimination, and advocating tolerance.

Certain Western media have been at work kindling the flames of Islamophobia in its association with the denigration of Islam, its symbols and its sanctities through the stereotypical portraying of Muslims and Arabs, the religion of Islam, labeled as the religion of terrorism. Voices rose from within the United Nations, including the General Assembly and the Human Rights Council, demanding the promulgation of an internationally binding law to deter and stem the spread of this phenomenon. This law would be consistent with the concept of the respect of religions.

In consideration of all this, and since ISESCO nurtures a keen interest in correcting misconceptions about Islam and the Islamic civilization in the international media, while being conscious of the challenges and demands imposed in this regard, and in the light of the outcomes of the evaluation of the activities carried out under the previous Three-Year Action Plan for 2013-2015, ISESCO will continue to address the phenomenon of Islamophobia and stereotypes about Islam and Muslims in Western media from a professional and legal perspective, in pursuance of the objectives laid out in its relevant reference documents. These include **the Strategy of Islamic Cultural Action outside the Islamic World and its executive plans, the General Framework of the Action Programme to Refute Media Smear Campaigns against Islam and Islamic Civilization, ISESCO Training Programme for Islamic Media Institutions' Professionals in Europe on Ways to Counter Media Smear Campaigns against Islam and Islamic Civilization, the Course to Train Journalists and Broadcasters in Addressing Stereotypes about Islam and Muslims in Western Media, the Islamic Declaration on Cultural Rights, and Western Media Content on Islam in Light of the International Law.**

Objectives:

- Reduce demonization of Islam in Western media, cultural and academic circles.
- Enable media professionals in and outside the Islamic world to master the techniques of addressing stereotypes about Islam and Muslims in the media, produce an alternative image favoring intercultural dialogue and fostering values of tolerance, co-existence and respect for otherness.
- Expose the legal violations perpetrated by Western media productions against Islam and Muslims, and propose relevant legal countermeasures.

Areas of involvement:

- Professional treatment of stereotypes about Islam and Muslims in the media.
- Legal treatment of stereotypes about Islam and Muslims in the media.

Partners:

- Islamic and international organizations and bodies pursuing similar interests.
- Government institutions, NGOs, civil society institutions and human rights associations within and outside the Islamic world interested in tackling Islamophobia and addressing mutual stereotyping.

Total budget:

US\$ 1,000,000.00

Area of involvement 1: professional treatment of stereotypes about Islam and Muslims in the media

ISESCO will endeavor to develop the professional and technical skills and expertise of journalists working in media institutions in and outside the Islamic world, enrich their legal knowledge and enable them to defend their interests and cultural specificities and their mission within a context of law, customs and international instruments on freedom of opinion and expression, the ethics of journalism, and rejection of religious denigration.

The Organization will also continue to explore ways of addressing the demonization and negative stereotyping of Islam and Muslims in Western media, organize training sessions for the benefit of media professionals and journalists outside the Islamic world on how to harness modern ICTs for the promotion of the true image of Islam and its civilization.

Expected outcome: addressing Islamophobia and stereotypes about Islam and Muslims in the Western media from a professional media perspective

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Improving the expertise and professional and technical skills of journalists outside the Islamic world for the production of media contents that provide correct information about Islam and its civilization, and contribute to redressing stereotypical perceptions of Muslims and their beliefs. 	<ul style="list-style-type: none"> • The organization of 6 workshops on implementing the training modules for journalists on addressing stereotypes about Islam and Muslims in international media. The sessions will benefit to Muslim journalists based in European, American and Asian countries.

Area of involvement 2: legal treatment of stereotypes about Islam and Muslims in the media

Taking into consideration the growing interest in the legal implications of Islamophobia and the denigration of religions, and ISESCO’s endeavors to find a solution to the divergence of opinions on all matters related to the denigration of religions, including restrictions on freedoms of opinion and expression as enshrined in relevant international instruments, ISESCO will focus its attention on the violations of international law as perpetrated by a Western media highly prejudiced against Islam and Muslims. In this drive, ISESCO will favor the implementation of activities that raise awareness of the need to strike a balance between freedom of expression and the respect for religious sanctities. ISESCO will coordinate with governmental and civil society organizations, and will urge them to enforce the conventions and covenants, declarations and resolutions, and national and international laws drawing a line between freedom of opinion and expression and the different excesses and abuses of religions committed by the media in the name of freedom of opinion and expression.

ISESCO will strive to sensitize the heads of Islamic cultural centers and associations in the West to the need to adopt a legal approach in dealing with media campaigns against Islam and its sanctities, by resorting to the local judiciary system to sue these media platforms for instigating religious hatred and violation of the principles contained in the 1948 Universal Declaration of Human Rights, and the United Nations Declaration on the Elimination of All Forms of Intolerance and of Discrimination Based on Religion or Belief.

Expected outcome: addressing Islamophobia and stereotypes about Islam and Muslims in Western media from a legal perspective

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Raising awareness of the importance of adopting a legal approach when dealing with media smear campaigns waged against Islam and its sanctities. • Strengthening cooperation bonds between Islamic media and their counterparts within the framework of codes of conduct, professional ethics and international laws on human rights and freedom of expression and opinion. • Encouraging studies and research on stereotypes about Islam and Muslims and the violations perpetrated by anti-Islamic Western media. 	<ul style="list-style-type: none"> • Holding 3 meetings of legal and international relations experts from among Muslim competencies living in the West to discuss the mechanisms and processes of legal action against media organizations prejudiced against Islam and Muslims. • Creation of the international forum of media professionals to counter mutual stereotyping and address the phenomenon of religious denigration.

5. Project on transcribing the languages of Muslim peoples in the Quranic Script (QS)

1. *Project of the Quranic Script as a tool of sustainable development and the embodiment of cultural diversity within unity*

General framework:

This project is founded on an evaluation report that covered almost a quarter of a century and examined more than one hundred activities carried out by ISESCO in collaboration with several institutions and in a number of different areas related to the Quranic Script (QS). This project draws on the outcomes of the assessment of these activities and the reports of participating experts, trainers and beneficiaries, as well as on a review of the needs formulated by Member States and other relevant institutions. The success and recognition achieved by ISESCO under the programme of transcribing Muslim peoples' languages in QS over a quarter of a century has served as an impetus and an incentive in the preparation of this project, especially since the efforts exerted by ISESCO and its partners in this area have encouraged a number of countries to create educational centers and university chairs dedicated to the QS. These centers have made remarkable progress in disseminating the QS, drawing to the maximum on their limited human and material resources. All of this dictates that efforts be redoubled to consecrate these endeavors, and further expand QS use in the next phase. On the whole, the localization of QS use in educational, scientific, cultural and media institutions in the countries concerned is a key strategic target from which arise a number of secondary objectives this project seeks to achieve through focus areas that are organized according to performance indicators and measures.

Objectives:

- Develop existing QS centers and open new centers in targeted countries, and develop and expand their training programmes.
- Develop and diversify mechanisms of extending the scope of QS use to include cultural and educational fields.
- Promote scientific and linguistic research and harness its results in the drive to firmly establish the QS project in these targeted countries.
- Promote QS-based literacy within the framework of Education for All.
- Include the teaching of local languages using QS in elementary education, and link QS to the teaching of the Holy Quran and the Arabic language.
- Develop educational structures and rehabilitate human resources to help advance the QS project.
- Prepare educational materials and disseminate the Islamic culture using the Standardized Quranic Script (SQS).
- Harness ICTs to QS dissemination and development.
- Encourage local initiatives.

