Economic Cooperation Organization
ECO

307th Meeting of the Council of Permanent Representatives (CPR)

Draft Agenda
And
Annotated Draft Agenda

June 22, 2026
Hybrid Mode

Agenda Item No. 1
Adoption of Draft Agenda of the 307th CPR Meeting

Economic Cooperation Organization
ECO

No: CFU /2026/478

Priority: Urgent
Date: 4/6/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization presents its compliments to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, and has the honour to enclose the Draft Agenda/Annotated Draft Agenda of the 307th Meeting of the ECO Council of Permanent Representatives (CPR), scheduled to be held in hybrid mode on June 22, 2026 at 10:00 a.m. (Tehran Time) at the ECO Secretariat.

The Secretariat of the Economic Cooperation Organization avails itself of this opportunity to renew to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, the assurances of its highest consideration.

All ECO Member States - Tehran

ECO Secretariat - No. 1, Golbou Alley, Kamranieh, Tehran, Iran - Postal Code: 19519 33114 - P.O.Box: 14155-6176
Tel: +98 (21) 22831733-4 Fax: +98 (21) 22831732 Email: registry@eco.int Website: http://www.eco.int

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ECO/CPR/306th /2026
June 8, 2026

Economic Cooperation Organization
ECO

307th Meeting of the Council of Permanent Representatives (CPR)

Draft Agenda
And
Annotated Draft Agenda

June 22, 2026
Hybrid Mode

Draft Agenda

1. Adoption of Draft Agenda of the 307th CPR Meeting;
2. Adoption of Draft Report of the 306th CPR Meeting;
3. Draft Strategic Goals of Economic Cooperation – 2035;
4. Preparations for the 18th Summit and the 30th COM Meetings;
5. Follow-up to the First Meeting of Working Group on the Recommendations of the High-Level Committee (HLC);
6. Administrative and Budgetary Matters;
7. Any Other Business;
8. Date of the Next CPR Meeting.

Draft Annotated Agenda

Agenda Item No. 1
Adoption of the Agenda

1. The Secretariat proposes the following Draft Agenda for consideration and adoption by the Council:

- Adoption of Draft Agenda of the 307th CPR Meeting;
- Adoption of Draft Report of the 306th CPR Meeting;
- Draft Strategic Goals of Economic Cooperation - 2035;
- Preparations for the 18th Summit and the 30th COM Meeting;
- Follow-up to the 1st Working Group Meeting on Recommendations of the High-Level Committee (HLC);
- Administrative and Budgetary Matters;
- Any Other Business;
- Date of the Next CPR Meeting.

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2. The Council may consider and adopt the above agenda for discussion and deliberations.

Agenda Item No. 2
Adoption of Draft Report of the 306th CPR Meeting

3. The Draft Report of the 306th CPR Meeting, held on April 12, 2026, was circulated by the Secretariat for consideration of the Member States vide Note Verbale No. CFU/2026/398 dated May 15, 2026.

4. The Council may consider and adopt the Draft Report of the 306th CPR Meeting.

Agenda Item No. 3
Draft Strategic Goals of Economic Cooperation – 2035

5. The 306th CPR Meeting agreed to convene the first Preparatory Committee (PrepCom) Meeting on June 8, 2026 to consider and finalize the content of the Draft Strategic Goals of Economic Cooperation – 2035.

6. The PrepCom Chair will brief the Council on the outcome of their First Meeting.

7. The Council may consider the matter and accordingly provide any further guidance as deemed appropriate.

Agenda Item No. 4
Preparations for the 18th Summit and the 30th COM Meetings

8. The 17th ECO Summit, held in Khankendi, Republic of Azerbaijan, on July 3–4, 2025, welcomed the offer of the Islamic Republic of Iran to host the 18th ECO Summit. In accordance with the new two-year ECO Chairmanship Formula, approved by the 29th Meeting of the Council of Ministers (COM) on November 28, 2025, the 18th ECO Summit is scheduled to be convened in 2026 under the Chairmanship of the Islamic Republic of Iran.

9. Pursuant to the said formula, and as also announced by the Honourable Deputy Prime Minister and Minister of Foreign Affairs of the Islamic Republic of Pakistan at the 29th COM Meeting, the 30th Meeting of the Council of Ministers (COM) is scheduled to be convened later this year under the Chairmanship of the Islamic Republic of Pakistan.

10. The Secretariat, as well as the distinguished delegations of the host Member States, may brief the Council on the status of preparations for the two meetings, including proposed dates, venue, format, organizational arrangements and other related information.

11. The Council may consider the matter and accordingly provide any further guidance as deemed appropriate.

Agenda Item No. 5
Follow-up to the First Meeting of the Working Group on Recommendations of High Level Committee (HLC)

12. The 306th CPR Meeting agreed to convene the first Meeting of the Working Group on June 8, 2026 to develop concrete proposals on the recommendations of the First Meeting of the High-Level Committee (HLC).

13. The Working Group Chair will brief the Council on the outcome of their First Meeting on the matter.

14. The Council may consider the matter and accordingly provide any further guidance as deemed appropriate.

Agenda Item No. 6
Administrative and Budgetary Matters

15. The Secretariat will brief the Council on issues, if any, under this item.

Agenda Item No. 7
Any other business

16. Under this Agenda Item, the Council may discuss any other relevant issues, if raised.

Agenda Item No. 8
Date of the next CPR Meeting

17. The Council may decide the date of its next (**308th**) Meeting in consultation with the Member States and the ECO Secretariat.

Agenda Item No. 2
Adoption of Draft Report of the 306th CPR Meeting

Economic Cooperation Organization
ECO

No: CFU /2026/398

Priority: Normal
Date: 15/5/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization (ECO) presents its compliments to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, and has the honour to enclose the Draft Report of the 306th Meeting of the ECO Council of Permanent Representatives (CPR), held on May 12, 2026.

The Secretariat of the Economic Cooperation Organization avails itself of this opportunity to renew to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, the assurances of its highest consideration.

All ECO Member States, Tehran

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Economic Cooperation Organization
ECO

306th Meeting of the Council of Permanent Representatives (CPR)

Draft Report

May 12, 2026
Hybrid Mode

Draft Report

Held under the Chairmanship of Pakistan in hybrid mode on May 12, 2026, the 306th Meeting of the ECO Council of Permanent Representatives (CPR) meeting was attended by distinguished Permanent Representatives/Representatives of the ECO Member States, including from **Azerbaijan, Iran, Kazakhstan, Pakistan, Tajikistan, Türkiye, Turkmenistan** and **Uzbekistan**. The ECO Secretary General and relevant staff of the Secretariat also attended the meeting. List of Participants attached as **Annexure-I.**

2. At the outset, the Chair/Charge d' Affaires a.i and Representative of Pakistan, **Mr. Ahmed Shami,** announced Pakistan's theme for its 2026 chairmanship: **"Reviving Regionalism for a Resilient ECO."**

3. The ECO Secretary General, **Dr. Asad M. Khan,** welcomed Pakistan's announced theme for its 2026 chairmanship, describing it as timely and relevant in the current regional context. He underscored the importance of strengthening regional cooperation, trade, economic linkages and connectivity among member states, and expressed confidence that Pakistan's two-year chairmanship would provide a valuable opportunity to advance meaningful cooperation within the ECO.

4. The distinguished Permanent Representatives/Representatives also acknowledged with thanks this important theme and expressed their support for Pakistan's vision of strengthening regional cooperation, connectivity and sustainable development within the Organizataion's framework.

Agenda Item No. 1
Adoption of the Agenda

2. While moving towards formal proceedings, the **Council** adopted its following agenda for discussion and deliberations:

- Adoption of Draft Agenda of the 306th CPR Meeting;
- Adoption of Draft Report of the 305th CPR Meeting;
- Preparations for the 36th Meeting of ECO Regional Planning Council (RPC);
- Draft Strategic Goals of Economic Cooperation – 2035;
- Follow-up to the Recommendations of High Level Committee (HLC);
- Consideration for approval of amendment to TNC quorum requirements under ECOTA renegotiation process;
- Administrative and Budgetary Matters;
- Any Other Business;
- Date of the next CPR Meeting.

Agenda Item No. 2
Adoption of Draft Report of the 305th CPR Meeting

3. The **Council** adopted the Draft Report of the 305th CPR Meeting held on April 6, 2026, and circulated vide Secretariat`s Note Verbale No. CFU/2026/291 dated April 9, 2026.

Agenda Item No. 3
Preparations for the 36th Meeting of the ECO Regional Planning Council (RPC)

4. The **Chair** recalled that the Council had agreed to proceed with the scheduled dates of the 36th RPC Meeting while maintaining flexibility regarding the format of the meeting in light of the prevailing situation. In this regard, the Chair invited the Secretariat to brief the Council on the latest developments and updates following the discussions held during the previous session.

5. The ECO Deputy Secretary General (TC & HRSD), **Ambassador Silapberdi Nurberdiyev,** informed that, pursuant to the deliberations held during the previous CPR Meeting, the Secretariat had circulated several Notes Verbales requesting Member States to confirm their participation in the 36th RPC Meeting in view of the approaching dates of the event. He further informed that the tentative agenda and programme of the Meeting had also been shared with Member States, adding that Iran, Turkmenistan and Türkiye had formally confirmed their participation, while Azerbaijan, Kazakhstan, Uzbekistan, Tajikistan and Pakistan informally indicated their participation in virtual format. It was further noted that, except for Türkiye and Turkmenistan, particulars of delegations had not yet been communicated to the Secretariat. He underlined that the required quorum for convening the Meeting was yet to be achieved and requested the Council to authorize the Secretariat to continue its efforts to organize the 36th RPC Meeting as scheduled.

6. The **ECO Secretary General** underscored the importance of convening the RPC Meeting to finalize the ECO Work Program and Calendar of Events 2026 and noted that, despite earlier scheduling constraints, preparations for the Meeting should continue in light of the participation confirmations received from Member States. He also encouraged Member States to make meaningful contributions and consider hosting activities under the forthcoming Work Program.

7. The **Chair** urged all Member States to ensure their active participation in the 36th RPC Meeting and to promptly confirm their participation and delegation details with the Secretariat in order to facilitate the timely finalization of the programme of activities and calendar of events. He also informed that Pakistan would shortly share the list of its participants with the Secretariat.

8. The **ECO Deputy Secretary General (TI & AI), Mr. Behzad Saberi Ansari,** stated that the Secretariat stood fully ready to host the 36th RPC Meeting in Tehran and welcomed the participation of Member States' delegations both in person and virtually. He further noted that distinguished Ambassadors and Embassy representatives based in Tehran would also be welcomed to attend the Meeting at the Secretariat premises, even where their respective capitals had opted for virtual participation.

9. The Representative of Iran, **Mr. Behzad Azarsa**, stated that Iran would participate in person in the opening session of the Meeting. He further conveyed that the Iranian delegation would be headed by Dr. Qasemi, Deputy President of the Planning and Budget Organization of the Islamic Republic of Iran. He emphasized the importance of receiving information regarding the level and composition of

participating delegations in order to ensure effective participation in the various sectoral committees of the Meeting.

10. The Permanent Representative of Kazakhstan, **Ambassador Ontalap Onalbayev,** expressed appreciation to the Secretariat for its preparations for the 36th RPC Meeting and informed the Council that the Embassy had already communicated with the relevant authorities in Kazakhstan regarding participation in the Meeting. He further noted that the Ministry of Tourism and Sport of Kazakhstan had informally confirmed its participation in virtual format and that detailed information regarding the nominated participants would be shared with the Secretariat in due course.

11. The **Chair** expressed the hope that Member States would communicate their participation details to the Secretariat at the earliest opportunity, particularly in view of the approaching dates of the 36th RPC Meeting, so as to ensure the meaningful convening of the Meeting.

Agenda Item No. 4
Draft Strategic Goals of Economic Cooperation – 2035

12. The **Chair** recalled that the 305th CPR Meeting had reviewed the progress on the Draft Strategic Goals of Economic Cooperation – 2035, noting that the convening of the Preparatory Committee Meeting was deferred due to the prevailing regional situation. He further recalled that the Council had urged Member States to submit their final inputs on the draft document and invited the Secretariat to brief the Council on the latest progress on this impotant matter.

13. The **ECO Deputy Secretary General (TC & HRSD)** informed the Council that, pursuant to the decision taken at the previous session, the convening of the PrepCom Meeting had remained pending due to the continuing regional uncertainties. He further informed that the updated draft of the Strategic Goals, incorporating comments and inputs received from Member States, had been circulated on May 5. He added that additional feedback and proposals received from Türkiye, including recent submissions from their Ministry of Education, would also be incorporated into the revised draft before its circulation for consideration by the PrepCom. He also recalled that, following the decision of the 29th COM Meeting, the validity of the current ECO Vision 2025 had been extended until the end of June 2026 or the till adoption of the new vision document, whichever occurred earlier. In this regard, he sought the Council's guidance on convening the PrepCom Meeting in virtual or hybrid format and on granting a further six-month extension of the current ECO Vision 2025 pending the completion and adoption of the new Strategic Goals document, with the approval of COM to be obtained through silence procedure.

14. The **Chair** observed that, since the Draft Strategic Goals had not yet been finalized and adopted, the Secretariat's proposal to grant a further six-month extension of the current ECO Vision 2025, or until the adoption of the new document, appeared appropriate. He accordingly invited the views of the Council on the proposal.

15. The Representative of Kazakhstan, **Mr. Kazbek Bokebayev**, sought clarification regarding the necessity of granting a further extension of ECO Vision 2025, noting that

the existing decision already provided for its validity until June 2026 or until the adoption of the new Strategic Goals document, whichever occurred earlier. He observed that, under this understanding, ECO Vision 2025 would remain valid until the adoption of the new vision document, even if such adoption were to take place after June 2026. In this regard, he expressed the view that there might be no need for a separate COM decision regarding an additional extension, as the existing formulation could already provide the necessary flexibility.

16. The ECO Legal Adviser, **Mr. Hojjat Moghavem**, clarified that, under the existing decision, the validity of ECO Vision 2025 would expire at the end of June 2026, as the wording stipulated "until the end of June 2026 or finalization of the new Draft Strategic Goals of Economic Cooperation – 2035, whichever is earlier." He therefore suggested that, instead of specifying another fixed timeline, the Council may consider extending the validity of ECO Vision 2025 until the adoption of the new Strategic Goals document.

17. The Chair **noted** that, instead of proposing another specific timeline for the adoption of the Draft Strategic Goals, the Council may consider extending the validity of ECO Vision 2025 until the adoption of the new Strategic Goals document, thereby avoiding repeated timeline-related discussions and ensuring greater procedural clarity. At the same time, the Chair noted that, as per his understanding of the existing formulation, the Draft Strategic Goals would need to be adopted before the end of June 2026, or otherwise, the validity of the current ECO Vision 2025 would expire under the existing decision.

18. The Representative of **Kazakhstan** emphasized that the logic behind the original formulation was that, if the new document were adopted earlier, ECO Vision 2025 would lapse at that point, whereas if adoption took place later, the current Vision would remain valid until such adoption.

19. The **ECO Secretary General** observed that, while the existing decision could possibly be interpreted flexibly so as to keep ECO Vision 2025 valid until the adoption of the new Strategic Goals document, the more important issue before the Council was the timely initiation of the preparatory process for finalization of the document. In this regard, he emphasized the need to convene the first PrepCom Meeting and agree on a date for its holding, noting that repeated circulation of revised drafts and additional Member States' inputs had resulted in the document expanding without substantive progress in the intergovernmental negotiation process. He further recalled that the intention had originally been to finalize the document before June 2026; however, as the process was now clearly extending beyond that timeframe, the Council might need to revisit the existing formulation and consider amending the language in line with the proposal put forward by the Legal Adviser.

20. The **Chair** concurred with the observations made by the Secretary General and noted that the adoption of the Draft Strategic Goals had already been pending for a considerable period of time. He further observed that, in view of the forthcoming RPC Meeting and the subsequent Eid holidays, the first session of the PrepCom could be convened either before or shortly after the Eid holidays.

21. The Representative of **Kazakhstan** expressed support for the proposal put forward by the Secretary General to convene the first PrepCom Meeting and informed the Council that Kazakhstan would be represented personally by him at the Meeting. He further noted that, in view of this confirmation, a separate Note Verbale from Kazakhstan would not be necessary.

22. The **ECO Legal Adviser** stated that the Council is competent to interpret the existing decision regarding the validity of ECO Vision 2025. He suggested that consideration of the matter could be deferred until the next CPR Meeting, particularly if the PrepCom process would commence after the RPC Meeting. At the same time, he noted that, from a legal perspective, if the new Strategic Goals were not adopted by the end of June 2026, a further extension of ECO Vision 2025 would be required.

23. The **ECO Secretary General** recalled that, although the wording of the earlier decision could be subject to differing interpretations, the spirit of the decision at the time of its adoption had been to finalize the Draft Strategic Goals as soon as possible and, in any case, not later than June 2026. He noted that this understanding had prompted the inclusion of the phrase "whichever is earlier" in the decision. He further emphasized that, while the Council remained the competent authority to interpret its own decisions, it would be preferable, for the sake of clarity and institutional record, to adopt a clear decision on the matter and seek the approval of the COM through silence procedure, rather than leaving the issue open to varying interpretations in the future.

24. The **Chair** noted that the overall spirit of the discussion reflected a common understanding that ECO Vision 2025 should continue to remain valid until the adoption of the Draft Strategic Goals. He observed that this understanding was consistent with the explanations provided by the Secretariat and the interpretation expressed by Kazakhstan, and suggested that the Council may proceed on that basis. While referring to the importance of expediting the finalization process, he emphasized the need to convene the PrepCom Meeting at the earliest opportunity. He noted that, in view of the forthcoming RPC Meeting and the subsequent Eid holidays, the first PrepCom session could be held shortly after Eid, while the modalities of participation could be determined separately.

25. The Representative of **Iran** welcomed the proposal and suggested that, instead of deferring the matter for further diplomatic consultations, the Council should agree on a specific date during the current session.

26. The Representative of **Türkiye, Mr. Murat Sogangoz,** proposed that, subject to the convenience of all delegations, the first PrepCom Meeting be held during the second week of June, suggesting 8 June as a possible date.

27. Following consultations, the Council reached a common understanding on two matters: firstly, that ECO Vision 2025 would remain valid and would continue until agreement was reached on the new Strategic Goals document, and secondly, that the first PrepCom Meeting would be convened on June 8, 2026.

Agenda Item No. 5
Follow-up to the Recommendations of High Level Committee (HLC)

28. The **Chair** recalled that the 305th CPR Meeting had considered the follow-up to the recommendations of the High-Level Committee and had noted that nominations for the Working Group had been received from only a limited number of Member States. The Chair further recalled that the Council had agreed to defer the convening of the Working Group and had urged the remaining Member States to submit their nominations. In this regard, the Chair invited the Secretariat to brief the Council on the latest progress concerning the matter.

29. The **ECO Secretary General** informed the Council that nominations for the Working Group had so far been received from Azerbaijan, Iran, Turkmenistan, Türkiye, and Uzbekistan, and that the relevant particulars had been circulated through a Note Verbale dated 2 May 2026. He further noted that, despite the continuing uncertainties, the matter had remained under consideration for a considerable period of time and there was growing interest among Member States in advancing discussions on reform and strengthening of the Organization. In this regard, he proposed that, alongside the convening of the PrepCom process, the first meeting of the Working Group could also be held during the first or second week of June 2026. He also renewed his request to those Member States that had not yet submitted their nominations to do so at the earliest opportunity in order to initiate the process on issues where a broad consensus and urgency already existed within the Organization.

30. The **Chair** informed the Council that Pakistan would shortly communicate its nomination for the Working Group following the receipt of instructions from the capital. Referring to the proposal made by the Secretary General regarding the convening of the first meeting of the Working Group, the Chair further invited the views of Member States on the possibility of holding the meeting either during the same week as the first PrepCom Meeting in the second week of June or during the following week.

31. The Representative of **Kazakhstan** observed that the scheduling of the Working Group Meeting could depend on the composition of the two processes i.e., the Working Group and the PrepCom. He suggested that, if the composition of both the processes were largely the same, the meetings could conveniently be held back-to-back during the same period, describing the proposal as a practical approach.

32. The **Chair** underlined that the scheduling of the Working Group Meeting would depend on the nominations and composition of delegations communicated by Member States. He observed that the Secretariat would be in a better position to advise the Council on whether the meetings could be held together, should the composition of delegations prove similar, or whether an alternative suitable date would need to be identified.

33. The **ECO Secretary General** suggested that, given the likely overlap in the composition of delegations participating in the PrepCom and the Working Group meetings, the two meetings could be convened back-to-back on the same day with separate time allocations. In this regard, he proposed that the PrepCom Meeting could

be held in the morning and the Working Group Meeting in the afternoon, while also noting that, if necessary, the meetings could alternatively be held sequentially on separate dates.

34. The **Chair** concluded that the first meeting of the Working Group to discuss the recommendations of the High-Level Committee would be convened on June 8, 2026. He further noted that the sequencing and timing of both the PrepCom and Working Group meetings would be communicated separately by the Secretariat.

Agenda Item No. 6
Consideration for approval of amendment to TNC quorum requirements under ECOTA renegotiation process

35. The **Chair** recalled that, following the 5th ECO Ministerial Meeting on Commerce and Foreign Trade and the 5th High-Level Expert Group Meeting, the Technical Negotiation Committee (TNC) had been established for the renegotiation of ECOTA. He further recalled that, during its first meeting held on April 15 2026, the TNC had adopted its Terms of Reference and proposed an amendment to the quorum requirement, replacing the fixed quorum of "three ECOTA Contracting Parties" with a "simple majority," subject to the approval of the CPR and the Council of Ministers. In this regard, the Chair invited the Secretariat to brief the Council on the proposed amendment.

36. The **ECO Secretary General** underlined that one of the key outcomes of the 5th ECO Ministerial Meeting on Commerce and Foreign Trade in Istanbul is the establishment of the Technical Negotiation Committee (TNC) for the renegotiation of ECOTA. He further welcomed the participation of Member States that were not yet signatories to ECOTA and encouraged them to actively engage in the process so that the renegotiation outcomes could reflect both their interests and the broader interests of the region.

37. The **ECO Deputy Secretary General (TI & AI)** informed the Council that the first meeting of the Technical Negotiation Committee (TNC) had been successfully convened despite the prevailing extraordinary circumstances, with Iran, Pakistan and Türkiye participating as ECOTA Contracting Parties. He explained that, while the TNC had been authorized to adopt its own Terms of Reference, the proposed amendment relating to the quorum requirement required the endorsement of the CPR and subsequent approval of the Council of Ministers through silence procedure, since the original quorum provision had been approved at the Ministerial level. He further explained that the proposal to replace the fixed quorum of three ECOTA Contracting Parties with a simple majority had been introduced in anticipation of possible future expansion of ECOTA membership and was considered a practical adjustment.

38. The **ECO Deputy Secretary General (TI & AI)** also emphasized that the ECOTA renegotiation process remained fully open to non-signatory Member States and encouraged all ECO Member States to participate in the negotiations, stressing that participation in the process would not create any legal or political obligation or commitment whatsoever for those who participate. He further informed the Council that the Secretariat intended to organize an informal virtual consultation meeting in the

near future in order to seek Member States' views and expectations regarding the future direction and conduct of the renegotiation process.

39. The Chair thanked the Secretary General and the Deputy Secretary General for their detailed briefings and encouraged all Member States, including non-signatories to ECOTA, to participate in the ongoing negotiations and informal consultations relating to the ECOTA renegotiation process. He noted that participation in the process would remain non-binding and non-committal, while providing Member States with an opportunity to follow the discussions and contribute to shaping the future direction of the process.

40. Regarding the proposed amendment to the TNC Terms of Reference, the **Chair** expressed the view that replacing the fixed quorum requirement of three Contracting Parties with a simple majority appeared to be a practical approach.

41. Noting the absence of any objections from Member States, the **Council** concluded that the proposed amendment is endorsed and could be referred to the Council of Ministers for approval through silence procedure.

Agenda Item No. 7
Administrative and Budgetary Matters

- ***Allocation of USD 50,000 to ECO Clean Energy Center (CECECO)***

42. The **Chair** recalled that the 305th CPR Meeting had considered the proposal regarding the allocation of USD 50,000 to the ECO Clean Energy Center (CECECO) and had agreed to defer the matter pending further clarification on the utilization of the Feasibility and General Purpose Fund (FGPF). Referring to the request made by the Representative of Azerbaijan during the previous session for additional details on the matter, the Chair invited the Secretariat to brief the Council accordingly.

43. The **ECO Secretary General** informed the Council that, during his recent visit to Baku, he had visited the ECO Clean Energy Center (CECECO), where he received a comprehensive briefing from the Executive Director and the Centre's team regarding their activities, future plans, and the progress achieved thus far. He expressed appreciation for the enthusiasm, commitment, and professionalism demonstrated by the team and underscored the importance of extending institutional support to CECECO, particularly at its current formative stage as an emerging ECO specialized body.

44. The ECO Deputy Secretary General (Administration), **Mr. Cagatay Emrah Ongut**, informed the Council that, in line with the previous CPR decision, the Secretariat had circulated the list of ongoing projects to all Member States, noting that the CECECO project was not included in that list. He recalled that, under the established practice, the selection of projects under the Feasibility and General Purpose Fund (FGPF) was normally undertaken through the RPC process and technical-level discussions among Member States. He further informed the Council that, despite the Secretariat's current liquidity constraints and difficulties relating to financial transfers, the Secretariat proposed allocating USD 50,000 as a grant from the FGPF within the budget allocation for 2026, under ongoing projects, subject to the approval of the

Council of Ministers. In this regard, he clarified that the actual release of funds would remain contingent upon the availability of sufficient liquidity within the Secretariat.

45. The **Chair** thanked the Secretariat for the clarification provided but observed that the explanation had raised further questions regarding the practical implications of the Secretariat's liquidity constraints. In this regard, he sought clarification as to how the Council should determine whether the Secretariat possessed sufficient liquidity to support such projects and initiatives.

46. The **ECO Deputy Secretary General (Administration)** mentioned that "sufficient liquidity" referred to the availability of adequate financial resources to meet the Secretariat's essential operational expenditures, including salaries and maintenance costs. It further noted that the proposed allocation could be processed once pending contributions were received and the required liquidity level had been achieved, with the modalities of transfer to be coordinated with Azerbaijan.

47. The Representative of **Kazakhstan** sought clarification regarding the reference in the Secretariat's Note Verbale to "ongoing projects," questioning whether the proposed allocation to CECECO would involve the reallocation of resources from existing projects.

48. The **ECO Deputy Secretary General (Administration)** clarified that the proposed USD 50,000 allocation would be financed from the 2026 Feasibility and General Purpose Fund (FGPF) and would not involve diverting resources from ongoing projects or increasing the approved budget. The Secretariat further explained that the list of ongoing projects had been circulated in response to a request made by Azerbaijan during the previous CPR Meeting.

49. The Representative of **Iran** noted that there was a distinction between project financing and grants, observing that projects normally followed specific modalities, contracts and Terms of Reference, whereas grants were governed differently. In this regard, he requested clarification from the Secretariat as to whether the proposed USD 50,000 allocation should be considered a grant or a project allocation under the FGPF.

50. The **ECO Secretary General** stated that the original 2018 decision had envisaged financial support by the Secretariat for the preparatory establishment process of the ECO Clean Energy Center (CECECO). He explained that, since the Centre was still in its institutional set-up phase, the proposed USD 50,000 allocation should be viewed as support for its establishment rather than as a project-specific grant subject to the usual project modalities and procedures. He further recalled that Azerbaijan had already allocated approximately USD 0.8 million towards the establishment of the Centre.

51. The **ECO Deputy Secretary General (Administration)** further clarified that CECECO was still at an early stage of development and therefore not yet in a position to prepare detailed project documentation normally required for project financing. He explained that the proposed USD 50,000 allocation should therefore be treated as a grant to support the Centre's initial institutional and coordination activities with Member States, after which CECECO would report on the utilization of the funds and the activities undertaken

52. The Representative of **Kazakhstan** inquired as to when the Secretariat expected the liquidity situation to improve and further sought clarification regarding the extent of outstanding arrears and unpaid contributions from Member States for the years 2025 and 2026.

53. The **ECO Deputy Secretary General (Administration)** informed the Council that a substantial portion of Member States' contributions for the current year had not yet been received, making it difficult to predict when the liquidity situation would improve. He noted that the timing would depend largely on the receipt of pending contributions from Member States and the overall prevailing circumstances.

54. The **ECO Secretary General** further informed the Council that the Secretariat had repeatedly urged Member States to expedite their contributions and expressed appreciation to those Member States that had continued to channel their contributions despite existing challenges. He emphasized that the timely receipt of contributions remained essential for meeting the Organization's operational expenditures and sustaining its activities.

55. The **Chair** noted that, based on the discussion, the proposed USD 50,000 allocation to CECECO would be financed from within the existing budgetary resources, without creating any additional financial implications for Member States and without affecting already approved projects and would be subject to the availability of sufficient liquidity within the Secretariat.

56. The Permanent Representative of Azerbaijan, **Ambassador Ali Alizada,** emphasized the importance of supporting the Centre, noting that CECECO had already initiated cooperation with international organizations aimed at mobilizing grants and implementing projects in Member States. He welcomed the Secretary General's visit to the Centre and highlighted the support extended by the Government of Azerbaijan for its establishment and functioning. In this regard, he expressed support for the proposed USD 50,000 allocation from the Feasibility and General Purpose Fund (FGPF) and further suggested that Azerbaijan's forthcoming contribution to the Secretariat could, subject to the agreement of Member States and the Secretariat, be directly utilized for the allocation to CECECO.

57. The **ECO Secretary General** expressed the view that such an approach should be avoided, as it would not be consistent with the established modalities governing Member States' contributions and budgetary procedures. He further reaffirmed the Secretariat's appreciation for Azerbaijan's substantial support towards the establishment of CECECO and emphasized that the Organization, as the parent institution, should also contribute to supporting the Centre. In this regard, he noted that, following the Council's approval, the Secretariat would coordinate directly with Azerbaijan regarding the modalities for implementation of the allocation.

58. The **ECO Deputy Secretary General (Administration)** expressed appreciation to the Republic of Azerbaijan for its continued support to the Organization and its contributions towards the establishment of CECECO. At the same time, he emphasized that CECECO formed part of the ECO family and therefore the Secretariat would prefer

to channel the proposed allocation through the Secretariat itself rather than through a direct arrangement by Azerbaijan. He further noted that alternative modalities could be considered only if the Secretariat were unable to release the approved allocation in a timely manner due to liquidity constraints.

59. The Permanent Representative of **Azerbaijan** clarified that his earlier proposal had envisaged the allocation being processed through the Secretariat rather than directly from Azerbaijan to CECECO. In this regard, he explained that, should the Secretariat face insufficient liquidity, Azerbaijan's forthcoming contribution to the Secretariat could potentially be utilized, through the Secretariat, for the approved allocation to CECECO.

60. The Executive Director of the ECO Clean Energy Center, **Ms. Aysel Yagubova**, expressed appreciation to the Secretary General, the Deputy Secretary General, the Representative of Azerbaijan, and the Government of Azerbaijan for their constructive support and efforts in identifying modalities for the proposed allocation to the Centre. She reaffirmed CECECO's readiness to utilize the allocated funds for activities and projects aligned with the needs and priorities of Member States, in coordination with the concerned signatory states, and expressed readiness for further cooperation with the Organization and Member States.

61. The **Chair** welcomed the understanding reached by the Council regarding support for CECECO and expressed hope that the Centre would become fully functional at the earliest opportunity and contribute meaningfully to the Organization's activities in the field of clean energy.

62. Observing no objection by any Member States, the **Council** concluded that, as the allocation would be treated a grant, the matter would be referred to the Council of Ministers for approval through silence procedure, following which the allocation could be processed without creating any additional financial implications for Member States and without affecting already approved projects and would be subject to the availability of sufficient liquidity within the Secretariat.

- ***ECO Annual Audit***

63. The **Chair** noted that the ECO annual audit had not been conducted due to practical challenges arising from the prevailing regional situation. However, in light of the Council's consideration of convening the Working Group and PrepCom meetings, he suggested that the process for conducting the audit could also be initiated, including requesting Member States to nominate their audit teams.