- Reinforce ties with educational institutions at all levels and with relevant local authorities as primary channels through which these activities can be implemented and that serve as a medium of cooperation with the beneficiaries of these activities.

Area of involvement:

- Preparation of QS educational materials for use in adult and general education.
- Supporting translation and cultural and journalistic publishing.
- Localization of technical expertise to establish QS chairs at universities and educational institutions.
- QS Computerization.

Partners:

- Islamic Development Bank.
- Qatar Charity.
- Universities, academies and advanced research institutes.
- Ministries of education, higher education & scientific research, culture, information, and Awqaf and Islamic affairs.
- Civil society organizations.

Total budget:

US\$ 1,250,217.00

Area of involvement 1: preparation of QS educational materials for use in adult and general education

Under this area, the aim is to link QS to the teaching of the Quran and the Arabic language in the targeted countries. From an educational viewpoint, the transcription of local languages in QS is an important gateway to learning Arabic for young and old alike. If this process is associated with reading the Quran, it becomes an important spiritual gateway to master the recitation of the Quran and its phonics and letter articulation. This entails the development of literacy books for each of the target languages, along with educational tools that include guidebooks for teachers, booklets and training manuals, and reading books for the benefit of students.

Expected outcome: localizing QS and reinforcing its presence and use in general education and literacy institutions, linking it to Arabic writing and reading and to Quran recitation, and harnessing it for social development

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing, publish and distribute the curricula, textbooks and manuals necessary for teaching national languages transcribed in QS in general education and in literacy-oriented actions. 	<ul style="list-style-type: none"> • Publishing finalized books. • Preparing 15 educational books of about 70 pages in 15 languages: Yoruba, Susu, Songhai, Mandango, Kanuri, Tamasheq, Tebu, Furawi, Somali, Afar, Swahili, Zaghawa, Nubian, Comorian, and Luganda.

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing support for educational institutions and encourage them to develop teaching programmes of local languages transcribed in QS. 	<ul style="list-style-type: none"> • Preparing, publishing and distributing 20 educational guide of a maximum of 25 pages (1 guide per language) to be issued simultaneously with the textbooks. • Preparing, publishing and distributing 20 exercise booklets of a maximum of 25 pages (1 booklet per language) to be issued simultaneously with textbooks. • Preparing, publishing and distributing 20 reading booklets of a maximum of 25 pages (1 booklet per language) to be issued simultaneously with textbooks. • Holding 12 national workshops to train trainers in the following countries: Niger, Nigeria, Senegal, Mali, Guinea, Burkina Faso, Chad, Libya, Sudan, Somalia, the Comoros, Kenya, Uganda and Tanzania. The workshops will be staggered over the action plan's 3 years. • Extending support to 12 pilot schools for the teaching of national languages transcribed in QS at the general education grade levels (introduce the experiment in 1 model school every year in 1 of the targeted countries. The programme will run through the action plan's 3 years. • Holding a meeting of experts to assess the progress made under this focus area during the action plan's years. • Awarding the prize for QS use in literacy. • Awarding the prize for QS use in general education.

Area of involvement 2: supporting translation and cultural and journalistic publishing

The translation and publishing of many Islamic culture books in African languages transcribed in SQS, carried out over the past action plans, stands witness to the progress made in advancing the SQS project. The first editions of these translations were limited because of the use of manual typewriters. But when the project embarked on a qualitative leap towards the computerization of the Arabic African alphabet, broader horizons were opened before it in terms of alphabetic aesthetics, the possibilities of increasing or reducing font size, and the multiplicity of fonts, in line with modern printing techniques. The endeavor did not stop at the translation of heritage books but went beyond that to include the press, printed either partly or entirely in QS. The project of translation and journalistic and cultural publishing embodies a successful model of the application of QS at a practical level, accustoming speakers of African languages to the standardized Arabic script, documenting their attachment to their civilizational and cultural heritage, bringing this heritage within reach and making it available to the

general public, and reclaiming the position that the Arabic script had lost after colonial powers imposed the Latin alphabet.

Expected outcome: popularizing Islamic written cultural heritage translated into local languages using QS, making it available to the public, familiarizing African languages speakers with the standardized Arabic alphabet and reinforcing their attachment to such heritage.

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing written religious and cultural heritage translated into QS-written national languages, bring this heritage within grasp and ensure its availability to the general public. • Providing incentives to staff operating in cultural fields, build their capacities and train them on the modern techniques of writing national languages in QS. 	<ul style="list-style-type: none"> • Printing, publishing and distribution of 12 books on Islamic culture into 15 languages (4 books per year). • Preparation and translation of 9 books on Islamic culture in 15 languages (3 books per year) • Awarding the Quranic Script Prize for translation and cultural publication. • Holding 3 sub-regional training sessions for journalists and technicians working in QS-based written press. • Supporting 6 journalistic institutions that publish in the QS. • Holding 1 experts meeting to assess progress made under the Action Plan in this focus area. • Awarding the Quranic Script Prize for journalistic publishing.

Area of involvement 3: localization of technical expertise to establish QS chairs at universities and educational institutions

Among the key objectives of this project is to localize and entrench the QS and its use in national institutions at the official and popular levels and make it a national and local preoccupation. In view of the illustrious position they hold in the collective psyche of peoples and the viable pioneering projects they carry out, universities and scientific research centers are at the forefront of the national institutions capable of fulfilling this strategic goal. To this end, ISESCO has established QS-dedicated chairs in several universities as part of its programmes and activities. ISESCO and its partners will further develop the programmes of these chairs to include scientific research fields and will create intermediate and higher diplomas, develop educational materials and tend to the preservation of manuscripts.

Expected outcome: localizing QS and entrenching its use at universities and higher education institutions through the creation of academic specialties, boosting the role of scientific research centers and encouraging them to develop QS-focused linguistic research.

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing linguistic studies in national languages and link them to scientific research and higher education programmes at the targeted universities. 	<ul style="list-style-type: none"> • Awarding intermediate diplomas by holding 60 continuous training sessions at 20 universities, (20 sessions per year).

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Translating and republish the QS-written manuscript cultural heritage and making it available to researchers and students. • Ensuring the availability of academic staff specialized in the Quranic script at university level. 	<ul style="list-style-type: none"> • Allocation of 20 scholarships to African students to pursue a higher studies diploma at the International University of Africa. • Conducting 15 studies and printing them in the form of Master's theses on syntax, grammar and phonology of 15 targeted languages. • Conducting 15 studies of about one 150 pages. This exercise is to be progressively implemented during the three years of the Action Plan at the rate of 1 study per language. Graduate students who have obtained a higher diploma in Quranic script will be designated to carry out these studies. • Capturing the manuscript heritage with the help of computers, then translating, authenticating and printing these manuscripts (4 per year) • Convening 1 experts meeting to assess progress achieved under the Action Plan's years in this focus area. • Awarding the Quranic Script Prize for the revival of manuscript heritage.

Area of involvement 4: QS Computerization

In coordination with the International University of Africa, ISESCO developed a computer programme for the Arab-African alphabet in several steps through which the symbols of African scripts were designed, processed, graphically set and converted into digital presentations. Each letter was given a Unicode symbol and the new symbols were set out on the keyboard. This computer technique was subsequently used to print and publish about 50 Islamic culture books translated into African languages. Dozens of training sessions were organized and benefited to a large number of staff operating in literacy, general education, higher education, and cultural and journalistic publishing. At a later stage, a computer programme was developed to convert texts written in the Latin alphabet into the QS, thus creating a tool that would help those educated using the Latin script to peruse books printed in the QS and accordingly gain knowledge of the masterpieces of their heritage. Further development will be pursued of QS transcription systems and computer techniques will be used to facilitate reading and writing using this script, solve technical glitches related to the computer symbols of phonemes, and open wide horizons before the study of the linguistics of national languages.

Expected outcome: refining the QS and adapting it to the reading and writing of national languages in a scientific way that brings into play modern computer techniques

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none">• Inventing the technology that necessary for advanced and productive linguistic studies of QS-written national languages.• Providing school curricula and electronic manuals related to teaching QS-written local languages	<ul style="list-style-type: none">• Preparation of an electronic guidebook for reading and writing African languages as part of QS computerization for 20 African languages.• Developing specific keyboards for 20 African languages as part of QS computerization.• Design of specific keyboards for 20 African languages.

Culture and Communication Programmes

Projects	Budget	Total budget of the Directorate
1. Project on protection of civilizational heritage, cultural plurality and coexistence within and outside the Islamic world through consolidation of the mechanisms of cultural exchange and cultural mediation and respect for cultural diversity	2,500,000.00	7,000,217.00
2. Project on addressing youth, childhood and women issues in the Islamic world	1,250,000.00	
3. Project on promoting greater access to information and the right to responsible expression in the information and communication sector	1,000,000.00	
4. Project on a professional and legal approach to mutual stereotyping in the media	1,000,000.00	
5. Project on transcribing the languages of Muslim peoples in the Quranic Script (QS).	1,250,217.00	

Details of Financial Items

Culture and Communication Directorate (Salaries and Allowances)

Item	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Basic salaries	288,077.00	305,679.00	328,959.00	922,715.00
Allowances	230,346.00	238,024.00	249,926.00	718,296.00
Social security	40,946.00	42,311.00	44,426.00	127,683.00
New posts	39,040.00	40,341.00	42,359.00	121,740.00
Total (US\$)	598,409.00	626,355.00	665,670.00	1,890,434.00



2.4 External Relations and Cooperation Directorate

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.

Being intent on pursuing its endeavors to assist Member States with exceptional priority status resulting from their special circumstances, the Organization will continue to lend support for the protection of sanctities and the development of educational, scientific, cultural, and social institutions in Al Quds Al Sharif, within the framework of Al Quds Al Sharif Unit, created back in 1991 and currently reporting to the Directorate of External Relations and Cooperation.

ISESCO has provided support to a number of these institutions at the recommendation of the National Palestinian Commission for Education, Culture and Science, and assisted in the organization of training sessions for staff operating in the educational sector. A number of endangered archaeological sites were restored and support was lent to manuscript centers. On the institutional level, ISESCO continued to organize meetings of the archaeology experts tasked with drawing up the legal reports aimed at countering the obliteration and Judaization plots led by the Israeli occupation authorities. Similarly, and within the framework of its coordination meetings with UNESCO, the World Heritage Committee, the International Council for Human Rights and other stakeholders, ISESCO stepped up its efforts to mobilize support for educational, scientific and cultural institutions in Al Quds Al Sharif and elsewhere in Palestine, in addition to including this support and mobilization on a regular basis in the agenda of ISESCO-affiliated Islamic World Heritage Committee and the specialized Islamic ministerial conferences convened by ISESCO.

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 work:**

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 involvement:

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

Total budget:

US\$ 1,042,420.05

Area of involvement 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 leading development initiatives. • Agreeing with partners on participation in important international forums and gatherings.

Area of involvement 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.• Implementing a number of programmes and development projects for the benefit of Member States in cooperation with the private sector.

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

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 direct the efforts of charities and humanitarian institutions along with individual initiatives to development-focused areas.
- To sponsor developmental projects and contribute to financing on-site programmes.

Areas of involvement:

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

Total budget:

US\$ 1,042,420.05

Area of involvement 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 involvement: fostering educational, scientific and cultural services in Member States with special conditions

Under the Directorate’s specialized programmes, ISESCO will continue its efforts to provide educational, scientific and cultural services to Member States experiencing exceptional circumstances, such as Al Quds Al Sharif and all Palestine, Afghanistan, Iraq, Somalia, Syria and Mali. Material support will be extended to institutions in these countries to help them confront the extraordinary circumstances they experience on different fronts.

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

In view of the paramount importance of the city of Al Quds Al Sharif, and considering the religious, historical and civilizational status it holds at the international level, and in light of the persistent criminal acts perpetrated by the Israeli occupation authorities to obliterate the civilizational identity of Al Quds, judaize its cultural landmarks and obliterate its historical

monuments, ISESCO will double up its efforts to face up to such plots both on the field and internationally, providing financial and technical support, mobilizing efforts and activating procedural measures at international forums. It will also endeavor to improve the services rendered to educational, scientific and cultural institutions in Al Quds Al Sharif and all Palestine, as well as focus on supporting income-generating projects and rehabilitation programmes favoring the employment of the youth and women, and encourage civil society institutions that have a development-gear thrust. Also within this line of action, ISESCO will dedicate utmost attention to categories with special needs, whether they were talented, disabled persons or children in remote areas isolated as a result of the discriminatory dividing wall.

ISESCO will continue to organize training sessions and workshops inside educational, scientific and cultural institutions, as well as hold symposia and conferences on issues pertaining to Al Quds Al Sharif, and to Palestine in general.

All these programmes will be implemented in coordination and consultation with the relevant authorities in Palestine and with relevant Arab, Islamic and international organizations.

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"> • Building human capacities in priority sectors. • Developing the infrastructure and technical equipment of educational, scientific and cultural institutions in special circumstances. • Ensuring availability of reference works in relevant educational, scientific and cultural fields. • Consolidating coordination and consultation with national, regional and international stakeholders about institutions in Member States with exceptional circumstances. 	<ul style="list-style-type: none"> • Organizing 12 training sessions and workshops to train instructors and supervisors in the educational, scientific and cultural fields to benefit institutions in relevant Member States. • Providing financial and technical support to relevant institutions to improve their services on the ground. • Preparing studies, research and reports as well as audio-visual tapes and documentary films on priority issues in favor of the said institutions. • Organizing international conferences, symposia and information gatherings to coordinate efforts, unify positions and engage in sensitization about matters of relevance.

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 time frames 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.