64. The **Chair** further recalled that the Secretariat had previously indicated its readiness to facilitate the audit process with all necessary documentation in place. Observing that no objections had been raised by Member States, the Chair requested the Secretariat to circulate a Note Verbale for the initiation of the audit process.

- ***Staff Extensions***

65. In addition, **the Deputy Secretary General (Administration)** informed the Council that the Secretariat had recently received three requests from Member States for extensions of service tenure concerning ECO Staff. In this regard, he briefed the Council on the requests relating to Mr. Fuad Farzalibeyov, Director (Cat-I, D2) for Energy, Minerals and Environment, whose service extension for one additional year has been requested by the Republic of Azerbaijan; Mr. Morteza Khansari Bozorgi, Program Officer (Cat-II, P3) in the Energy, Minerals and Environment Directorate, for whom the Islamic Republic of Iran has requested a two-month extension; and Ms. Neda Moshref Javadi, Program Officer (Cat-II, P1) in the Human Resources and Sustainable Development Directorate, for whom the Islamic Republic of Iran has likewise requested a two-month extension. He sought the Council's approval for all three requests.

66. Having no objections raised, the **Council** approved the proposed three cases of extensions.

Agenda Item No. 8
Any other business

67. The **ECO Secretary General** informed the Council that, based on assessments made on the ground, the Secretariat had decided to resume its work in Tehran in a gradual and phased manner. He noted that Ambassador Silapberdi Nurberdiyev, had already returned to Tehran and that he himself would resume duties in Tehran on May 14 to physically participate in the RPC proceedings. He further stated that the next phase of return would take place after the Eid holidays, taking into account the practical challenges faced by staff and their families, while noting that the Secretariat had continued to function effectively through virtual and remote working arrangements. He also informed the Council that Secretariat staff members wishing to voluntarily return to Tehran were welcome to do so in accordance with the policies and determinations of their respective Member States, recalling that decisions regarding evacuation and return had been left to Member States and individuals concerned.

68. The **Secretary General** expressed appreciation to Kazakhstan for organizing a successful visit to Astana and facilitating a series of substantive meetings with senior officials, including the Deputy Prime Minister and several Ministers. He noted that the visit had provided valuable insights into Kazakhstan's priorities, which would further inform the work of the Economic Cooperation Organization. He further thanked Azerbaijan for successfully hosting the Seventh ECO Tourism Ministers' Meeting and for the formal declaration of Shusha as the ECO Tourism Capital. He commended the hospitality and efforts of the Azerbaijani authorities in organizing the event under challenging circumstances. He also referred to his participation in the Antalya Diplomacy Forum, describing it as a useful and enriching experience that enabled the Organization to contribute meaningfully to high-level discussions.

69. Finally, the **Secretary General** informed the Council that the Secretariat looked forward to resuming its full programme of work, including participation in the forthcoming Environment Ministers' Meeting to be held in Uzbekistan on June 3, noting that he remained in close contact with the relevant Uzbek authorities, including Minister Aziz Khakimov, to encourage broad ministerial participation. He recalled that the first meeting of the ECO Environment Forum had recently been held in Astana and

expressed hope that the upcoming Ministerial Meeting would further advance the environmental cooperation agenda of the Organization. In this regard, he urged Permanent Representatives to encourage their respective authorities to confirm participation at the earliest opportunity.

70. The **Deputy Secretary General (Administration)**, referring to the forthcoming ECO Ministerial Meeting on Environment scheduled for June 3, 2026, urged Member States to confirm their participation at the earliest opportunity. He further informed the Council that a Working Group Meeting would precede the Ministerial Meeting on June 2, 2026 and sought the Council's approval for the utilization of the Special Support Fund to cover the cost of one economy-class return airfare, up to USD 900, for one representative from each Member State attending the Working Group Meeting.

71. The Council approved the propposal for the utilization of SSF to cover expert level participation at the ministerial meeting on environment.

72. The Permanent Representative of **Azerbaijan** welcomed the planned resumption of the Secretariat's physical operations in Tehran and expressed appreciation for the Secretary General's return. In this regard, he suggested that the Secretariat may consider allowing female staff members to continue working virtually for an additional month, noting that instructions had not yet been issued by some capitals regarding the return of female personnel. He also expressed appreciation for the Secretariat's cooperation and support in organizing activities related to Shusha as the ECO Tourism Capital and voiced hope for further events during the year. In addition, he sought clarification regarding the status and tenure of Pakistan's Permanent Representative and Chair of the CPR.

73. The **Chair** informed the Council that Ambassador Mohammad Mudassir Tipu had completed his tenure in Tehran and returned to Islamabad. He further noted that they had circulated information regarding his departure through a Note Verbale and email communication, although technical and internet-related issues at the time may have affected its receipt by some Member States. He also expressed regret that, due to the prevailing circumstances, the CPR had not been able to formally bid farewell to him and acknowledge his contributions to the Organization.

74. The **ECO Secretary General** noted that Mr. Shami had been serving as Chargé d'Affaires ad interim and had accordingly been chairing the CPR meetings in that capacity following the departure of Ambassador Mohammad Mudassir Tipu. He further informed the Council that Pakistan had already nominated a new Ambassador to Tehran, who was expected to assume his assignment in due course.

75. The Representative of Tajikistan, **Mr. Alisher Azamzoda**, First Secretary informed the Council that the Republic of Tajikistan had duly paid its assessed contribution to the Organization's budget for 2026. He further informed the Council that the 4th Meeting of ECO Ministers of Industry, the related Experts' Meeting, and the International Textile Forum would be held in Dushanbe on 22–23 September 2026, noting that official invitation letters would be circulated shortly and requesting Member States to confirm the participation of their representatives. He also informed the Council that the Fourth Dushanbe High-Level International Conference on the Implementation

of the International Decade for Action "Water for Sustainable Development" would take place in Dushanbe from 25 to 28 May 2026. In this regard, he expressed hope for the participation of the Secretary General in the Conference and requested confirmation of participation at the earliest convenience in view of the limited time remaining before the event.

76. The **Chair** noted that the Secretariat was already aware of the two events proposed by Tajikistan and encouraged all Member States to ensure their active participation therein. Regarding the invitation extended to the Secretary General to participate in the Fourth Dushanbe High-Level International Conference on the Implementation of the International Decade for Action "Water for Sustainable Development," the Chair observed that the event was already covered under the approved calendar of activities.

77. The **Deputy Secretary General (TC & HRSD)** informed the Council about the completion of the project entitled "Short Animation Video for Children of the ECO Region on Disaster Prevention and Preparedness," implemented by the Directorate of Human Resources and Sustainable Development in cooperation with UNICEF. He noted that the initiative aimed to raise children's awareness and preparedness regarding disasters through an engaging educational format and had been officially launched during the 10th Ministerial Meeting on Disaster Risk Reduction held in Pakistan in January 2026. In this regard, he recalled that the Secretariat had requested Member States to support dissemination of the animation and integrate it into national disaster risk reduction programmes.

78. The **Deputy Secretary General (TC & HRSD)** further informed the Council that the Secretariat had received an invitation to participate in the 8th Meeting of the ECO-UNECE Coordination Committee for the Trans-Caspian and Almaty–Tehran–Istanbul Corridors, scheduled to be held in Istanbul on June 5, 2026. He explained that the Committee addressed issues relating to transport infrastructure, digitalization, border processing efficiency, corridor timetables and tariffs and resilience of transport corridors, **and sought the Council's approval for the participation of the Director of the Transport and Communications Department in the meeting from June 4–6, 2026.**

79. The **Deputy Secretary General (TC & HRSD)** also briefed the Council on the ongoing finalization of the updated ECO railways and road maps. He informed Member States that draft maps had already been circulated for review and that only Turkmenistan had so far provided corrections. In this regard, he urged Member States to submit any remaining comments or corrections by May 29, 2026, noting that absence of comments by the deadline would be treated as approval of the drafts.

80. Finally, the **Deputy Secretary General (TC & HRSD)** informed the Council about the planned ECO–ITU Webinar on ICT Policy and Regulation for the Digital Future, scheduled for 20 May 2026, and noted that Afghanistan had expressed its willingness to participate through its Ministry of Communications and IT. Referring to previous CPR practice allowing Afghanistan's participation at expert level, he sought the Council's authorization in this regard.

81. Regarding the animation project on disaster risk management, the **Chair** noted that, since the project had already been completed, the animation film should now be available for viewing and suggested that it could first be screened at the Secretariat prior to its broader dissemination among Member States. In response to the Secretariat's clarification that the link to the animation had already been circulated to Member States for comments and feedback, the Chair requested the Secretariat to recirculate the relevant Note Verbale and the link to the animation film.

82. Regarding the participation of the Director of the Transport and Communications Department in the 8th Meeting of the ECO-UNECE Coordination Committee, the **Chair** observed that, in the absence of objections from Member States, the Council could consider the participation approved.

83. Concerning the updated ECO railways and road maps, the **Chair** agreed with the Secretariat that sufficient time had already been provided to Member States for review of the drafts and urged delegations to submit any remaining comments before the deadline so that the maps could be finalized, published and circulated.

84. Regarding Afghanistan's participation in the ECO–ITU Webinar on ICT Policy and Regulation for the Digital Future, the **Chair** invited the views of Member States on the matter.

85. The **Secretary General** recalled that the Council had already established a clear practice regarding Afghanistan's participation in ECO activities, whereby invitations to expert-level meetings could be extended by the Secretariat, while invitations to ministerial-level meetings would continue to be issued by Member States themselves. He further noted that the question of Afghanistan's participation in the CPR and other similar meetings remained under the Council's consideration pending a response from Afghanistan. He further clarified that the matter under discussion should therefore be treated as information for the Council rather than a request for approval, since the Council had already agreed in principle to Afghanistan's participation in expert-level meetings and activities.

86. The **Secretary General** informed the Council that the Secretariat was fully aware of Tajikistan's invitation to the Fourth International Conference on Water and noted that, despite certain logistical difficulties affecting his personal participation, the Secretariat would ensure representation at either the Secretary General or Deputy Secretary General level. He also welcomed Tajikistan's announcement regarding the convening of the next ECO Ministerial Meeting on Industry, noting that the meeting would take place after a gap of nearly two decades. He underlined the importance of ensuring high-level participation and informed the Council that the Secretariat was closely coordinating with the relevant authorities of Tajikistan, including the Ministry of Foreign Affairs and the Ministry of Industry, as well as with Minister Sherali Kabir, particularly in relation to the concurrent organization of the International Textile Exhibition.

87. The **Chair** thanked the Secretary General for the clarification and noted that the information regarding Afghanistan's participation was duly acknowledged by the

Council. He further observed that, in line with established past practice, Afghanistan may continue to participate in expert-level meetings and activities.

88. The Representative of **Iran** expressed appreciation to the Republic of Azerbaijan and the Secretariat for organizing the 7th ECO Tourism Ministers Meeting in Shusha on 29 April 2026 and welcomed the participation of ECO Member States in the event. At the same time, he expressed concern regarding the comparatively low level of ministerial participation, noting that only a limited number of Ministers had attended the meeting. In this regard, he observed that the scheduling of the ECO Tourism Ministers Meeting concurrently with another important tourism-related ministerial meeting of a separate regional organization may have affected participation levels and suggested that such overlaps should be avoided in the future to ensure broader and higher-level participation by Member States in ECO activities.

89. The Representative of **Iran** further referred to the negotiations on the Ministerial Declaration adopted at the meeting and expressed regret that a proposal submitted by Iran regarding damage caused to cultural and historical monuments in Iran during the recent US and Zionist Regime aggression had not been fully reflected in the final text. He emphasized that the proposed language had been factual and non-political in nature and had aimed at highlighting the destruction and damage caused to cultural heritage sites and tourism-related infrastructure. In this regard, he stated that the issue should be duly reflected in the report of the meeting and underscored the importance of ensuring that the positions and sentiments expressed by ECO leaders in support of Iran were adequately reflected in the outcomes of relevant sectoral meetings and declarations. However, this issue was not the case in the said Ministerial Meeting.

90. The **ECO Secretary General**, while acknowledging the observations made by the Representative of Iran, noted that the level of participation in the 7th ECO Tourism Ministers Meeting had not been extremely low, recalling that several Member States had participated at ministerial or deputy ministerial level, including Pakistan, Türkiye, and Kazakhstan, while some others had been represented at ambassadorial level. At the same time, he agreed that broader ministerial participation would have been desirable given the importance of the meeting. He further observed that overlapping schedules between meetings of regional organizations with common membership could create participation challenges and encouraged Member States sharing membership in multiple organizations to assist the Secretariat in identifying potential scheduling overlaps in advance. He also noted that the prevailing regional circumstances may have additionally affected participation levels.

91. The **Chair** thanked the Secretary General for his clarifications regarding the level of participation in the 7th ECO Tourism Ministers Meeting and expressed hope that the explanation provided would address the concerns raised by the Representative of Iran. Regarding Iran's observations on the non-inclusion of the proposed paragraph in the Ministerial Declaration, the Chair noted that the concerns raised by Iran had been duly heard and acknowledged by Member States. He further observed that the matter would be conveyed by delegations to their respective capitals for consideration by their leadership and relevant authorities.

92. The Representative of **Iran** clarified that the paragraph proposed by Iran had been included in the Ministerial Declaration; however, in Iran's view, the language adopted was not as strong or explicit as it should have been and did not fully reflect the sympathy and support earlier expressed by ECO leaders regarding the recent developments affecting Iran, particularly with respect to the damage caused to cultural and historical monuments. He further emphasized that the proposed language had been factual, minimal, and non-political in nature, but had nevertheless not received full support from some Member States.

Agenda Item No. 9
Date of the next CPR Meeting

93. The Council decided to hold its next (**307th**) Meeting on June 22, 2026 at 10:00 a.m. at the ECO Secretariat in hybrid format.

Annexure-I

LIST OF PARTICIPANTS

The Embassy of the Islamic Republic of Afghanistan:

The Republic of Azerbaijan:
- H.E. Mr. Ali Alizada, **Permanent Representative**
- Mr. Asgar Asgarov, Counsellor

The Ministry of Foreign Affairs of the Islamic Republic of Iran:
- Mr. Behzad Azarsa, Head of Department, Multilateral & International Economic Cooperation
- Mr. Musa Khosravi Moghadam, ECO Expert, Multilateral & International Economic Cooperation
- Mr. Soheil Kheiri, Senior Expert, Multilateral & International Economic Cooperation
-Mr. Mohammad Saied Hojati, Expert, Multilateral & International Economic Cooperation
-Ms. Tolooie , Expert, Multilateral & International Economic Cooperation

The Embassy of the Republic of Kazakhstan:
- H.E. Mr. Ontalap Onalbayev, **Permanent Representative**
- Mr. Kazbek Bokebayev, Counselor

The Embassy of the Kyrgyz Republic:

The Embassy of the Islamic Republic of Pakistan:
- Mr. Ahmed Shami, Charge d' Affaires a.i
- Mr. Kashif Ali, Third Secretary

The Embassy of the Republic of Tajikistan:
Mr. Alisher Azamzoda, First Secretary

The Embassy of the Republic of Türkiye:
- Mr. Murat Sogangoz, Counselor
- Mr. Ahmet Bicer, Third Secretary

The Embassy of Turkmenistan:
- Mr. Merdan Bayjanov, Attaché

The Embassy of the Republic of Uzbekistan:
- Mr. Elbek Yuldashev, Second Secretary

The ECO Secretariat:
- H.E. Dr. Asad Majeed Khan, **Secretary General**
- Amb. Yerzhan Mukash, Deputy Secretary General
- Amb. Silapberdi Nurberdiyev, Deputy Secretary General

- Mr. Behzad Sabery Ansari, Deputy Secretary General
- Mr. Cagatay Emrah Ongut, Deputy Secretary General
- Mr. Hojjat Moghavem, Legal Adviser
- Mr. Osman Selçuk Gündoğdu, Chef de Cabinet
- Ms. Ghaibullozoda Lola Ibrohim, Head of Section for CFU
- Mr. Muhammad Ahmed Raza, Senior Desk Officer
- Ms. Marryam Moin, Desk Officer

Agenda Item No. 3
Draft Strategic Goals of Economic Cooperation – 2035

Economic Cooperation Organization
ECO

No: ECO /2026/483

Priority: Urgent
Date: 8/6/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization presents its compliments to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, and pursuant to the First Meeting of the PrepCom and the First Meeting of the HLC Working Group, held on June 8, 2026 in hybrid format, has the honour to enclose the following documents:

1. Report of the First PrepCom Meeting
2. Clean Version of the Draft Strategic Goals of Economic Cooperation – 2035 considered by PrepCom
3. Report of the First Meeting of HLC Working Group

It is kindly noted that the next Meetings of the PrepCom and the HLC Working Group are scheduled back-to-back for June 17, 2026 in hybrid format, to continue deliberations on their respective/assigned tasks. The events' schedule are as follows:

- 2nd Meeting of the PrepCom – 1030 hours (Tehran Time)
- 2nd Meeting of the Working Group followed by the PrepCom Meeting

The esteemed Member States are requested to kindly ensure participation of their distinguished representatives in both the meeting.