External Relations and Cooperation Programmes

Projects	Project budget	Total budget of the Directorate
1- Project on consolidating cooperation with governmental and non-governmental institutions	1,042,420.05	2,084,841.00
2- Project on consolidating cooperation with civil society institutions and promoting humanitarian work	1,042,420.05	

Details of Financial Items

External Relations and Cooperation Directorate (salaries and allowances)

Items	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Basic salaries	176,965.00	190,864.00	217,199.00	585,028.00
Allowances	83,312.00	86,089.00	90,393.00	259,794.00
Social security	22,290.00	23,033.00	24,185.00	69,508.00
New posts	32,320.00	33,397.00	35,066.00	100,783.00
Total (US\$)	314,887.00	333,383.00	366,843.00	1,015,113.00



2.5 ISESCO Centre for Promotion of Scientific Research (ICPSR)

ISESCO Centre for Promotion of Scientific Research (ICPSR) was set up to promote and encourage the culture of sciences, technology and innovation in the Islamic world. It also seeks to reinforce the organic link between Research and Development (R&D), strengthen cooperation ties between ISESCO's Member States in the fields of science and technology (ST) and social sciences, and honour distinguished researchers (men and women) in Muslim countries. The Centre also works on activating mechanisms relating to the implementation of strategies outlined by ISESCO and adopted by the Member States, including the "**Strategy for Science, Technology and Innovation in Muslim Countries**" and the "**Strategy for Developing ICTs in the Islamic World**".

Following assessment of the achievements of the first and second Three-Year Plans conducted under the 2010-2018 Medium Term Plan, the ICPSR will focus in the years 2016-2018 on one sector-specific priority: **Supporting STI policies, and promoting the youth competitiveness in these fields**, the aim being to largely contribute to attaining the first strategic goal of ISESCO's 2016-2018 Action Plan: "**Involving the youth in the drive to boost joint Islamic action and achieve sustainable development**". This priority includes **two projects** which mainly aim to promote prosperity for all citizens of Member States, uphold peace and security and achieve sustainable development in such a way as to ensure a better integration in the economy of knowledge which largely relies on information and communication technologies. The two projects are:

- 1- **Project on supporting STI research strategies.**
- 2- **Project on promoting knowledge transfer-based Research & Development for greater youth employability.**

The two projects will basically target women and the youth since half the population of the Islamic world is young. The youth are a "digital generation" who grow in a digital environment that pushes them to the heart of the knowledge community. As such, the youth may become a great resource for Member States of the Organisation of Islamic Cooperation as they may help speed up and improve their progress. In this regard, Muslim countries should strive, through mastering modern technologies, to optimally benefit from their younger generations to achieve sustainable development and address the burning issue of joblessness among the youth who seek empowerment and good living-conditions. With the aim of speeding up the pace of socioeconomic development for Member States, the Centre will work to boost the young peoples' skills and upgrade their capacities to make them very active elements in the process of change within our societies. Likewise, interaction between scientific circles and the industrial sector may boost the youth's chances to integrate the labour market.

1- Project on supporting STI research strategies

General framework:

Throughout history, STI (science, technology and innovation) have often been one of the key tools of human development as they have been used to make dreams come true. Thanks to information and communication technologies, which enable us to move forward faster than ever before, STI have provided us with unprecedented opportunities to meet the challenges of the 21st century. Today's knowledge creation signals the cardinal importance of standardizing "national innovation systems" as a linking factor between business corporations, universities and governments: this would allow for the stabilization of the labor market through adequate education and training of "highly qualified human capital" – an increasingly important component of economic growth in industrialized countries and the only way to ensure productive employment.

Within the framework of the UN new post-2015 Sustainable Development Agenda, built on the Millennium Development Goals (MDGs), and amid a competitive global environment where technology innovation is a vital part of the development process, ISESCO Centre for Promotion of Scientific Research undertakes, under the Three-Year Plan 2016-2018, to continue its support for scientific research and coordinate research and strengthen its effectiveness in important areas relating to sciences and technologies to make it a lever of development in such a way as to contribute to attaining sustainable social and economic development in Member States. Aiming at promoting integration of higher education and scientific research policies in Member States, the Centre will be committed to encouraging communication between different universities and scientific research institutions, and business corporations in Member States.

This project, which enjoys priority, given that it capitalises on the experience and expertise accumulated by the Centre under the two previous Three-Year Plans, shall include a set of activities tailored to the Member States' needs. In the light of the progress achieved, it will also suggest practical solutions and implement the recommendations and conclusions of the different relevant field studies. Furthermore, the Centre will continue publishing "*ISESCO Journal of Science and Technology*" and strengthen national capacities in matters relating to sciences, technology and innovation (STI) through granting study scholarships and organising practical training sessions, while prioritizing the gender aspect. At the same time, the Centre, through regular updating of its website, shall strive to ease communication among scientists in the Muslim countries to promote networking and exchange of views and expertise. It will equally encourage the participation of women and the youth in scientific activities. The ICPSR website will also be a permanent and effective platform for international cooperation in different fields of sciences and technology.

Besides, the Centre will provide more focus on supporting research works, through capacity-building activities for ISESCO Research Prize laureates, university laboratories and research centres.

Objectives:

- To support high profile scientists through disseminating the findings of their research works.
- To activate partnership between Member States to achieve more integration in fields of sciences and technology.
- To contribute to developing a competitive industry based on technology transfer through a cutting-edge national innovation system.
- To encourage the participation of women and the youth in the fields of sciences and technology.
- To honour Member States' distinguished researchers.

Areas of involvement:

- Sponsoring activities aimed at making high profile young researchers more visible through publishing their scientific research and articles.
- Awarding an Excellence Prize for STI.

Partners:

- Ministries of higher education and scientific research in Member States.
- Universities, research centres and excellence centres in areas of science and technology.
- International organisations, international government organisations, and all institutions active in sciences and technology.

Total budget:

US\$ 200,000.00

Area of involvement 1: sponsoring activities aimed at making high profile young researchers more visible through publishing their scientific research and articles

The main purpose behind publishing such scientific publication is to widely spread the findings of scientific research and enable scientists and researchers to share information and boost communication between them. For a decade now, ISESCO Centre for Promotion of Scientific Research, through "ISESCO Journal of Science and Technology", has been publishing articles of Member States' young scientists in different science and technology-related disciplines to provide them with an effective tool to exchange scientific information and broaden their knowledge.

Not only does publishing scientific productions gauge the progress made in various disciplines of scientific research and development (R&D), but it also helps to transfer and localise technologies. It is also a tool to publicise authors as "there is no author without published works". Scientific production, being articles published in refereed and indexed journals or books issued by one or more authors, is an important criterion to distinguish scientists within scientific circles. Thus, editorial staff (peer reviewers), made up of eminent experts from ISESCO's Member States, will continue studying, evaluating and improving the quality of submitted works before publishing them. At the same time, they will maintain their efforts to meet the international quality standards with the aim of ensuring the indexation of the Journal by international organisations and obtaining the impact factor, which is an indication of the importance and influence of the Journal.

Furthermore, given the low representation of women in scientific careers, the causes of which are as much attributed to cultural as to anthropological and social factors, the Centre will from now on promote gender equality in scientific publications. Indeed, strengthening the role of women in science and showing the public the progress accomplished in scientific knowledge through their work will undoubtedly stimulate young women to pursue numerous scientific career paths. Therefore, the Centre will encourage more young women to engage in the amazing world of scientific research through the creation, by way of mentoring, of a network of "women researchers" backed by women scientists with well-established reputation in scientific research.