The Secretariat of the Economic Cooperation Organization avails itself of this opportunity to renew to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, the assurances of its highest consideration.

All ECO Member States - Tehran

ECONOMIC COOPERATION ORGANIZATION

ECO Secretariat - No. 1, Golbou Alley, Kamranieh, Tehran, Iran - Postal Code: 19519 33114 - P.O.Box: 14155-6176
Tel: +98 (21) 22831733-4 Fax: +98 (21) 22831732 Email: registry@eco.int Website: http://www.eco.int

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Report of the First PrepCom Meeting
June 8, 2026 – Hybrid Mode

The First Meeting of the PrepCom was held in hybrid mode on June 8, 2026 under the chairmanship of the Representative of the Islamic Republic of Pakistan and co-chaired by the ECO Deputy Secretary General (TC & HRSD). The meeting was attended by representatives of the Republic of Azerbaijan, the Islamic Republic of Iran, the Republic of Tajikistan, the Republic of Türkiye, Turkmenistan and the Republic of Uzbekistan, as well as relevant staff of the ECO Secretariat.

The PrepCom conducted a sector-wise review of the Draft Strategic Goals of Economic Cooperation 2035 with a view to finalizing its contents. During the discussions, the Committee agreed to incorporate the additional proposals submitted by the Republic of Uzbekistan, as well as the fresh inputs from the Republic of Türkiye, as presented by their representatives during the meeting. With regard to the new chapter proposed by the Islamic Republic of Iran on Science, Education and Culture, the Representative of Türkiye suggested that the relevant elements be integrated into the Human Resources and Sustainable Development (HRSD) section of the Draft Strategic Goals rather than being reflected as a separate chapter. The Committee agreed that the Republic of Türkiye would submit the proposed text prior to the next meeting for consideration by Member States. It was further agreed that the Secretariat would circulate both clean and track-change versions of the Draft Strategic Goals of Economic Cooperation 2035, reflecting all inputs received up to the date of the meeting, for consideration at the next PrepCom Meeting.

Under the agenda items relating to preparations for the 18th ECO Summit and the 30th COM Meeting, the Committee exchanged views on the possible timing of the two events and underscored the importance of communicating their schedules well in advance to facilitate timely confirmations and ensure high-level participation. In this regard, the Committee requested the respective host countries to communicate the exact dates and organizational arrangements of the meetings at the earliest opportunity.

While noting the request of Azerbaijan side for some additional time to finalize the Draft Strategic Goals of Economic Cooperation-2035, the PrepCom agreed to continue consideration on the document and related preparatory matters at its next meeting, scheduled for June 17, 2026 at 10:30 a.m. (Tehran time) in hybrid format.

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Economic Cooperation Organization
ECO

DRAFT

STRATEGIC GOALS OF THE ECONOMIC COOPERATION – 2035

ECO VISION 2025

BRIEF BACKGROUND

Adopted in 2017, ECO Vision 2025 served as a strategic framework guiding the Economic Cooperation Organization (ECO) toward sustainable economic growth, enhanced regional connectivity and deeper socio-economic development. It focused on key sectors such as trade & investment, transport & connectivity, energy & environment, tourism, economic growth & productivity, and social welfare. The Vision aimed to align regional efforts with global sustainable development goals, supported by structured monitoring mechanisms.

While implementation remained uneven across sectors, moderate progress was witnessed in trade sector, whereas notable advancements were seen in regional energy cooperation, corridors development, agriculture & food security, tourism promotion, etc. Financial constraints and insufficient engagement by Member States emerged as recurring challenges. The ECO Vision Midterm Review in 2021 and the ECO Vision Review Committee in 2024 identified both accomplishments and gaps, leading to prioritized efforts in the final phase.

The deliberative process laid the foundation for formulating a more inclusive, responsive and target-based strategy for the upcoming decade, with stronger ownership, realistic goals and enhanced regional collaboration at its core.

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STRATEGIC GOALS OF THE ECONOMIC COOPERATION–2035

OVERVIEW

The formulation of Strategic Goals of the Economic Cooperation - 2035 represents a renewed opportunity to articulate a forward-looking regional strategy that is both ambitious and grounded in practical realities. Building on the experiences and outcomes of Vision 2025, the new document is designed to address the evolving socio-economic landscape, regional and global dynamics. Mandated by the 28th Council of Ministers Meeting, ECO Strategy 2035 aims to guide the Organization toward a future characterized by sustainable development, deeper regional integration and equitable prosperity for all member states.

Central to the development of this document is a strong commitment to inclusivity and participatory governance. While Vision 2025 largely emerged from intergovernmental dialogues, the new strategic process places greater emphasis on engaging various societal groups to ensure a multidimensional and responsive approach. To broaden the ownership of the new roadmap, an inclusive approach to formulate the document has been developed.

In addition to reaffirming ongoing priorities, the new document incorporates several emerging areas that were not featured in ECO Vision 2025 but have been actively pursued in the years since. These include economic research & statistics (ERS), international relations (IR), judicial and parliamentary cooperation (JPC), the ECO Advocacy Program for Afghanistan (EAPA) and human resources and sustainable development (HRSD). This reflects the Organization's broader and more integrated strategic outlook for the coming decade.

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CORE PILLARS

Advancing Sustainability

ECO is committed to fostering sustainable, inclusive growth by aligning regional efforts with global development goals. The focus will be on addressing regional priorities while ensuring that progress is balanced with environmental responsibility, social equity and long-term economic resilience. A stable and peaceful environment remains a fundamental pillar for this sustainable development.

Strengthening Regional Integration

Our diverse region holds immense potential for economic cooperation. ECO will work to deepen regional integration through enhanced infrastructure, harmonized policies and collaborative initiatives. By building on cultural ties and shared interests, ECO aims to create a more cohesive economic space that benefits all member states, encouraging mutual growth and stability.

Fostering Innovation and Inclusive Growth

To promote entrepreneurship, job creation and targeted technological upgrading, ECO will create an enabling environment supported by transparent governance and equitable access. This includes empowering local businesses, enhancing education and skills development and fostering technological advancements. By nurturing a business-friendly climate, ECO seeks to drive inclusive development that benefits all sectors of society.

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SECTORAL APPROACH

In formulating Strategic Goals of the Economic Cooperation-2035, a structured and comprehensive approach has been applied to develop sector-specific strategies that align with the Organization's long-term goals. This approach ensures that each sector's role is clearly defined within the broader framework of ECO, building on the lessons and achievements of Vision 2025 while addressing the challenges encountered during its implementation. By reflecting on the past, the new document provides a target-specific strategy for regional cooperation and development, with a sharper focus on inclusivity, sustainability and innovation.

The process involved developing clear and forward-looking statements for each sector, ensuring that these are realistic, measurable and impactful. Strategic objectives have been identified to guide each sector, with a focus on achievable outcomes by 2035. Priority areas and policy focus, along with expected outcomes are outlined to ensure that each sector addresses areas requiring immediate and sustained attention. The following sectors form the foundation for the targeted actions of the new document:

Trade & Investment (TI)

Transport & Communications (TC)

Energy, Minerals & Environment (EME)

Agriculture & Industry (AI)

Tourism

Human Resources &
Sustainable Development (HRSD)

Economic Research & Statistics
Operating Tool

Judicial & Parliamentary Coordination (JPC)
Operating Tool

International Relations (IR)
Operating Tool

TRADE & INVESTMENT

Introduction

Trade is the main driver of economic growth. While the ECO region has made notable strides, challenges such as the absence of a fully operational preferential trading system, high trade costs due to high intra-regional tariffs and non-tariff barriers, banking and payment issues, and inadequate financing continue to hinder progress. Global shifts toward protectionism and re-defined trade norms further impact the region's trade performance. Despite contributing over USD 1 trillion to global trade for three consecutive years, intra-regional trade remains low at just 8.8%, signaling untapped potential. ECO's most important Key Performance Indicator (KPI) is "intra-regional trade", which unfortunately remains one of the Organization's concern as only 8% share of intra-regional trade in ECO's world trade, cannot be justified. One major reason for the organization's inability to meet the full targets is lack of effective means, ownership and monitoring for implementation of the agreements by the Member States. To realize this potential, the region must accelerate efforts for implement preferential trade under ECO Trade Agreement (ECOTA), implement effective trade facilitation framework, harmonize standards, ensuring efficient trade payment systems, and promoting FDI in priority sectors.

In order to enhance youth's participation in the ECO initiatives, there is a need for an accentuated representation of youth in the ECO National Chambers of Commerce and ECO CCI to promote meaningful and structured participation of youth in policy formulation. Greater facilitation for the youth entrepreneurs/SMEs with easier access to trade financing through national institutions/ECO TDB programmers, and technical assistance opportunities to engage in cross-border trade initiatives in Public-Private Partnerships (PPPs), will accelerate infrastructure development, entrepreneurial digital activity and inclusive growth.

Although, noteworthy progress has been made under ECO Vision 2025, with progress made to:

i. Initiate negotiations to amend and update ECOTA with view to increase its membership and implement it,
ii. Adoption of the Trade Facilitation Strategy,
iii. Initiation of technical consultations on Trade Facilitation Agreement,
iv. Operationalization of 'Agreement on Promotion and Protection on Investment' and
v. Adoption of the 'MoU on Joint Trade Promotion Activities in the ECO

These important milestones, which have been achieved under the implementation matrix of ECO Vision-2025, have significant bearing on laying the foundation for a more integrated, resilient and dynamic trade and investment landscape by 2035.

Vision Statement

To achieve sustainable growth with greater and greener intra-regional trade and investment in the ECO region and contribute to the global trade and investment commensurate to the potential of the region.

Strategic Objectives

- To ensure sustainable increase in intra-regional trade with an efficient and operational preferential trading system under ECOTA and its progressive liberalization, to a regional trade and increase ECO share in the global trade, attract greater investment into the region to tap trade investment potential of the region, diversify regions' exports.

- To enhance investment cooperation among member states and achieve national, regional as well as sustainable development goals by attracting Investment in priority sectors under APPI and IPAs collaboration.

Priority Areas & Policy Focus

- Enhanced intra-regional trade through:

  - Paying special attention to simplifying trade in goods and services by gradually eliminating technical and non-tariff barriers to trade. Only five Member States have signed the ECOTA, so far. We need to rope-in all Member States, and endeavour towards expanding membership of ECOTA and ensure its earliest implementation.

  - Strengthen regional economic cooperation within the ECO framework, in accordance with the goals of ECO Vision-2025. By 2035, discussions should be initiated to identify practical arrangements that will enhance mutual trade and economic ties. Member States and the Secretariat need to prepare the required groundwork at national and regional levels.

  - Strengthen the role of ECO Trade Development Bank by expanding the Bank's memberships and increasing its capital to support the Bank's operation including bolster project funding in trade sector. Broaden its correspondent banking relationships through open accounts with other banks and explore financing options in multiple currencies. Furthermore, deepen collaborative relationships with relevant international and regional organizations to amplify financing the priority projects in priority areas with active role of ECO TDB.

  - Improve Trade Facilitation in the region by implementing ECO Trade Facilitation Strategy (TFS) with a view to imbibe greater transparency, predictability and uniformity in cross border trade by:

    a. Removing technical barriers to trade,
    b. Removing non-tariff barriers through automation of procedures, harmonization of policies etc.
    c. Strengthening cooperation in practical digital solutions, artificial intelligence and use of digital technologies, and e-commerce.

  - Finalize ongoing negotiations or ECO Trade Facilitation Agreement.

  - Adopt a Regional Investment Facilitation Strategy with an aim to:

    a. Harmonize investment regulations, simplify administrative procedures, Improve the region's business environment by reducing costs, and attracting sustainable investment with appropriate incentives
    b. Promote intra-regional trade with enhanced participation across ECO Member States to develop regional supply chains, contributing to regional value chains and connect with global value chains.

  - Implement "ECO Invest" Program drafted by the Republic of Uzbekistan to strengthen cooperation among ECO Member States by improving the investment climate, increasing inflow of mutual foreign direct investment (FDI) and enhancing investment efficiency.

  - Adopt 'Regional Quality Policy' drafted by ECO-UNIDO Joint Trade Capacity Building Project, and utilize ECO-RISCAM to promote harmonized standards, conformity assessment procedures and best practices in the region for risk free, predictable and cost effective intra-regional trade.

  - Implement Joint Trade Promotion activities in the ECO by organizing meaningful trade promotion events in the region to enhance business engagement through closer ties among the national trade bodies and Export Promotion Agencies to foster cross-border partnerships and joint export promotion activities on digital platforms.

  - Ensure participation of business communities of the region through ECO Chamber of Commerce and Industry, as critical in following:

a. Establishment of a permanent Secretariat of the ECO Chambers of Commerce and Industry (ECO CCI) for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.
b. Create unified digital platform of the ECO national chambers in the ECO CCI to establish an online database to provide information on trade *(export and import)* opportunities in the ECO region, and national regulations/mutual recognition of the quality certification, markets' conditions in the region etc, to help traders in the region.

- Given the difficulty in trade related payment systems which hampers movement of goods and services, may focus on trade in national currencies among ECO Member States as a catalyst and accelerator.

- Create an online mentors' network aimed at supporting young entrepreneurs in the member states of the ECO;

- Develop a unified online platform for small and medium-sized business representatives.

Enhanced National & Intra Regional Investment through:

- Upgrading a Comprehensive ECO Investment Platform to facilitate identification of investment opportunities, connect investors and projects, provide up-to-date information on investment regulations in member countries by providing project database, investor profiles, risk assessment tools and market analysis.

- Focusing on priority sectors such as infrastructure, renewable energy, information and communication technology (ICT), tourism and agriculture.

- Develop human resources and knowledge sharing by joint training programs, scholarships in investment facilitation, management, finance and expert exchanges.

- Strengthening private sector cooperation by encouraging them to identify opportunities, implement project as well as financing them through organizing investment conferences and exhibitions, facilitation of the formation of investment consortiums.

- Cooperation the IPAs of the member states to promote and market investment opportunities, providing integrated services to investors, facilitate the creation of funds that can finance large scale regional projects and attract financial resources from international and regional institutions for these funds.

Expected Outcomes

i) conclusion of re-negotiations to amend ECOTA text, and implement the ECOTA with full ECO Membership.
ii) Progressive development of ECOTA's scope to promote broader opportunities for intra-regional trade by 2035.
iii) Implementation of the adopted ECO Trade Facilitation Strategy to improve trade facilitation in the region.
iv) Finalize ongoing negotiations for ECO Trade Facilitation Agreement.
v) Implement ECO agreements in Customs i.e. ECO Agreement on Smuggling and Customs offences Data Bank, ECO Agreement on Mutual Administrative Assistance in customs Matters, encourage wider use of EDI and digital trade, etc.
vi) Full operationalization of ECO-RISCAM and adoption of the 'Quality Policy' to streamline conformity assessment and boost trade in industrial and agricultural products.
vii) Pursue all ECO Member States to sign/ratify the 'Agreement on Protection and Promotion of Investment' and Implement a 'Regional Investment Facilitation Strategy' by 2035.

viii) Sign and ratify the adopted 'MoU on Joint Trade Promotion Activities in the ECO' and organize meaningful trade promotion events in the region. The ECO country assuming annual ECO chair, may organize one 'ECO Trade Fair'.
ix) Establishment of a permanent Secretariat of the ECO Chambers of Commerce and Industry (ECO CCI) for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.
x) Operationalize the ECO Re Insurance Company for secure trade in the region.
xi) Initiate technical discussions on establishing trade in national currencies among ECO Member States.
xii) Stronger coordination mechanisms involving the ECO Secretariat, Member States, and private sector stakeholders for effective policy implementation and initiative ownership.
xiii) Enhanced cooperation with tangible results among Member States in the field of investment promotion, attraction and facilitation.
xiv) Strengthening tax cooperation by following up on holding ECOTAX meetings.
xv) Establishment of ECO Clearing Union as a matter of urgency.