Expected outcome: upgrading the quality of ISESCO's Journal and updating the website (www.icpsr.org.ma) dedicated to scientific circles in Muslim countries

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Publishing original and innovating articles relating to local communities in ISESCO Journal of Science and Technology. • Increasing the number of visitors to the website: www.icpsr.org.ma. • Incorporating gender in scientific research. 	<ul style="list-style-type: none"> • Publishing 2 issues of ISESCO Journal of Science and Technology each year. • Indexing of scientific articles to the most reputable databases, webs of science, Scopus, etc. • A marked increase in the number of visitors to the website: www.icpsr.org.ma. • Creation of a network of "women researchers" linked to female scientists with well-established reputation in the area of scientific research.

Area of involvement 2: awarding an Excellence Prize for STI

To pay tribute to men and women scientists in the Islamic world, ISESCO Centre for Promotion of Scientific Research has been, since 1997, awarding ISESCO's Prize for Basic Sciences (biology, chemistry, geology, mathematics and physics) and Technology. ISESCO will maintain its support for other prestigious awards in sciences on the national or regional levels to encourage excellence in Member States. The main objective is to set up a mechanism for evaluating scientists and technology experts from different scientific specialisations and reward them for their outstanding efforts

throughout their professional careers. The prize winners will be further honoured in newspaper articles and ISESCO's website, or by awarding prizes at the sessions of the Islamic Conference of Ministers of Higher Education and Scientific Research or at ceremonies specially held for that purpose.

The prizes also aim to detect and highlight innovating or impact-making projects contributing to the move towards knowledge economy. They are also aimed at promoting the findings of research and maximising their benefits to motivate collective innovation and develop the spirit of initiative. In addition, the Centre will grant special incentives to young scientists with excellent expertise in science and technology, and to those of them who set up innovating projects which have a tangible effect in terms of improving the life conditions of their peoples. The prizes shall also seek to create an environment of constructive competition between young researchers and contribute to promoting scientific activities through motivating them to be more active and productive within the scientific communities.

Expected outcome: honouring, encouraging and rewarding excellent scientists and innovators through awarding prestigious prizes for sciences and technology

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Number of prizes/grants/medals awarded in areas of scientific research, technology and innovation. 	<ul style="list-style-type: none"> • Awarding 18 prizes and/or grants, and/or medals in areas of scientific research, technology and innovation.

2- Project on promoting knowledge transfer-based Research & Development for greater youth employability

General framework:

Research and Development is at the heart of the debate on competitiveness through innovation. Its economic impact is fundamental to reflect its success. It is the result of an internationally-identified specific activity, i.e. the transfer:

- a. Transfer of human capital** (mobility of researchers and PhD students in the first place, Ed. the Tafahum Program);
- b. Transfer and sharing of knowledge through developing R&D partnerships between public research and businesses;** and finally the
- c. Transfer of technologies** through their dissemination in the economic fabric and the creation of businesses.

Against this background, the Centre wishes to instill a new dynamic to the transfer of public research in its member countries. This policy is part of a comprehensive strategy for research and innovation, with a two-fold objective: To meet the social challenges of today and tomorrow and make of research a major lever for growth and competitiveness on the market and enhance youth employment. These actions will be crossed in response to major social challenges such as generic technologies (nanotechnology, biotechnology, photonics, microelectronics, and digital technology) and research on energy transition. These measures represent a direct contribution of research to competitiveness through quality agenda, on the one hand, and will build on what exists and give a large part to consultations with stakeholders on the other.

Objectives:

- To promote complementarity between university institutions, companies and governments for sustainable economic development.
- To develop the culture of innovation and creativity and support the transfer and spread of new technologies within research institutions.
- To encourage technology transfer and help young graduates integrate new emerging specialisations (ICTs, the internet).
- To provide practical training for teachers of sciences, engineers and technicians so as to increase skills and capacity for scientific equipment repair and maintenance, by promoting human capital transfer.
- To contribute to the advancement of science and technology in Member States through supporting research in STI.

Areas of involvement:

- Promoting scientific research through the transfer of human capital.
- Capacity-building and follow-up to transfer activities of stakeholders (researchers, engineers and research engineers).
- Dissemination of a culture of transfer and innovation particularly benefitting Member States' youth (training and awareness-raising).

Partners:

- Ministries of higher education and scientific research in member states.
- Universities, research centres and excellence centres in areas of science and technology.
- Institutions concerned with intellectual, industrial and commercial property rights.
- International organisations, international government organisations, and all institutions active in sciences and technology (European Investment Bank, ESCWA, University Agency of Francophonie, World Bank).

Total budget:

US 236,293.00

Area of involvement 1: promoting scientific research through the transfer of human capital

The overall and institutional framework of Tafahum program was approved at the 7th Islamic Conference of Ministers of Higher Education and Scientific Research held at ISESCO headquarters on 18-19 December 2014 in Rabat.

This program, which is implemented in close collaboration with the Directorate of Science at ISESCO and the Federation of the Islamic world communities, aims to promote research and development through the transfer of people and will undeniably contribute to improving educational cooperation and bringing together the academic communities of institutions of higher education in the three regions, Arab, Africa and Asia, from where its Member States are issued. This program, entitled Tafahum, which means "mutual understanding", is therefore an integral part of the overall strategy of bringing people together and intercultural dialogue for a society based on the values of solidarity, peace, understanding and mutual respect, in line with the universal values shared by the Islamic world.

To implement the program, a mobility unit was created within ISESCO. It is responsible for overseeing the implementation of the said program in all of its components. As ISESCO covers quite heterogeneous regional spheres (Asia, Africa and the Middle East), it was decided that this program, as a first step, will be limited to the Arab Mediterranean region (pilot phase).

Expected outcome: transfer of students and researchers among university communities within higher education institutions in 3 regions (Arab, African and Asian)

Performance indicators	Measurement indicators
<ul style="list-style-type: none"> • Effective launch of the project 	<ul style="list-style-type: none"> • Preparation of the program and its implementation plan by deepening consultations with institutional partners; • Identification and consultations with member universities; • Defining types of mobility and related costs; • Drafting mobility model-contracts; • Defining the management structure and program management procedures; • Consultation meeting with Tafahum project partners.

Area of involvement 2: capacity-building and follow-up to transfer activities of stakeholders (researchers, engineers and research engineers)

As a general rule, follow-up indicators relating to the activities of public research actors in ISESCO Member States are centred on scientific output and do not take into account the economic impact. Indeed, they are more driven by financial considerations (amount of funding research) than the economic impact (number of created jobs). Therefore, in consultation with public research actors, a new **set of indicators relating to the transfer** can be elaborated, which would highlight the important economic impact, that is the number of direct or indirect jobs created by a company belonging to public research. Follow-up and consolidation processes for these indicators have to be put in place in order to enable a sustained conduct and assessment of public policies.

Expected outcome: identifying transfer-related indicators for the assessment of scientific research impact on the labor market

Performance indicators	Measurement indicators
<ul style="list-style-type: none"> • Identifying transfer-related indicators. 	<ul style="list-style-type: none"> • Expert meeting to identify the transfer-related indicators. • Publication of a manual of indicators.