TRANSPORT & COMMUNICATIONS

Introduction

The transport and ICT sectors are vital enablers of regional integration, economic growth, and sustainable development in the ECO region. They are both self-completed and overwhelming, thus fairly suggested to be divided operationally by decision of ECO Foreign Ministers at their last meeting (Mashhad Communiqué). In the meantime, until the division is completed the Secretariat's Transport and Communications Directorate will keep working in this unified domain. Enhancing physical connectivity through efficient regional transport systems and boosting digital integration via harmonized ICT policies are central goals. Notable progress has been made in operationalizing transport corridors and upgrading infrastructure, though challenges remain in customs inefficiencies, policy harmonization, and limited private sector engagement. Together, transport facilitates trade and mobility, while ICT drives innovation, competitiveness, and digital connectivity across member states. Furthermore, in to execute and realize the decisions and mandates of Member States in transport sector fully as well as establish strong liaison mechanism between the related sections in each Member States to expedite and facilitate the assigned duties, it is necessary to create some changes in the structure and function of transport and communication sector in ECO Secretariat.

Vision Statement

To establish a seamlessly connected and integrated ECO region by enhancing road, rail, air and maritime transport networks, supported by smart ICT systems. This comprehensive approach to regional connectivity aims to increase transport and transit between the Member of ECO region, managing transport flows, facilitate efficient cross-border movement of goods and people, strengthen economic interdependence and promote sustainable development. By aligning infrastructure and policy frameworks, the initiative seeks to deepen regional integration and cooperation among ECO member states.

Strategic Objectives

- Ensure full operationalization and commercialization of the major ECO transport corridors, through infrastructure upgrades and legal frameworks, developing multimodal transport, centralized management of corridors, implementing the roadmap of each corridors and supporting the role of the transport operators and private sector in promotion of transit and trade and extending ECO corridors to out of ECO region corridors and freight sources. It is essential to streamline customs and transportation-associated procedures.

- Harmonize transport regulations and customs procedures across ECO member states, through coordinated implementation of the ECO Transit Transport Framework Agreement (TTFA).

- Digitalize transport sector, corridors and transit facilities, including border crossing procedures.

- Accelerate the establishment of the ECO Digital Transport and Customs Office in Tashkent.

- Establish an AI Cooperation Platform within the ECO framework to promote joint AI projects, technology exchange, and regional coordination among member states.

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- Achieve deep/wide broadband internet penetration across all ECO member states by 2030, with special focus on rural and underserved areas.

- Develop and launch a regional digital platform for trade, e-governance, and knowledge-sharing, enabling secure data exchange and fostering digital entrepreneurship across ECO countries.

- Strengthen cooperation among national IT parks, promote mutual exchange of experience and best practices, and support IT companies' access to the markets of ECO member states.

- To encourage experience and mutual knowledge sharing among Technology Park companies operating in the ICT sector.

- Application of emerging technologies such as Internet of things (IoT), Artificial Intelligence (AI), Big Data, Blockchain, Machine learning, Quantum Computing, 5G, Digital Twin.

Priority Areas & Policy Focus

- Ensure the full and active participation of all ECO member states in the comprehensive implementation of the ECO Transit Transport Framework Agreement (TTFA), with the aim of harmonizing customs and transit regulations, reducing delays and facilitating seamless cross-border movement.

- Prioritize investment in regional corridors, including through public-private partnerships (PPPs) and multilateral funding to upgrade and expand transport infrastructure across corridors.

- Develop ECO Gates - multimodal logistic hubs, Caspian and open seaports, inland dry ports, encourage interoperability in transport systems and equipment, enhance the logistical interconnectivity of ECO Member States and align technical standards across member states to ensure integrated road, rail, sea and air networks for seamless transport.

- Increase the number of container trains on regional rail corridors and further promote the safe, sustainable and high-quality development of rail transport.

- Develop international passenger rail transport and tourism between the Member States mainly between the capital cities and cultural and touristic centers of Member States.

- Promote transit, transport and connectivity in line with the third priority of the Awaza Programme for Landlocked Developing Countries (2024–2034), focusing on developing regional transport corridors, enhancing multimodal networks and harmonizing cross-border transit procedures.

- Create conditions for the integration of digital transport systems between ECO Member States, develop common cyber-security standards and establish regional data protection as well as regulatory frameworks to strengthen the regional digital ecosystem.

- Prioritize the corridors connecting the ECO region to China, Persian Gulf and Europe.

- Establish cooperation among national IT parks and support them through the creation of international IT Hubs, fostering collaboration, innovation, and integration within the ECO region.

- Enhance the involvement of youth, women, and the private sector in the transport and ICT sectors through the region.

- Promote the exchange of best practices and successful experiences among ECO Member States in the development and application of artificial intelligence technologies, including public sector, education, healthcare and industry use cases.

- Encourage cooperation in the development, adaptation and responsible use of open-source artificial intelligence models, datasets and educational resources, taking into account national priorities and local languages of ECO Member States.

- Expand cooperation in artificial intelligence education and digital skills development through joint training programs, workshops, seminars, expert exchanges and capacity-building initiatives among ECO Member States.

- Strengthen collaboration among universities, research institutions, technology parks and innovation centers through joint research activities, academic exchanges, internships and knowledge-sharing programs in emerging digital technologies.

Expected Outcomes

i. Full operationalization and commercialization of major ECO transport corridors through infrastructure upgrades, completing the missing links and harmonized regulations. Developing multimodal transport, centralized management of corridors, implementing the roadmap for each corridors and supporting the role of the transport operators and private sector in promotion of transit and trade extending ECO corridors to out of ECO region corridors and freight sources.

ii. Streamlined and digitalized border procedures across all member states under the ECO Transit Transport Framework Agreement (TTFA).

iii. Establishment of multimodal logistics hubs (ECO Gates), integrated transport networks (road, rail, sea, air) and reduced cross-border transit time.

iv. Integration of Awaza Programme priorities into ECO transport strategy, leading to improved regional corridors, harmonized transit procedures and strengthened connectivity among member states.

v. Achieve deep/wide broadband internet penetration across ECO member states by 2030, with improved digital access in rural areas.

vi. Launch of a regional digital platform for trade, e-governance and digital transformation, transport documents, supporting secure data exchange and entrepreneurship.

vii. Adoption of cyber security and data protection standards to enhance the digital ecosystem and establishing electronic data exchanging between transport authorities as well as the customs of the Member States.

viii. Strengthened public-private partnerships and increased investment in smart and prioritized infrastructure, project and ICT-enabled services.

ix. Enhanced regional cooperation in transport, trade, tourism, agriculture, education and health through improved physical and digital connectivity.

x. Development of digital skills among the population and youth, and establishment of regional IT Hubs in cooperation with national IT parks.

xi. Greater collaboration in the application of emerging technologies, including the establishment of ECO bodies/centers, e.g. on Applied Artificial Intelligence.

xii. Establishment of the single window for issuing flight permits to facilitate the passage of cargo and passenger flights in the regional airspace, especially on China-Europe routes.

xiii. Establishment regional capacity committee and technical supervision in field of transport and transit including Civil Aviation, Rail, Road and Maritime.

xiv. Establish regional standards in artificial intelligence to accelerate the creation of the ECO AI Centre.

xv. Creation of a unified regional AI ecosystem, expansion of cross-border cooperation, implementation of joint AI initiatives, and adoption of coordinated approaches to the regulation and safe use of artificial intelligence technologies.

xvi. Development of a skilled regional digital workforce, increased mobility and cooperation among young IT professionals and researchers, wider participation of women in the digital economy, and strengthened regional capacity in AI, innovation, and digital transformation.

ENERGY, MINERALS & ENVIRONMENT

Introduction

Regional cooperation in energy, minerals, and environment is vital for sustainable development in the ECO region. Energy has always been a priority area of cooperation within ECO since its inception. Availing abundant traditional and renewable energy resources, ECO aims to increase energy market integration and enhance the energy security through adequate, sustainable, reliable and affordable energy supplies in the region. Over the past decade, ECO has been mainstreaming sustainable energy transition and low-carbon development model in its overall energy agenda. The regional transition journey has started, however a multiplicity of political, economic, and social challenges persist in this pathway. The mineral sector, a key driver of industrial growth, also holds untapped potential for regional collaboration. The ECO countries encounter significant environmental and climate challenges, which have necessitated enhanced collaboration for ecological protection in the ECO region. The environment and impacts of climate change were designated as ECO's cross-sectoral priority. ECO countries must responsibly harness energy and mineral resources while advancing ecological protection and contributing to global climate resilience efforts.

Vision Statement

To foster a thriving, sustainable, and resilient ECO region via responsible management of energy and mineral resources, pursuing the irreversible just and sustainable energy transition and stronger energy-environment nexus approach to promote economic development, protect the environment for future generations, and collaboratively tackle climate change while enhancing regional cohesion. This requires our countries to coordinate and unify their efforts on the global environmental agenda and to involve key stakeholders, particularly the private sector, youth, and women.

Strategic Objectives

- Enhance regional energy security and sustainability through wider energy access and trade: ECO will facilitate diversification of energy mix, improving energy connectivity, enabling and upgrading policy and regulatory framework, and strengthening the role of ECO region in global energy architecture.

- Create Regional Power System Connectivity and Electricity Market: Multilateral and multidirectional power trading linked to the integration of renewable energy resources will be established gradually at the sub-regional and regional levels through harmonization and mobilization of bilateral and multilateral electricity grids under the single platform.

- Mainstream Sustainable Energy Transition: ECO will support unlocking the ECO region's renewable energy and energy efficiency potential, market expansion and transformation of sustainable energy into local energy value chains, and creating an enabling environment for robust sustainable energy markets and investments, particularly via the ECO Clean Energy Centre.

- Promotion of production and deployment of high-tech energy equipment: support for local manufacturing and technology transfer in renewable energy and energy efficiency, alongside the development of innovative solutions and joint research projects to strengthen the region's industrial capacity.

- Forge Sustainable Resource Management: ECO will contribute to the sustainable management of mineral resources in the ECO region underpinned by a set of regional actions and a multi-year ECO Roadmap on Minerals Cooperation, to be adopted and implemented.

- Strengthen Environmental Protection and Resilience to tackle the triple planetary crisis – climate change, pollution and biodiversity loss: ECO will develop regional regulations to improve resource efficiency and manage emissions, waste, and other pollutants from various activities, thereby protecting ecosystems and public health. Furthermore, the robust collective attitude that engages the entire region in environmental action on climate, biodiversity, desertification and other relevant areas will be achieved to enable ECO to be recognized as a regional group/partner in the global environmental community.

- Implement the ECO Electricity Networks Operation Convention(ECO-ENOC) to strengthen cross-border operational coordination, emergency preparedness, and system reliability. This includes harmonizing regulatory frameworks for generation, transmission, and demand-response management, advancing grid moderation foe renewable integration to mitigate supply disruption and climate-related risks.

- Establish specialized consortiums among Member States to enhance short-term project efficiency, optimize resource utilization, and accelerate implementation timelines by leveraging shared expertise and capacities by 2035.

Priority Areas & Policy Focus

- Sustainable energy transition, particularly policy, capacity development and knowledge management, as well as market and investment promotion in renewable energy and energy efficiency infrastructure, services, businesses and industry with the strong support of the ECO Clean Energy Centre.

- Establishment of the ECO Regional Electricity Market, most notably multilateral, multidirectional power trading linked to the integration of renewable energy resources for harnessing the benefits of larger integrated systems.

- Sustainable resource management with the focus on creating stronger regulatory environment, investing in sustainable mining practices and technologies, and bolstering multi-stakeholder approach and international partnerships, as well as capacity-building and public awareness-raising in minerals.

- Environmental protection and shift to low-carbon development model, including integration and mainstreaming environmental safeguards into national development plans and projects, promotion of a regional cooperation platform that will advocate for a just transition to a resource-efficient, circular, and regenerative economy, and implementation of climate action on adaptation and greenhouse gas emission mitigation with enhanced inclusion of businesses, women and youth.

- Support for the production and dissemination of high-tech energy equipment, including localization of solar panel, wind turbine, battery, and smart meter manufacturing, as well as fostering technology transfer and joint innovation projects.

- Ensuring regional supply chain security for the critical minerals required to manufacture solar panel, wind turbine, battery, and smart meter manufacturing.

- Adopting water-saving technologies in energy and mining sectors for environmental protection with regard to the region's sustainability strategy.

- Supporting the security of supply for critical minerals by developing sustainable and integrated recycling systems capable of recovering critical minerals—such as lithium, cobalt, and silicon—from end-of-life solar panels and batteries, with the aim of effectively utilizing waste generated

when technologies like solar panels, wind turbines, and battery systems reach the end of their commercial lifespans.

- Establish a dedicated environmental fund within the Organization to support advanced innovations in air purification.

- Formation and promotion of consortiums among ECO member countries to pool technical, financial, and human resources, thereby boosting the efficiency and timely completion of regional agricultural and industrial projects.

Expected Outcomes

i. Expansion of local production and deployment of advanced energy equipment, stimulating regional industrial cooperation, job creation, and innovation uptake.

ii. Enhanced regional energy security and sustainability through expanded access, diversified energy mix, improved connectivity and strengthened policies aligned with global energy trends.

iii. Established integrated regional power system and electricity market, enabling multilateral and multidirectional power trading and better integration of renewable energy resources.

iv. More diverse and resilient energy architecture will be supported through accelerated sustainable energy transition by unlocking regional renewables potential, expanding markets, transforming local value chains and attracting investments via dedicated ECO clean energy initiatives, including ECO Clean Energy Center.

v. Improved sustainable mineral resource management guided by a multi-year regional cooperation roadmap, fostering responsible mining practices and technology upgrading.

vi. Strengthened environmental protection and resilience, targeting resource efficiency, emission and pollution control, ecosystem preservation and coordinated climate change, biodiversity and desertification actions.

vii. Developed robust legal, regulatory and institutional frameworks, and tailored action plans aligned with the strategic objectives through multi-stakeholder collaboration, including government, private sector and communities.

viii. Mobilized sustainable financing and public private partnerships to support clean energy, sustainable mining, and climate action projects.

ix. Addressed major resource-related challenges, most notably adequate and reliable financing, human and institutional capacity underpinned by knowledge and science, and effective use of available resources.

x. Mobilized sustainable financing from domestic and international sources, public-private partnerships and regional funds to support clean energy, sustainable mining, and climate action projects.

xi. Integrated ECO strategies with global sustainability agendas (e.g., SDGs, Paris Agreement, Baku Climate Unity Pact) and established monitoring systems for transparent progress tracking.

xii. Engaged businesses, youth, women, and researchers actively in environmental sustainability and sector development, fostering innovation, advocacy, capacity-building and inclusive participation.

xiii. Strengthened regional and international partnerships to enhance technology transfer, build indigenous green technology ecosystems, and promote circular economy and just transition principles that leaves no one behind.

xiv. Collaborative partnership under the ECO Electricity Networks Operation Convention (ECO-ENOC) to systematize exchange of technical expertise, operational best practices, and crisis management protocols. Establish regional platforms to accelerate innovation, enhance grid resilience, and harmonize regulatory approaches. This synergy will optimize resource utilization, mitigate systematic risks, and enable collective responses to emerging challenges such as renewable integration, cyber threats, and climate-induced disruption.

xv. Enhanced project efficiency and expedited delivery through the establishment of cross-border consortiums, fostering stronger cooperation and resource-sharing among Member States.

AGRICULTURE & INDUSTRY

Introduction

Agriculture and industry (A&I) are vital to the ECO region's economic growth but face challenges from environmental degradation, climate change, demographic shifts and evolving consumption patterns. These issues are intensified by global policy shocks, trade barriers and unequal technology access. Persistent disparities in industrialization and technology, coupled with limited collaboration and inconsistent standards, hinder balanced development. To address this, the ECO region must enhance financial and technical support, deepen regional integration, secure sustainable funding and harmonize standards. Attracting, technology-based improvements, strengthening cooperation in artificial intelligence and digital technologies, and fostering partnerships and FDI within a supportive environment are crucial for expanding A&I sectors. A leap in targeted investment is one of the main requirements for sustainable agricultural growth.