Area of involvement 3: dissemination of a culture of transfer and innovation particularly benefitting Member States' youth (training and awareness-raising)

Research and development cannot exist without the contribution of transfer-related jobs. Indeed, the professionalization of transfer-related occupations remains a real challenge, which is not yet recognized at its right value. The transfer jobs are based on specific skills, are real jobs, which need to be enhanced and professionalized, as is the case in industrialized countries. The Centre, in close collaboration with the Science Directorate and the Ministries of Higher Education and Scientific Research of member countries,

undertakes awareness rising actions of young entrepreneurs in general. For instance, universities in member countries may be required to:

- Set up a training cycle for the benefit of executives of public research;
- Provide postgraduate training sessions dedicated to transfer jobs; or
- Introduce a compulsory follow-up of a training module (master level) dedicated to innovation and entrepreneurship in all higher education modules. As international experience shows, the cultural factor is recognized as a major element in the ability to develop innovation. The challenges are related to the apprehension of risk and failure, to the spirit of entrepreneurship, and to acquiring some knowledge of innovation mechanisms, etc.

In addition, the major players in the transfer process are researchers, engineers and technicians of public research which form an essential component of the transfer process: Contributing to putting them in direct contact with the closest innovation and market businesses, particularly SMEs, without Intermediates, is the most effective way to accelerate transfer and ensure an economic impact of research. **On the basis of existing initiatives, a social network bringing together researchers and companies should be created.**

In addition, transfer through the creation of businesses issued from public research is an extremely powerful vector for technology transfer and economic impact, particularly by placing project holders in an economic activity-creation process. The main tools facilitating the creation of companies from public research that are the incubators, national competition for the creation of innovative technology companies, provisions for the mobility of researchers within this framework, etc. will be strongly encouraged by the Centre, and must also be supported by the States.

Expected outcome: professionalizing transfer practice and networking of transfer professionals

Performance indicators	Measurement indicators
<ul style="list-style-type: none"> • Research promotion by professionalizing innovation jobs; • Capacity-building for research players; • Networking of researchers and companies; • Shoring up establishment of Technology Transfer Offices - TTO / National Technology Transfer offices) in certain ISESCO Member States; • Supporting start-up incubators. 	<ul style="list-style-type: none"> • 3 seminars for Presidents of Academic Affairs in Universities on the creation of a master level training program dedicated exclusively to transfer jobs. • 3 Certifying Training Workshops dedicated to the transfer jobs. • Seminar on the interaction between the research institutes and the industry for a better competitiveness and youth employment. • Creating a databank of researchers/businesses. • Holding an expert meeting for the establishment of TTO in 3 ISESCO Member States. • 3 days for linking ISESCO Research Prize laureates with the broader research and business community.

ISESCO Centre for Promotion of Scientific Research Programmes

Projects	Project budget (US\$)	ICPSR total budget (US\$)
1. Project on supporting STI research strategies.	200,000.00	436,293.00
2. Project on promoting knowledge transfer-based R&D for greater youth employability.	236,293.00	

Details of Financial Items
ISESCO Centre for Promotion of Scientific Research

Item	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Basic salaries	45,000.00	45,000.00	45,000.00	135,000.00
Related expenses	25,000.00	25,000.00	25,000.00	75,000.00
Social security	12,500.00	12,500.00	12,500.00	37,500.00
New posts	6,000.00	6,000.00	6,000.00	18,000.00
Total (US\$)	88,500.00	88,500.00	88,500.00	265,000.00

2.6 Centre for Planning, Information and Documentation (CPID)

Information and communication technologies (ICT) are one of the major tools and indispensable conditions for any country and society to make a great surge towards developing the traditional structures of the knowledge industry and its outputs. In view of the growing challenges faced by countries and societies at all levels, the existing traditional systems founded on obsolete expertise and mechanisms have become unable to meet emerging needs. The only available alternative to address these challenges is to integrate ICTs into strategic planning methodology so as to provide plans with a more comprehensive vision and greater capabilities for planning, follow-up, monitoring and evaluation.

Bearing that in mind, the Planning, Information and Documentation Centre, under its Three-Year Action Plan 2016-2018, will actively work to upgrade the skills of human resources working at ISESCO, the National Commissions, and the competent parties in Member States in strategic planning through continuous training, setting up and updating databases linked to ISESCO's educational, scientific, cultural and communication fields of specialisation. The Centre will also seek to develop tools of follow-up, monitoring and evaluation using ICT media. Besides, ISESCO will continue via its website publicizing its civilizational projects, strengthening ties with the National Commissions in Member States through training and continuous upgrading, identifying needs, ranking priorities and providing data and information. In addition, ISESCO will give particular attention to the development of the Centre's action in the areas of documentation, publishing and distribution through providing the necessary equipment and relevant training.

The Centre's Three-Year Action Plan 2016-2018 will focus on the following two sector-specific priorities:

- **Improving methods of strategic planning, follow-up and evaluation of ISESCO's activities through continuous training,**
- **Working towards Integration into the knowledge society and addressing ICT challenges,** while keeping pace with the related developments.

These priorities shall be carried out through three projects, subdivided into a number of areas of involvement. The three projects are:

1. **Project on boosting the capacities of the human resources working in the fields of planning, follow-up and evaluation, and providing data and statistics in the Organization's fields of action.**

- 2. Project on promoting the use of information and communication technologies to develop the action of ISESCO and the competent parties in Member States.**
- 3. Project on strengthening the capacities of ISESCO's human resources and provide electronic and computer equipment used in printing, documentation, publishing, and distribution.**

The Planning, Information and Documentation Centre seeks through this Action Plan to achieve the goals set out by ISESCO in its “Strategy for ICTs Development in the Islamic World” which mainly aims at developing ICTs infrastructure in the Member States, promoting the role of ICTs in national development and increasing the production of digitized knowledge content reflecting the diverse cultures of the Member States.

1. Project on boosting the capacities of the human resources working in the fields of planning, follow-up and evaluation, and providing data and statistics in the Organization's field of action

General framework:

The success of educational, scientific and technological action plans, projects and programmes depends on sound planning based on reality and sustained by accurate studies, data, information and statistics; a planning that seeks to boost the capacities of human resources through continuous training that is aligned with the scientific and technical fast advances, and takes into consideration the actual needs of countries and communities through providing information, statistics and data and make use of them in conducting studies and creating databases to be used in devising appropriate plans and strategies. This project seeks to integrate the digital culture into planning through continuous training of the human resources working at ISESCO and the staff working in the Member States' National Commissions, and combine their efforts through a systematic continuous training programme that satisfies the needs and sets priorities to attain the desired goals.

Through this Three-Year Action Plan 2016-2018, the Centre will continue developing and diversifying the tools used to evaluate and follow-up ISESCO's diverse activities, projects and programmes carried out in Member States for the benefit of Muslim communities; the purpose being to gauge the effectiveness of the projects it carries out and measure achievements against the desired outcomes and the degree to which the needs and priorities of Member States are satisfied.

For that purpose, the Centre will seek to make monitoring, follow-up, and evaluation operations an integral part of the implementation stages of activities and programmes so as to fully know the degree to which goals are achieved, measure the actual impact and identify strengths and weaknesses.