Vision Statement

The ECO region with an emphasis on joint investment will enhance its collaborative capacity to drive sustainable economic growth, boost productivity and ensure food security through robust regional cooperation in the agriculture and industry sectors.

Strategic Objectives

- Enhance policy development and implementation capacity of Member States in agriculture and industry sectors for driving sustainable and inclusive economic growth and productivity by 2035.
- Foster cooperation through operationalized intra-regional platforms and strategic partnerships with other international and regional organizations, maximizing collective action to drive sectoral development and address shared challenges by 2035.
- Strengthen regional food security and agricultural resilience through enhanced regional food security initiatives, seed supply, animal health, sustainable and efficient water utilization, meteorological cooperation, and biotechnology capacities by 2035.
- Advance inclusive and sustainable industrial development across priority sectors of common interest through promoting quality infrastructure, nanotechnology utilization, industrial property rights, MSMEs and entrepreneurship, and private sector engagement by 2035.
- Establish and develop regional agriculture supply chains among the Member states.
- Enhance Research and Development (R&D) capacity in agriculture: strengthen the research and development infrastructure sector to foster innovation and improve sustainable agriculture technology by 2035. This will involve promoting collaboration among agriculture universities, research institutions and rural industries to develop new and sustainable practice that enhance productivity, food security, and resilience in rural communities.

Priority Areas & Policy Focus

- Enhanced Regional Food Security through:
  - Effective implementation of ECO-RPFS and operationalization of ECO-RCCFS.
  - Strengthening regional seed supply and trade.
  - Improving animal trade and veterinary services.

- Promoting efficient water utilization in agriculture, with particular emphasis on addressing water scarcity in the predominantly arid and sei-rid region of the Member states to address climate change driven risks, including water scarcity challenges in the region.

- Encouraging the adoption of agri-technologies.

- Fostering regional meteorological cooperation to mitigate agriculture-related risks and shocks.

- Encouraging application of agricultural biotechnology for increased productivity and sustainability.
- Building stronger collaborative relationships with relevant international and regional organizations

- Enhanced Regional Industrial Cooperation Capabilities through:

  - Establishing a robust and harmonized quality infrastructure across the region by fully operationalizing the ECO-RISCAM and its associated TMBs

  - Promoting the development and application of advanced, digital and green technologies, including nanotechnology

  - Strengthening industrial property rights

  - Fostering MSMEs, startups, entrepreneurship, digital inclusion, and privatization

  - Developing permanent mechanisms among the chambers of commerce and industry of member states to coordinate business community activities

  - Supporting women and youth access to innovation ecosystems

  - Encouraging the creation of a common certification system for key export sectors such as agriculture, textiles, machinery, and industrial goods

  - Enhancing transparency in business regulation drafting and publication to support startups and MSMEs compliance.

  - Building stronger collaborative relationships with relevant international and regional organizations to leverage synergies and best practices.

  - Mainstreaming climate adaption into agriculture policies to enhance resilience within the ECO region.

  - Enhanced Regional Industrial Cooperation Capabilities through:
    - Strengthening Collaboration between institutions
    - Promoting innovation in sustainable agriculture practices
    - Enhance access to research outputs
    - Encourage sustainable practice through funding and incentives.

Expected Outcomes

i. Strengthened policy development and implementation capacities across Member States to drive sustainable and inclusive growth in agriculture and industry by 2035.

ii. Enhanced regional cooperation through operational platforms and strategic partnerships, maximizing collective action on shared sectoral challenges for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.

iii. Improved regional food security, enhanced agricultural productivity and strengthened agricultural resilience to climate-related challenges through better seed supply, animal health,

sustainable water utilization, meteorological cooperation and biotechnology use, along with the application of agri-technologies.

iv. Advanced, inclusive and sustainable industrial development focusing on quality infrastructure, digital and technologies such as nanotechnology, intellectual property, MSMEs, entrepreneurship and private sector engagement.

v. Established and harmonized regional standards and quality infrastructure supporting efficient trade and innovation.

vi. Increased financial sustainability through the ECO Vision Fund and strengthened partnerships with multilateral donors and UN agencies for technical and financial support.

vii. Robust monitoring and evaluation frameworks ensuring transparency, measurable progress and alignment with Member States' priorities.

viii. Greater engagement and empowerment of youth and women in agriculture and industry, fostering entrepreneurial capability, entrepreneurship and inclusive economic transformation.

ix. Improved coordination, communication and accountability mechanisms among Member States and ECO bodies for effective implementation and timely decision-making.

TOURISM

Introduction

Tourism plays a significant role within ECO framework, significantly contributing to economic growth, cultural exchange, and regional connectivity among ECO Member States. Under ECO Vision 2025, the main achievements cover the annual celebration of ECO Tourism Capitals, establishment of the ECO Tour Operators' Network (ETON), ECO Advisory Committee on Tourism (ECO-ACT), and ECO Tourism Educational Network (ECO-TEN), and the launch of the ECO Tourism Website and the ECO Tourism Investment Guide. However, challenges including inconsistent tourism policies, inadequate infrastructure and connectivity and limited regional marketing efforts persist. The strategic importance of tourism in regional cooperation and integration is evident in its capacity to drive economic development, promote cultural heritage and strengthen people-to-people connections.

Vision Statement

To establish the ECO region as a premier sustainable tourism destination by 2035, leveraging its cultural heritage and natural beauty to drive economic growth, promote regional identity and foster connectivity.

Strategic Objectives

- Enhance the tourism competitiveness of the region through efficient and effective guidance of the ECO-ACT in formulating and implementing relevant actions. Encourage knowledge-sharing and best practices exchange among tourism stakeholders within through ETON and ECO-TEN.

- Boost regional tourism marketing via implementation of a well-coordinated marketing strategy to increase global visibility and position of the ECO region as a unique, attractive, and sustainable tourism destination. A unified promotion campaign prioritizing the ECO Tourism Capitals in particular and various destinations in the Member States consisting of modern and digital destination marketing tools will be created.

- Enhance the tourism competitiveness of the region through efficient and effective guidance of the ECO-ACT in formulating and implementing relevant actions. Encourage knowledge-sharing and best practices exchange among tourism stakeholders within through ETON and ECO-TEN.

- Promote sustainable tourism practices with a primary focus on adopting eco-friendly policies, diversifying tourism offerings in niche areas such as health tourism, gastronomy tourism, nature tourism, business tourism and winter tourism as well as operational sustainability models.

- Strengthen tourism infrastructure encouraging investments in transportation, hospitality, digital infrastructure, and tourism services. The expansion of current efforts on standardization to all relevant aspects of modernizing travel and tourism facilities. By 2035, the ECO Member States will work towards aligning regional infrastructure with international hospitality and transport standards.

- Enhance connectivity for tourism facilitating seamless travel experiences through integrated travel routes taking Silk Road and several regional concepts, easier visa procedures and collaborative tourism packages under ETON. To this end, direct flight routes in collaboration with aviation sector will be expanded and border procedures for passenger transport will be simplified.

Priority Areas & Policy Focus

- Regional Tourism Strategy: Formulating a comprehensive "Roadmap for the Expansion of Tourism Services" that aligns with national tourism strategies of the Member States under the main tasks of the ECO Advisory Committee on Tourism (ECO-ACT).

- Human Resource Development: Establishing training programs (workshops, seminars and training courses) for tourism professionals in collaboration with the members of the ECO Tourism Educational Network.

- Private Sector Involvement: Supporting to creation of an enabling environment for private sector investment in tourism infrastructure and services.

- Innovative and Digital Transformation: Contributing to the national efforts for digitizing tourism industry with advanced digital tools such as augmented reality, artificial intelligence to enhance the tourism experience, including digital marketing, upskilling the tourism workforce with digital transformation.

- Inclusive Tourism Development: Foster entrepreneurial participation and equitable growth by empowering women, youth and the private sector through inclusive policies and initiatives.

Expected Outcomes

- Establishment of ECO as a premier sustainable tourism destination by 2035 via achieving following targets:

i. Growth in tourist arrivals from 102 million (2024) to 130 million by 2030 and 155 million by 2035.

ii. Increase in tourism's GDP contribution to 5% by 2035.

iii. Improved regional tourism infrastructure, achieving an average TTDI score increase from 3.76 (2024) to 4.25 by 2035.

- Completion of the actions below for abovementioned strategic objectives including:

i. Unified regional tourism marketing strategy implemented across all Member States.

ii. Improved cross-border travel through simplified visa processes, expanded direct flight routes and integrated digital travel systems.

iii. Adoption of sustainable tourism practices and eco-friendly policies.

iv. Greater private sector investment in tourism infrastructure and services.

v. Enhanced use of modern and digital technologies in tourism promotion and delivery.

vi. Increased capacity and skills in tourism through training programs and workshops.

vii. Empowerment of women, youth and communities in tourism development

viii. Active engagement of stakeholders, including local communities and civil society

ix. Operationalization of ECO-ACT for regional tourism coordination and monitoring

x. Stronger partnerships with international organizations (e.g., UN Tourism, UNESCO, OIC)

xi. Diversified tourism financing, including reactivation of the ECO Tourism Promotion Fund

xii. Conduct training programs within the framework of ECO Tourism Educational Network to build capacities of tourism staff across member states.

HUMAN RESOURCES & SUSTAINABLE DEVELOPMENT

Introduction

The ECO remains committed to advancing human resources and sustainable development (HRSD) through regional cooperation in, with special emphasis on health and education, as well as disaster risk reduction (DRR). Aligned with the UN SDGs, ECO initiatives have included the establishment of key policy frameworks and institutions such as the ECO Regional Center for Risk Management of Natural Disasters and action plans on health and education. Emphasis is placed on ensuring policy coherence with medium- and long-term development priorities, strengthening institutional capacities, and fostering inclusive partnerships. These efforts aim to improve well-being, enhance resilience, promote lifelong learning, and support investment in human capital across the region.

Vision Statement

ECO aims to build an inclusive, resilient and knowledge-driven region, where sustainable development, disaster risk reduction, health and education systems are strengthened through the active participation of private sector, youth and women in policy and decision making process to ensure equitable social welfare and long-term regional prosperity.

Strategic Objectives

- Promote policy coherence for sustainable development by aligning local, regional, and international efforts to effectively address SDG challenges and enhance regional cooperation.

- Mainstream a family-centered perspective across all social development policies, with priority given to initiatives that strengthen the family unit as a foundational social institution and strive to create a social environment that allows people to build and sustain families in accordance with their aspirations and values.

  Prioritize population-related issues by endorsing human capital as a driver of social advancement rather than conceptualizing it as a burden.

- Tackle irregular migration, transnational organized crime, including human and drug trafficking, poverty, inequality, strengthen family institution and promote conditions conductive for strong population structure by adopting inclusive social protection and environmental policies to improve living standards and overall well-being.

- Advance transformative urban development across the ECO region by fostering sustainability, innovation and resilience, and by levering the unique opportunity presented by the 13th World Urban Forum (WUF13) in Baku in 2026 – the first global forum of this kind to take place in the region.

- Establish a regional disaster risk reduction system to minimize disaster-related losses in lives and assets through integrated preparedness and response mechanisms.

- Establish a specialized working group within the ECO focused on the development of science and innovation.

- Empower youth and women by fostering their leadership, entrepreneurial capability and participation in development, entrepreneurship, and climate action to promote inclusive and resilient communities, through accessible financing mechanisms and transformative education,

while sustaining Youth and Women's Forums launched at the ECO Summit 2025 in Khankendi, as key platforms for engagement and collaboration across the ECO region.

- Strengthen regional health cooperation by addressing non-communicable diseases and advancing equitable, inclusive universal health coverage systems.

- Advance regional education and skills development by establishing frameworks for higher education, vocational training, and capacity-building, with a focus on youth and women's empowerment, as well as inclusive education systems that ensure access, participation and achievement for learners with disabilities, including development of teacher competencies, accessible learning environments, and individualized education plans.

- To design and implement a "Comprehensive Professional Development Program for Teachers' Use of Technology" across the ECO region, aimed at enhancing the digital pedagogical competencies of educators to ensure effective technology integration in classrooms.

- Develop disaggregated data systems, including disability data, to ensure evidence-based policymaking and inclusive progress monitoring across the ECO region.

- Establish regional training programs on inclusive education practices for teachers and educational administrators, focusing on curriculum adaptation, classroom support strategies, and collaborative teaching.

- Enhance sustainable development policies for the integrated management of water resources by the ECO member states to ensure efficient utilization by 2035.

Priority Areas & Policy Focus

- Sustainable Development

  - Ensure including a framework for mobilizing financial resources and operationalizing bankable projects.

  - Develop a regional action plan for SDG-aligned policy coherence and adopt scorecard-based monitoring systems for SDGs, human capital and inclusive development performance.

  - Institutionalize the ECO Forum on Sustainable Development to share experiences and challenges.

  - Address irregular migration, transnational organized crime, including human and drug trafficking, poverty, inequality and declining fertility rates.

    Strengthening the family institution and promoting population growth by maintaining the fertility rate above the population replacement level.

  - Promote sustainable development policies in the management of shared water resources and protection of water users' rights to ensure fair access and long-term resource preservation in the ECO region.

  - Promote the empowerment of youth and women for inclusive development by establishing regional platforms to support sustained engagement, communication, and leadership (networking), and by providing financing for youth and women-led projects.

  - Strengthen cooperation with international and regional organizations on SDG practices.

- Establish a dedicated platform within the framework of sustainable cities to promote collaboration, knowledge exchange, and integrated urban development across the ECO Region.

- Formulate ECO SDGs Performance Index - a benchmark mechanism, supported by Pakistan, to encourage data-driven reforms and transparent showcased via an ECO Dashboard.

- Establish an ECO SDG Accelerator Labs which designs cross-border solutions to common regional challenge

- Create ECO-Pakistan SDG Collaboration Taskforce which is led by Pakistan Ministry of Planning, Development & Special Initiatives, convenes biannually to showcase innovations in health, education, climate resilience, and digital governance to the ECO region and member states take turn to share success stories in SDG implementation.

- Disaster Risk Reduction (DRR)
  - Revise the ECO Regional Framework on DRR and its five-year roadmap and monitor its implementation.

  - Incorporate actions on youth, women, researchers and private sector engagement in climate resilience and disaster risk reduction (DRR) through technological innovation into ECORFDRR.

  - Leverage AI and emerging technologies, and appoint an ECO Ambassador for Climate and DRR to champion regional initiatives and advocacy.

  - Enhance the capacity and operational effectiveness of the ECO-RCRM.

  - Improve intergovernmental collaboration on DRR efforts.

  - Foster partnerships with global and regional organizations to exchange expertise and best practices.

  - Adopt a long-term "Eco-Invest" Program to invest in climate change and DDR and encourage private sector for green investment.

  - Ensure disability-inclusive disaster risk reduction policies, including accessible early warning systems and evacuation plans for persons with disabilities.

- Health
  - Update and implement the ECO Health Action Plan based on Member States' needs.

  - Build strong partnerships with WHO and other key organizations for technical and financial support.

  - Establish a Regional Consultation Mechanism for better cooperation on communicable diseases.

  - Promote health cooperation in line with the United Nations Sustainable Development Goals (SDGs) by further strengthening regional collaboration to enhance national healthcare systems, prevent and control communicable and non-communicable diseases, support the training and retraining of medical personnel, and expand access to equitable, inclusive and affordable healthcare services for all.

  - Promote role of youth and women in ECO Health Action Plan.

Adopt inclusive social protection frameworks addressing the needs of persons with disabilities, ensuring access to education, healthcare, employment, and community participation.

- Education
  - Strengthen regional education systems, harmonize academic standards and promote internationalization of higher education.
  - Develop an action plan for internationalizing higher education in the ECO Region and monitor its implementation.
  - Strengthen collaboration with ECO Educational Institute and other related global partners.
  - Conduct targeted training and capacity-building initiatives, with a focus on youth and women.
  - Prioritize educational reforms that integrate climate resilience, digital skills, and entrepreneurship in curricula.
  - Encourage youth and women participation in science, technology, engineering, and math (STEM).
  - Prioritizing the digital upskilling of the teaching workforce through standardized regional modules that focus on innovative teaching-learning methodologies and digital content creation.
  - Foster cultural cooperation to consolidate cultural affinities and common heritage that bind the people of the region and mobilize ECO's contribution to Member States' initiatives on intercultural dialogue.

- A new priority area titled "Inclusive Education" can be added under the Human Resources and Sustainable Development section:

Inclusive Education

- Strengthen inclusive education policies and practices across the ECO region by:
  - Supporting legislation and national strategies aligned with the UN Convention on the Rights of Persons with Disabilities (CRPD).
  - Promoting accessible learning environments and assistive technologies.
  - Encouraging collaboration among Ministries of Education, Health, and Social Services to ensure a holistic support system.
  - Enhancing peer-learning among member states through knowledge exchange and regional forums.
  - Promoting inclusive vocational education and supporting the transition of individuals with special needs into employment by encouraging member states to undertake coordinated efforts at both national and local levels, while fostering collaboration and knowledge exchange.

Expected Outcomes

i. Improved regional policy coherence on SDGs through actionable frameworks and coordinated implementation mechanisms.

ii. Development of a scorecard mechanism to track the performance of member states on inclusive development, SDGs, and human capital indicators

iii. Enhanced disaster resilience via a functional ECO Regional DRR system and operational ECO-RCRM.

iv. Expanded universal health coverage and strengthened response to non-communicable and communicable diseases through regional collaboration and the updated ECO Health Action Plan.

v. Elevated quality and access to education, including vocational, non-formal and higher education, with increased youth and women's participation and institutional cooperation.

vi. Greater inclusion of youth and women in leadership, problem-solving and entrepreneurship and regional policy processes across all HRSD priority areas.

vii. Operationalized regional platforms like the ECO Forum on Sustainable Development and ECO Youth and Women Engagement Mechanism for cross-sector collaboration.

viii. Strengthened monitoring, evaluation, and reporting systems, using data-driven tools to track progress on DRR, health, education and SDG implementation.

ix. Increased mobilization of resources and institutional capacity through strategic partnerships with UN bodies, development banks and civil society.

x. Strengthened cooperation in innovation, artificial intelligence and digital technologies.

xi. Mainstreamed cross-sectoral linkages, connecting HRSD with climate action, trade, agriculture and energy for integrated development outcomes.

ECONOMIC RESEARCH & STATISTICS

(Operating Tool)

Introduction

Economic Research and Statistics (ERS) has emerged as an important ECO pillar, advancing evidence-based policymaking and regional integration. Through platforms like the ECO Permanent Steering Committee on Economic Research (EPSCER), Meetings of Heads of National Statistics Offices (HNSO) and the High-Level Experts Group (HLEG) on Statistics, along with key outputs such as the Annual Economic Reports, ERS supports informed decision-making across the region. The forthcoming ECO Research Centre (ECO-RC) in Baku and the revitalized ECO Economic Journal (EEJ) will further strengthen ECO's analytical and intellectual foundation.

Vision Statement

To position ERS as a cornerstone for sustainable and inclusive socio-economic development, the Vision must explicitly address three key issues. First, it will focus on data harmonization and quality by establishing a common framework for data collection to ensure statistics are comparable and reliable across the region. Second, to address varying technical capacities, the Vision commits to capacity building and technical expertise through targeted training programs and knowledge-sharing initiatives for national statistical offices. Finally, it will bridge the policy-research divide by creating user-friendly platforms and fostering direct dialogue between researchers and policymakers, ensuring that high-quality data is effectively translated into actionable insights for all member states.

Strategic Objectives

- Operationalize the ECO Research Centre (ECO-RC) in Baku as a regional hub for economic research and innovation, with a specific mandate to produce applied research that addresses critical data gaps in intra-regional trade, investment flows, and sustainable development indicators.

- Elevate the ECO Economic Journal (EEJ) into a peer-reviewed internationally recognized publication, with a focused agenda on translating research findings into tangible policy recommendations.

- Institutionalize the ECO Think-Tank Forum, making it a recurring, high-level platform hosted across Member States, with a focused agenda on translating research findings into tangible policy recommendations.

- Produce applied research and analytical publications focused on key regional priorities such as trade, investment, transport, climate change, green economy, regional security, and food security and water efficiency. This will be supported by a commitment to using harmonized, high-quality data.

- Strengthen capacity building and knowledge exchange among national statistics offices and economic institutions.

Priority Areas & Policy Focus

- Regional Economic Analysis

  - Strengthen data collection and harmonization across Member States. This should include a commitment to overcoming data quality and comparability challenges by adopting common statistical standards and methodologies.

  - Develop comparative studies and benchmarking tools to support policy decisions, , while also addressing data gaps and a lack of standardized reporting. This ensures the analysis is comprehensive and reliable.

- Strengthen regional cooperation among the national statistical offices of ECO Member States in harmonizing data, metadata standardization, improving the quality and comparability of official statistics, and promoting the use of artificial intelligence (AI), Big Data, and digital technologies in the collection, processing, analysis, and dissemination of statistical data.

- Strategic Publications and Research

  - Focus on actionable research in trade, investment, sustainable development, transport, logistics, energy and resilience, while ensuring the research agenda is responsive to the real-time needs and emerging crises of the region.

  - Explore the socio-economic impacts of regional initiatives and global trends on ECO countries, with a particular focus on capacity building to ensure all member states can effectively contribute to and benefit from this research.

- Capacity Building and Networking

  - Support training, knowledge-sharing, and collaboration among statistical offices and research institutions.

  - Encourage youth and academic engagement through fellowships and research opportunities.

Expected Outcomes:

i. Full operationalization of the ECO Research Centre (ECO-RC) as a regional hub for economic research and innovation, and a clear mandate to produce applied research that directly informs policy.

ii. Establishment of the ECO Economic Journal (EEJ) as a respected, peer-reviewed international publication, achieved by implementing a rigorous editorial process and securing indexation in globally recognized academic databases.

iii. Regular convening of the ECO Think-Tank Forum as a key platform for high-level policy dialogue and research exchange, with a focus on ensuring diverse representation and a mechanism for translating forum discussions into concrete policy recommendations.

iv. Enhanced regional data harmonization and strengthened capacity of national statistics offices to support evidence-based policymaking, overcoming existing issues of data quality and comparability through technical assistance and a shared data framework.

v. Production of applied research and analytical reports addressing priority regional issues including trade, investment, climate change, green economy and food security and water efficiency, while ensuring that this research is accessible and easily understood by policymakers.

vi. Increased engagement of youth, women, businesses and academia in economic research through fellowships, advisory panels and collaborative networks, facilitated by a targeted outreach strategy and the removal of systemic barriers to participation.

vii. Development and launch of a digital ECO Statistics and Research Portal to improve transparency, data sharing and monitoring of regional progress, while also addressing data security and privacy concerns.

viii. Strengthened partnerships with international organizations, academic institutions and the private sector for co-funded research and knowledge exchange by establishing a clear and transparent partnership framework that defines mutual goals and resource commitments.

ix. The publication of the result of research conducted on the identified priority sectors in the ECO's "Economic Journal).

JUDICIAL & PARLIAMENTARY COORDINATION AND EAPA

(Operating Tool)

Introduction

Judicial and Parliamentary Coordination and the ECO Advocacy Programme for Afghanistan (JPC&EAPA) are key to strengthening judicial, law enforcement, and legislative cooperation among ECO Member States, promoting regional peace, security and sustainable development. Achievements during Vision 2025 include establishing the Plan of Interaction among Attorneys/Prosecutors General to combat transnational crime, advancing the operationalization of the ECO Regional Center for Cooperation of Anti-Corruption Agencies and Ombudsmen (RCCACO), strengthening legislative cooperation via the Parliamentary Assembly of ECO (PAECO) and its Charter, and successfully implementing the ECO Advocacy Programme for Afghanistan. Challenges persist, including delays in RCCACO's full operation, the absence of ECOPOL, and suspended activities in Afghanistan.

Vision Statement

Judicial cooperation, anti-corruption frameworks, law enforcement coordination and parliamentary collaboration across the ECO Member States will be institutionalized and strengthened. These efforts will foster a secure and rules-based regional environment conducive to economic integration. ECO will also work to reintegrate Afghanistan into ECO mechanisms, ensuring sustained regional support for its stability, prosperity, economic growth and sustainable development.

Strategic Objectives

- Enhance regional judicial cooperation among ECO Member States through institutional mechanisms and coordinated frameworks.
- Foster effective cooperation in the prevention of financial and organized crimes via operational platforms like RCCACO and ECOPOL.
- Promote legislative coordination among ECO parliaments through the institutional strengthening of PAECO.
- Sustain regional commitment to Afghanistan's development and reengagement with ECO.
- Build the institutional capacities of judicial and law enforcement agencies across the region through comprehensive training programs, enhanced resource allocation and improved inter-agency collaboration.
- Promote the exchange of experience and best practices among ECO Member States in the use of artificial intelligence (AI) and information technologies in law enforcement activities.

Priority Areas & Policy Focus

- Judicial Cooperation: Strengthen cooperation in this field through the Institutions authorized by the ECO Member States as Central Authorities.
- J Anti-Corruption Cooperation: Implement the Plan of Interaction and operationalize RCCACO to tackle financial and organized crimes.
- Law Enforcement Coordination Continue elaborates on improving intelligence and operational collaboration among law enforcement agencies.
- Parliamentary Engagement: Strengthen the mandate and functioning of PAECO, encouraging all Member States to ratify the Charter.

- Capacity Building: Expand training and knowledge-sharing programs to address emerging legal challenges (e.g., cybercrime, financial crime).

- Afghanistan Engagement: Facilitate dialogue and support mechanisms to enable Afghanistan's participation in ECO activities, subject to Member State consensus.

Expected Outcomes

i. Strengthened regional judicial cooperation through fully operationalized institutional mechanisms and enhanced coordination through fully operationalized institutional mechanisms and enhanced coordination among Member States' institutions authorized central Authorities.

ii. Effective establishment and functioning of the ECO Regional Center for Cooperation of Anti-Corruption Agencies and Ombudsmen (RCCACO), boosting anti-corruption efforts across the region.

iii. Development of a robust regional law enforcement coordination platform (ECOPOL or alternative) to improve intelligence sharing and cross-border crime prevention.

iv. Increased legislative collaboration through full ratification and active engagement within the Parliamentary Assembly of ECO (PAECO), supporting harmonized policies and rule of law.

v. Expanded capacity-building programs targeting emerging challenges such as cybercrime, financial crimes and organized crime, enhancing institutional competencies.

vi. Successful reintegration of Afghanistan into ECO mechanisms, enabling its meaningful participation in regional judicial, legislative and security cooperation.

vii. Sustained multi-stakeholder partnerships with international organizations and donors to ensure financial sustainability and technical support.

viii. Enhanced inclusion of women and youth in legislative processes via PAECO's dedicated committees, promoting diversity and regional stability.

ix. Regular monitoring and reporting frameworks established to track progress on judicial cooperation, anti-corruption initiatives, parliamentary activities and Afghanistan's engagement.

INTERNATIONAL RELATIONS

(Operating Tool)

Introduction

In today's interconnected world, challenges like technological change and population growth transcend national borders, making regional cooperation essential. The Economic Cooperation Organization (ECO), with its ten member states, faces shared transboundary issues that require regional collaboration. Strengthening partnerships with regional and international organizations and implementing existing cooperation frameworks are vital for effectively addressing these challenges.

Despite being one of the oldest regional groupings, ECO struggles with low visibility and impact. Enhancing its presence through streamlined web content, increased media engagement, and active participation in international forums will boost its profile. Moreover, fully activating and coordinating ECO's 24 subsidiary bodies will promote a unified, effective approach to achieving its goals.

Vision Statement

ECO aims to harness regional collaboration to tackle global and regional challenges, promoting sustainable development through strengthened and new partnerships. Committed to boosting its visibility and impact, ECO will enhance media engagement and actively participate in international events, fostering a cooperative and inclusive community for collective progress and a sustainable future.

Strategic Objectives

- Strengthening existing partnerships by actively participating in collaborative programs and initiatives.
- Establishing new agreements with international organizations which are beyond ECO's ambit.
- Increasing media presence through interaction, digital outreach, better material and publications
- Streamlining web content to effectively communicate ECO's mission, achievements, activities and ongoing projects.
- Engaging in international events to represent ECO's interests and showcase its contributions.
- Hosting side events at international events to make most participation
- Strengthening and fully operationalizing the ECO bodies
- Improving coordination among ECO bodies and with the Secretariat to maximize organizational efficiency and effectiveness.
- Encouraging ECO Member States to host major international events.

Priority Areas & Policy Focus

- **Increasing Synergies**
  - Developing a centralized digital platform, featuring shared calendars, document repositories, and project management tools, to facilitate seamless coordination among the ECO Secretariat and ECO bodies.
- **Strengthening Subsidiary Agencies**

- Launching targeted outreach programs such as presentations, regional workshops, and bilateral meetings, to engage potential Member States, highlighting the benefits of joining ECO Subsidiary Agencies.

- Offering training and development programs to enhance the capabilities of agency staff and member representatives.

- **Hosting Sideline Events**

  - Developing and publishing an annual calendar of sideline events at major international forums.

  - Collaborating with regional and international organizations and host countries to co-organize events that align with global agendas and ECO priorities.

  - Planning and executing at least two sideline events annually at major UN conferences and member state-hosted events.

- **Media Engagement and Presence**

  - Establishing a dedicated media team to manage public relations and increase ECO's visibility.

  - Developing a comprehensive media strategy to engage with international media outlets and promote ECO initiatives.

  - Utilizing social media platforms to share updates, success stories, and upcoming events to reach a wider audience.

  - Organizing press conferences and media briefings to highlight key achievements and upcoming projects.

  - Creating engaging content, such as videos and infographics, to effectively communicate ECO's impact and goals.

Expected Outcomes

i. Strengthened existing collaborations and new agreements with international organizations will improve ECO's capacity to address transboundary challenges effectively.

ii. ECO's media presence, web content, and participation in international forums will be significantly enhanced, raising public awareness and stakeholder engagement.

iii. All ECO subsidiary agencies will be active and well-coordinated, promoting organizational efficiency and cohesive implementation of ECO's mandates.

iv. Centralized digital platforms and streamlined communication channels will enable seamless cooperation among the Secretariat, subsidiary bodies, and member states.

v. A dedicated media team and comprehensive communication strategy will effectively promote ECO's achievements and goals to a wider audience.

Science, Education and Culture

Introduction

Building upon the mandates of ECO Science Foundation, the ECO Educational Institute and the ECO Cultural Institute outlined our collective commitment to advancing cutting-edge research, facilitating the digital transformation of education and strengthening cultural diplomacy. These efforts will serve as key catalysts for fostering shared innovation, social cohesion and sustained growth across the region.

Vision Statement

To establish the ECO region as a knowledge – based, culturally vibrant and inclusive community by 2035, where advanced scientific research, equitable education, and shared cultural heritage serve as the foundational pillars of regional integration, innovation, and sustainable development

Strategic Objectives

- Elevate Regional Research: To promote regional research cooperation in priority domains such as Artificial Intelligence, Biotechnology, Circular Economy, Green Technologies and Smart Cities through the establishment of joint centers of excellence, coordinated by the ECO Science Foundation.

- **Accelerate Digital Transformation**: To transform digitally education and research by launching inclusive regional platforms that prioritize underserved and less-developed areas, under the guidance of the ECO Educational Institute. To Encourage Member States to initiate joint efforts towards the development of a regional digital cultural heritage platform, including integrated museum and information systems, drawing on best practices such as Türkiye's National Museum Information System (MUES), to support sustainable tourism, digital promotion, and coordinated cultural heritage management.

- **Strengthen Cultural Diplomacy**: To reinforce cultural diplomacy and civilizational dialogue by leveraging the region's shared historical and cultural heritage, particularly along historic routes such as the Silk Road, led exclusively by the **ECO Cultural Institute.**

- **Enhance Inter-School Collaboration in Primary and Secondary Education:** To cultivate a foundation of regional solidarity and shared civilizational consciousness by facilitating various partnerships, student exchange programs, and joint extracurricular projects centered on the region's common religious, historical, and cultural heritage.

- **Empower Youth and Women**: To empower youth and women as primary drivers of sustainable development through scholarships, academic exchange programs, and green/climate education initiatives, in a collaborative effort among the three ECO institutions.

- **Cultivate International Partnerships:** To attract international collaborations and mobilize resources from organizations such as UNESCO, the Shanghai Cooperation Organization (SCO), BRICS, and global academic networks, with coordination provided by the ECO Regional Committee and specialized contributions from each institution.