Throughout the three-year period of the Action Plan 2016-2018, the Centre will work to ensure training for Directorates' experts and staff under a continuous training plan supported by follow-up and assessment, to enable them to effectively contribute to planning and evaluation within the competent commissions. The focus will also be placed on aligning strategies, plans and reference documents with the actual needs of societies in Member States. The Centre will make use of Lime Survey application to conduct on-line surveys, distribute the resulting data to National Commissions, and train their experts to use the application to collect sector-wise data and information in ISESCO's fields of competence.

The Centre will cooperate with the concerned Directorates to set up indicators and guidelines in priority fields on which detailed information is needed, electronically forward these indicators and guidelines to the National Commissions to fill them in and send them back to ISESCO in order to download, review and analyze information and

include them in a database that contains the necessary statistical diagrams and charts for devising strategies and plans.

In the same vein, the Centre shall set up a continuous training programme for the National Commissions' experts to train them on Lime Survey application through electronic distance learning platforms. The training may be extended in scope and used in Member States through holding national sessions to train trainers and also through involving national universities by establishing chairs and continuous training programmes to supervise those electronic platforms in coordination with the General Secretariat of the Federation of the Universities of the Islamic World. The training programme will also benefit the Directorates' planning experts with basic knowledge of statistics and computer. They will be trained to draw on databases in order to develop, monitor and assess plans and strategies and follow up their impact.

In addition, the Centre will focus on developing tools for external and internal ongoing and post-assessment. To achieve that end, it will develop questionnaires for Member States' National Commissions, as well as experts supervising training sessions and participants, by adding more accurate indicators to sustain further the effort to improve performance, spot weaknesses and strengths in training activities and uphold the positive aspects. The Centre will also commission external experts to make field visits and prepare objective reports focusing on the type of implemented activities and providing essential information likely to enable the General Directorate to have a clear idea on the results of implemented activities, identify the needs and rank priorities.

Objectives:

- To upgrade the capacities of ISESCO's human resources in fields of planning, follow-up and evaluation of educational, scientific, cultural and communication programmes.
- To benefit from the competencies and expertise accumulated by the Member States and cooperating parties in strategic planning.
- To develop databases and statistics that help boost performance, identify the needs defining and rank priorities in ISESCO's fields of action within Member States and within the Muslim communities outside the Islamic world.
- To develop internal and external assessment of ISESCO's activities and devise adequate assessment tools and mechanisms.
- To provide independent assessment mechanisms.
- To assess ISESCO's action and activities through comparing them with those of similar cooperating organizations.
- To upgrade the follow-up and assessment capacities of focal points in Member States.
- To conduct sector-wise studies on impact and assessment.

- To develop assessment applications and software to update databases and set up an observatory for updated statistical information in the Organization's fields of action to be accessible to Member States.

Areas of involvement:

- Boosting the capacities of the human resources working at ISESCO and at the National Commissions in the fields of planning, follow-up and assessment through continuous training and the use of ICTs.
- Setting up unified statistics and databases in the Organization's fields of action.

Partners:

- National Commissions in Member States and competent parties.
- The Federation of the Universities of the Islamic World.

Total budget:

US\$ 180,422.00

Area of involvement 1: boosting the capacities of the human resources working at ISESCO and at the National Commissions in the fields of planning, follow-up and assessment through continuous training and the use of ICTs

The Centre will use ICTs in planning, follow-up and assessment of ISESCO's activities. The human resources working at the Organization, the National Commissions and relevant educational, scientific and cultural institutions in Member States will be trained to use these technologies in developing plans and projects, monitoring and evaluating their impact.

Expected outcome: upgrading the capacities of experts and staff in planning, follow-up and evaluation through the use of information technologies

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Upgrading the capacities of experts and staff working at ISESCO and at Member States' National Commissions in planning, follow-up and assessment. 	<ul style="list-style-type: none"> • Organizing 12 ongoing training workshops in programmes' strategic planning, follow-up and assessment for staff and experts working at ISESCO and the National Commissions.

Area of involvement 2: setting up unified statistics and databases in the Organization's fields of action

The Centre intends to set up statistics and data bases and provide strategic studies and special guides on ISESCO's educational, scientific and cultural fields of action in Member States and within Muslim communities outside the Islamic world.

The data obtained will be used to identify needs and rank priorities and actions conducive to sound strategic planning.

Expected outcome: providing statistical data and strategic studies on the educational, scientific, cultural and communicational situation in Member States

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none">• Providing statistical data and studies on education, science, culture and communication.	<ul style="list-style-type: none">• Conducting two (2) studies on the educational, scientific and cultural situation in Member States.• Setting up three (3) statistical databases on ISESCO's activities in education, science, culture and communication.• Providing statistical databases in ISESCO's fields of action.

2. Project on promoting the use of information and communication technologies to develop the action of ISESCO and the competent parties in Member States

General framework:

Seeking to develop working methods in different directorates and divisions of ISESCO's General Directorate, the National Commissions and the competent parties in Member States through the use of up-to-date information and communication technologies and software, the Centre has included this project in this Action Plan to enhance the use of new technologies so as to increase productivity and improve performance.

Under this project, the Centre will purchase up-to-date systems to computerize all processes relating to scheduling activities, following up their implementation and funding them. The General Directorate staff will also be trained on using such technologies to effectively upgrade their professional performance and ensure an optimal use of the Organization's human resources through an integrated plan for continuous training, the aim being to computerize operations and procedures relating to the implementation progress of the activities scheduled each year in such a way as to enable experts, directors and persons in charge to have an idea on the performed stages, accomplished works and spent money in terms of preparing technical documents, lists of experts, participants and cooperating parties etc..

In addition, these technologies will be used to facilitate the follow-up of activities, speed up reporting and assessing implemented programmes and activities. The Centre will train ISESCO's staff on using Enterprise Resource Planning software. It will also complete by the end of this Three-Year Action Plan 2016-2018 the computerization of the archives, the registry office and the Human Resources Division and the Directorate of Financial Affairs.

Much effort will also be directed to the National Commissions and competent parties in Member States through supporting the neediest of them with advanced technological equipment, smart technologies and free open source software to encourage their staff to use and benefit from ICTs to improve performance.

Objectives:

- To improve the quality of professional performance and ensure optimal use of available human resources.
- To facilitate decision-making tasks by relying on computer systems used in managing institutions' resources and on software specialised in reviewing and analyzing data updating and drawing charts and graphs.
- To facilitate access to information through adopting open international technical standards and relying on free and open source software.
- To ensure universal access to widespread open source curricula.

Areas of involvement:

- Promoting information and communication service delivery at ISESCO’s headquarters and web portal.
- Providing information and communication technologies support for the competent parties.

Partners:

- National Commissions.
- The Federation of the Universities of the Islamic World.

Total budget:

US\$ 263,000.00

Area of involvement 1: promoting information and communication service delivery at ISESCO’s headquarters and web portal

Under this area of involvement, the Centre will seek to assist the different directorates and divisions to computerize their information and operations through making use of ICTs. It will also pursue its efforts to develop and continuously update ISESCO’s website through creating new windows, linking it to new websites and enriching its content in such a way as to reflect the cultural, educational and scientific realities and cultural diversity in Member States.

Expected outcome: enhancing the computerization of ISESCO’s administrative and financial operations

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Enhancing the computerization of ISESCO’s systems and equipment. • Boosting the capacities of ISESCO staff through continuous training sessions 	<ul style="list-style-type: none"> • Purchasing up-to-date software to computerize ISESCO’s archives, correspondence and administrative systems. • Purchasing up-to-date software to computerize both the annual programming and track its implementation and expenditure, as well as financial software systems for the Organization and training staff to use them.

Area of involvement: providing information and communication technologies support for the competent parties

The Centre will sustain its efforts to provide all types of technical and material support to Member States to build the necessary IT infrastructure in such a way as to facilitate communication between the competent parties and the General Directorate and participation in planning, follow-up, assessment, identify needs and rank priorities. In this regard, the National Commissions in the neediest Member States will be supplied

with highly advanced computer and technological equipment and with open source software to be used inside and outside offices.

Expected outcome: supporting the National Commissions in managing their computer systems based on free and open source software

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Developing the infrastructure of the National Commissions and competent parties in Member States. 	<ul style="list-style-type: none"> • Supporting nine (9) National Commissions with advanced computer and smart technology equipment. • Providing advanced financial and administrative free and open source software to the competent parties and training their staff to use them.

3. Project on strengthening the capacities of ISESCO's human resources and provide electronic and computer equipment used in printing, documentation, publishing, and distribution

General framework:

Committed to adopt and use electronic equipment and capabilities to carry out documentation, publishing and distribution tasks, the Centre will continue its efforts to suit design and printing processes for its publications to international technological standards through purchasing state-of-the-art printing and publishing hardware and software, along with modern copiers. It will also reinforce the capabilities and skills of the printing unit staff, providing them with training sessions and ensuring their participation in international exhibitions and events about the latest printing, publishing and design advancements.

In the same vein, the Centre will continue to upgrade the library system to best present its publications, with focus on strengthening cooperation and communication relations with the Member States and outside the Islamic world. It will also seek to modernize library work tools, while inventorying, classifying, indexing and digitally documenting its material by establishing a website for large-scale, easy access to information.

To strengthen cooperation ties with national libraries and documentation centers in Member States, the Centre will focus on promoting exchange and granting of publications and information material, as well as conducting joint training sessions for the staff working in these institutions to introduce them to the basic elements, mechanisms and skills needed for the establishment of a digital library.

To enrich the library collections, the Centre will continue to purchase reference books, particularly in most recent editions, and subscribe to new journals. It will also expand its presence in the Muslim world and beyond, through participation in annual international and regional book fairs.

Objectives:

- To keep pace with the technological advances through providing the latest systems in printing and publishing, modern software and photocopying machines.
- To strengthen the capacities and skills of the staff working at the photocomposition unit and the printing unit through specialised training sessions.
- To activate partnership with famous libraries and participate in major international and regional exhibition.

Areas of involvement:

- Upgrading the capacities of human resources in documentation, publishing and distribution.
- Keeping up with the advances in information technology through providing the most advanced equipment.

Partners:

- National Commissions in Member States, the competent parties and international libraries.

Total budget:

US\$ 350,000.00

Area of involvement 1: upgrading the capacities of human resources in documentation, publishing and distribution

In this field, the Centre will organise training sessions for documentation, publishing and distribution staff on to boost their capacities and provide them with new skills and knowledge. They will also be given opportunities to participate in international exhibitions and meetings where the latest relevant technologies are shown.

Expected outcome: boosting the capacities of the Centre's staff working in documentation, publishing and distribution

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Upgrading the capacities of the Centre's staff through continuous training sessions. 	<ul style="list-style-type: none"> • Organizing six (6) training sessions.

Area of involvement 2: keeping up with the advances in information technology through providing the most advanced equipment

The Centre will continue its efforts to provide various types of technical support for ISESCO's General Directorate through purchasing modern hardware and software that best suit the Organization's needs and work load and to expand the scope of its activity to best respond to new advancements and improve performance.

Expected outcome: providing the necessary equipment for developing the library and rationalizing the distribution process of ISESCO's publications

Performance Indicators	Measurement Indicators
<ul style="list-style-type: none"> • Providing the documentation, publishing and distribution division with the latest equipment. • Exchanging expertise and establish partnerships with famous libraries. • Enhancing ISESCO's participation in regional and international exhibitions. 	<ul style="list-style-type: none"> • Purchasing six (6) modern machines to be in line with technological advances in printing and publishing. • Participating in twelve (12) international and regional book fairs. • Printing and distributing ISESCO's publications.

Planning, Information and Documentation Centre Programmes

Projects	Project budget	Total budget of the Centre
1. Project on boosting the capacities of the human resources working in the fields of planning, follow-up and evaluation, and providing data and statistics in the Organization's fields of action.	180,422.00	793,422.00
2. Project on promoting the use of information and communication technologies to develop the action of ISESCO and the competent parties in Member States.	263,000.00	
3. Project on strengthening the capacities of ISESCO's human resources and provide electronic and computer equipment used in printing, documentation, publishing, and distribution.	350,000.00	

Details of Financial Items

Centre for Planning, Information and Documentation (salaries and allowances)

Items	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Basic salaries	371,229.00	383,604.00	412,869.00	1,167,702.00
Allowances	216,642.00	208,863.00	219,306.00	644,811.00
Social security	53,278.00	55,054.00	57,807.00	166,139.00
New posts	25,616.00	26,470.00	27,794.00	79,880.00
Total (US\$)	666,765.00	673,991.00	717,776.00	2,058,532.00



Chapitre Three
3- Joint Expenses

Details of Financial Items

3.1- Operating Expenses

Items	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Assignments	60,328.87	62,983.34	65,754.61	189,066.82
ISESCO's transportation means and their expenses	68,608.91	71,627.70	74,779.32	215,015.93
Headquarters (insurance and maintenance)	92,848.36	96,933.69	101,198.77	290,980.81
Official accommodation expenses	36,271.16	37,687.09	39,533.24	113,671.48
Various operating expenses	582,992.70	613,082.18	636,466.06	1,832,540.95
Contribution to the End-of-Service Fund	100,000.00	100,200.00	100,399.00	300,559.00
Total in (US\$)	941,050.00	982,494.00	1,018,131.00	2,941,875.00

3.2- Equipment

Items	First year 2016	Second year 2017	Third year 2018	Total (US\$)
- Equipment and office supplies	195,850.00	199,680.00	204,470.00	600,000.00
Total (US\$)	195,850.00	199,680.00	204,470.00	600,000.00

3.3- Administrative Staff Expenses (salaries and allowances)

Items	First year 2016	Second year 2017	Third year 2018	Total (US\$)
Basic salaries	480,000.00	492,000.00	504,300.00	1,476,300.00
Allowances	220,000.00	230,529.28	253,994.55	704,523.83
Social security	145,589.00	149,228.73	152,959.44	447,777.17
New posts	36,000.00	36,900.00	37,822.50	110,722.50
Expertise exchange and administrative staff expenses	20,000.00	20,500.00	21,012.50	61,512.50
Total (US\$)	901,589.00	929,158.01	970,089.00	2,800,836.00