Priority Areas & Policy Focus

ECO Science Foundation (Islamabad)

- Establish 5 joint regional research centers by 2030.

- Form a regional university network with a minimum of 20 member universities by 2032.
- Expand scholarship and research fellowship programs in emerging technologies.

ECO Educational Institute (Ankara)

- Launch the ECO Regional Digital Education and Research Platform with multilingual content.
- Design and implement green and sustainability education programs in cooperation with the ECO Science Foundation and the ECO Cultural Institute.

ECO Cultural Institute (Tehran)

- Organize regular regional events focused on culture, arts, sports, and tourism to highlight our shared heritage.
- Produce and disseminate multilingual media content.

Expected Outcomes

- 5 regional research centers to become operational by 2030.
- A 60% increase in student and researcher participation in academic exchanges by 2035.
- 80% coverage of underserved areas by the digital education platform by 2028.
- The delivery of 8 cultural festivals and 10 co-produced media works by 2035.
- A 50% increase in student and teacher mobility specifically for primary and secondary education levels by 2035
- The mobilization of USD 15 million in international resources by 2035.
- The training of 100,000 youth and women in green and sustainability programs by 2035.
- The participation of at least 20 universities in the ECO University Network by 2032.
- A 20% improvement in the ECO region's Global Innovation Index (GII) ranking by 2035.
- ECO's achievements and goals to a wider audience.

Economic Cooperation Organization
ECO

No: ECO /2026/507

Priority: Urgent
Date: 15/6/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization presents its compliments to the Ministry of Foreign Affairs of the Islamic Republic of Iran, and the Embassies of the ECO Member States in Tehran, and has the honour to enclose Notes Verbales dated June 14, 2026, received from the Embassies of the Republic of Türkiye and the Republic of Uzbekistan along with some fresh proposals on the Draft Strategic Goals of Economic Cooperation 2035.

The Secretariat of the Economic Cooperation Organization avails itself of this opportunity to renew to the Ministry of Foreign Affairs of the Islamic Republic of Iran, and the Embassies of the ECO Member States in Tehran, the assurances of its highest consideration.

ECONOMIC COOPERATION ORGANIZATION

All ECO Member States - Tehran

ECO Secretariat - No. 1, Golbou Alley, Kamranieh, Tehran, Iran - Postal Code: 19519 33114 - P.O.Box: 14155-6176
Tel: +98 (21) 22831733-4 Fax: +98 (21) 22831732 Email: registry@eco.int Website: http://www.eco.int

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Economic Cooperation Organization
ECO

DRAFT

STRATEGIC GOALS OF THE ECONOMIC COOPERATION – 2035

ECO VISION 2025

BRIEF BACKGROUND

Adopted in 2017, ECO Vision 2025 served as a strategic framework guiding the Economic Cooperation Organization (ECO) toward sustainable economic growth, enhanced regional connectivity and deeper socio-economic development. It focused on key sectors such as trade & investment, transport & connectivity, energy & environment, tourism, economic growth & productivity, and social welfare. The Vision aimed to align regional efforts with global sustainable development goals, supported by structured monitoring mechanisms.

While implementation remained uneven across sectors, moderate progress was witnessed in trade sector, whereas notable advancements were seen in regional energy cooperation, corridors development, agriculture & food security, tourism promotion, etc. Financial constraints and insufficient engagement by Member States emerged as recurring challenges. The ECO Vision Midterm Review in 2021 and the ECO Vision Review Committee in 2024 identified both accomplishments and gaps, leading to prioritized efforts in the final phase.

The deliberative process laid the foundation for formulating a more inclusive, responsive and target-based strategy for the upcoming decade, with stronger ownership, realistic goals and enhanced regional collaboration at its core.

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STRATEGIC GOALS OF THE ECONOMIC COOPERATION – 2035

OVERVIEW

The formulation of Strategic Goals of the Economic Cooperation - 2035 represents a renewed opportunity to articulate a forward-looking regional strategy that is both ambitious and grounded in practical realities. Building on the experiences and outcomes of Vision 2025, the new document is designed to address the evolving socio-economic landscape, regional and global dynamics. Mandated by the 28th Council of Ministers Meeting, ECO Strategy 2035 aims to guide the Organization toward a future characterized by sustainable development, deeper regional integration and equitable prosperity for all member states.

Central to the development of this document is a strong commitment to inclusivity and participatory governance. While Vision 2025 largely emerged from intergovernmental dialogues, the new strategic process places greater emphasis on engaging various societal groups to ensure a multidimensional and responsive approach. To broaden the ownership of the new roadmap, an inclusive approach to formulate the document has been developed.

In addition to reaffirming ongoing priorities, the new document incorporates several emerging areas that were not featured in ECO Vision 2025 but have been actively pursued in the years since. These include economic research & statistics (ERS), international relations (IR), judicial and parliamentary cooperation (JPC), the ECO Advocacy Program for Afghanistan (EAPA) and human resources and sustainable development (HRSD). This reflects the Organization's broader and more integrated strategic outlook for the coming decade.

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CORE PILLARS

Advancing Sustainability

ECO is committed to fostering sustainable, inclusive growth by aligning regional efforts with global development goals. The focus will be on addressing regional priorities while ensuring that progress is balanced with environmental responsibility, social equity and long-term economic resilience. A stable and peaceful environment remains a fundamental pillar for this sustainable development.

Strengthening Regional Integration

Our diverse region holds immense potential for economic cooperation. ECO will work to deepen regional integration through enhanced infrastructure, harmonized policies and collaborative initiatives. By building on cultural ties and shared interests, ECO aims to create a more cohesive economic space that benefits all member states, encouraging mutual growth and stability.

Fostering Innovation and Inclusive Growth

To promote entrepreneurship, job creation and targeted technological upgrading, ECO will create an enabling environment supported by transparent governance and equitable access. This includes empowering local businesses, enhancing education and skills development and fostering technological advancements. By nurturing a business-friendly climate, ECO seeks to drive inclusive development that benefits all sectors of society.

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SECTORAL APPROACH

In formulating Strategic Goals of the Economic Cooperation - 2035, a structured and comprehensive approach has been applied to develop sector-specific strategies that align with the Organization's long-term goals. This approach ensures that each sector's role is clearly defined within the broader framework of ECO, building on the lessons and achievements of Vision 2025 while addressing the challenges encountered during its implementation. By reflecting on the past, the new document provides a target-specific strategy for regional cooperation and development, with a sharper focus on inclusivity, sustainability and innovation.

The process involved developing clear and forward-looking statements for each sector, ensuring that these are realistic, measurable and impactful. Strategic objectives have been identified to guide each sector, with a focus on achievable outcomes by 2035. Priority areas and policy focus, along with expected outcomes are outlined to ensure that each sector addresses areas requiring immediate and sustained attention. The following sectors form the foundation for the targeted actions of the new document:

TRADE & INVESTMENT

Introduction

Trade is the main driver of economic growth. While the ECO region has made notable strides, challenges such as the absence of a fully operational preferential trading system, high trade costs due to high intra-regional tariffs and non-tariff barriers, banking and payment issues, and inadequate financing continue to hinder progress. Global shifts toward protectionism and re-defined trade norms further impact the region's trade performance. Despite contributing over USD 1 trillion to global trade for three consecutive years, intra-regional trade remains low at just 8.8%, signaling untapped potential. ECO's most important Key Performance Indicator (KPI) is "intra-regional trade", which unfortunately remains one of the Organization's concern as only 8% share of intra-regional trade in ECO's world trade, cannot be justified. One major reason for the organization's inability to meet the full targets is lack of effective means, ownership and monitoring for implementation of the agreements by the Member States. To realize this potential, the region must accelerate efforts for implement preferential trade under ECO Trade Agreement (ECOTA), implement effective trade facilitation framework, harmonize standards, ensuring efficient trade payment systems, and promoting FDI in priority sectors.

In order to enhance youth's participation in the ECO initiatives, there is a need for an accentuated representation of youth in the ECO National Chambers of Commerce and ECO CCI to promote meaningful and structured participation of youth in policy formulation. Greater facilitation for the youth entrepreneurs/SMEs with easier access to trade financing through national institutions/ECO TDB programmers, and technical assistance opportunities to engage in cross-border trade initiatives in Public-Private Partnerships (PPPs), will accelerate infrastructure development, entrepreneurial digital activity and inclusive growth.

Although, noteworthy progress has been made under ECO Vision 2025, with progress made to:

i. Initiate negotiations to amend and update ECOTA with view to increase its membership and implement it,
ii. Adoption of the Trade Facilitation Strategy,
iii. Initiation of technical consultations on Trade Facilitation Agreement,
iv. Operationalization of 'Agreement on Promotion and Protection on Investment' and
v. Adoption of the 'MoU on Joint Trade Promotion Activities in the ECO

These important milestones, which have been achieved under the implementation matrix of ECO Vision-2025, have significant bearing on laying the foundation for a more integrated, resilient and dynamic trade and investment landscape by 2035.

Vision Statement

To achieve sustainable growth with greater and greener intra-regional trade and investment in the ECO region and contribute to the global trade and investment commensurate to the potential of the region.

Strategic Objectives

- To ensure sustainable increase in intra-regional trade with an efficient and operational preferential trading system under ECOTA and its progressive liberalization, to a regional trade and increase ECO share in the global trade, attract greater investment into the region to tap trade investment potential of the region, diversify regions' exports.

- To enhance investment cooperation among member states and achieve national, regional as well as sustainable development goals by attracting Investment in priority sectors under APPI and IPAs collaboration.

Priority Areas & Policy Focus

- Enhanced intra-regional trade through:

  - Paying special attention to simplifying trade in goods and services by gradually eliminating technical and non-tariff barriers to trade. Only five Member States have signed the ECOTA, so far. We need to rope-in all Member States, and endeavour towards expanding membership of ECOTA and ensure its earliest implementation.

  - Strengthen regional economic cooperation within the ECO framework, in accordance with the goals of ECO Vision-2025. By 2035, discussions should be initiated to identify practical arrangements that will enhance mutual trade and economic ties. Member States and the Secretariat need to prepare the required groundwork at national and regional levels.

  - Strengthen the role of ECO Trade Development Bank by expanding the Bank's memberships and increasing its capital to support the Bank's operation including bolster project funding in trade sector. Broaden its correspondent banking relationships through open accounts with other banks and explore financing options in multiple currencies. Furthermore, deepen collaborative relationships with relevant international and regional organizations to amplify financing the priority projects in priority areas with active role of ECO TDB.

  - Improve Trade Facilitation in the region by implementing ECO Trade Facilitation Strategy (TFS) with a view to imbibe greater transparency, predictability and uniformity in cross border trade by:

    a. Removing technical barriers to trade,
    b. Removing non-tariff barriers through automation of procedures, harmonization of policies etc.
    c. Strengthening cooperation in practical digital solutions, artificial intelligence and use of digital technologies, and e-commerce.

  - Finalize ongoing negotiations or ECO Trade Facilitation Agreement.

  - Adopt a Regional Investment Facilitation Strategy with an aim to:

    a. Harmonize investment regulations, simplify administrative procedures, Improve the region's business environment by reducing costs, and attracting sustainable investment with appropriate incentives
    b. Promote intra-regional trade with enhanced participation across ECO Member States to develop regional supply chains, contributing to regional value chains and connect with global value chains.

  - Implement "ECO Invest" Program drafted by the Republic of Uzbekistan to strengthen cooperation among ECO Member States by improving the investment climate, increasing inflow of mutual foreign direct investment (FDI) and enhancing investment efficiency.

  - Adopt 'Regional Quality Policy' drafted by ECO-UNIDO Joint Trade Capacity Building Project, and utilize ECO-RISCAM to promote harmonized standards, conformity assessment procedures and best practices in the region for risk free, predictable and cost effective intra-regional trade.

  - Implement Joint Trade Promotion activities in the ECO by organizing meaningful trade promotion events in the region to enhance business engagement through closer ties among the national trade bodies and Export Promotion Agencies to foster cross-border partnerships and joint export promotion activities on digital platforms.

- Ensure participation of business communities of the region through ECO Chamber of Commerce and Industry, as critical in following:

  a. Establishment of a permanent Secretariat of the ECO Chambers of Commerce and Industry (ECO CCI) for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.
  b. Create unified digital platform of the ECO national chambers in the ECO CCI to establish an online database to provide information on trade *(export and import)* opportunities in the ECO region, and national regulations/mutual recognition of the quality certification, markets' conditions in the region etc., to help traders in the region.

- Given the difficulty in trade related payment systems which hampers movement of goods and services, may focus on trade in national currencies among ECO Member States as a catalyst and accelerator.

- Create an online mentors' network aimed at supporting young entrepreneurs in the member states of the ECO;

- Develop a unified online platform for small and medium-sized business representatives.

- Enhanced National & Intra Regional Investment through:

  - Upgrading a Comprehensive ECO Investment Platform to facilitate identification of investment opportunities, connect investors and projects, provide up-to-date information on investment regulations in member countries by providing project database, investor profiles, risk assessment tools and market analysis.

  - Focusing on priority sectors such as infrastructure, renewable energy, information and communication technology (ICT), tourism and agriculture.

  - Develop human resources and knowledge sharing by joint training programs, scholarships in investment facilitation, management, finance and expert exchanges.

  - Strengthening private sector cooperation by encouraging them to identify opportunities, implement project as well as financing them through organizing investment conferences and exhibitions, facilitation of the formation of investment consortiums.

  - Cooperation the IPAs of the member states to promote and market investment opportunities, providing integrated services to investors, facilitate the creation of funds that can finance large scale regional projects and attract financial resources from international and regional institutions for these funds.

Expected Outcomes

i) Conclusion (Türkiye April 9, 2026) of re-negotiations to amend ECOTA text, and implement the ECOTA with full ECO Membership.
ii) Progressive development of ECOTA's scope to promote broader opportunities for intra-regional trade by 2035.
iii) Implementation of the adopted ECO Trade Facilitation Strategy (Türkiye April 9, 2026) to improve trade facilitation in the region.
iv) Finalize ongoing negotiations for ECO Trade Facilitation Agreement.

v) Implement ECO agreements in Customs i.e. ECO Agreement on Smuggling and Customs Offences Data Bank, ECO Agreement on Mutual Administrative Assistance in customs Matters, encourage wider use of EDI and digital trade, etc.
vi) Full operationalization of ECO-RISCAM and adoption of the 'Quality Policy' to streamline conformity assessment and boost trade in industrial and agricultural products.
vii) Pursue all ECO Member States to sign/ratify the 'Agreement on Protection and Promotion of Investment' and Implement a 'Regional Investment Facilitation Strategy' by 2035.
viii) Sign and ratify the adopted 'MoU on Joint Trade Promotion Activities in the ECO' and organize meaningful trade promotion events in the region. The ECO country assuming annual ECO chair, may organize one 'ECO Trade Fair'.
ix) Establishment of a permanent Secretariat of the ECO Chambers of Commerce and Industry (ECO CCI) for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.
x) Operationalize the ECO Re Insurance Company for secure trade in the region.
xi) Initiate technical discussions on establishing trade in national currencies among ECO Member States.
xii) Stronger coordination mechanisms involving the ECO Secretariat, Member States, and private sector stakeholders for effective policy implementation and initiative ownership.
xiii) Enhanced cooperation with tangible results among Member States in the field of investment promotion, attraction and facilitation
xiv) Strengthening tax cooperation by following up on holding ECOTAX meetings.
xv) Establishment of ECO Clearing Union as a matter of urgency.

TRANSPORT & COMMUNICATIONS

Introduction

The transport and ICT sectors are vital enablers of regional integration, economic growth, and sustainable development in the ECO region. They are both self-completed and overwhelming, thus fairly suggested to be divided operationally by decision of ECO Foreign Ministers at their last meeting (Mashhad Communiqué). In the meantime, until the division is completed the Secretariat's Transport and Communications Directorate will keep working in this unified domain. Enhancing physical connectivity through efficient regional transport systems and boosting digital integration via harmonized ICT policies are central goals. Notable progress has been made in operationalizing transport corridors and upgrading infrastructure, though challenges remain in customs inefficiencies, policy harmonization, and limited private sector engagement. Together, transport facilitates trade and mobility, while ICT drives innovation, competitiveness, and digital connectivity across member states. Furthermore, in to execute and realize the decisions and mandates of Member States in transport sector fully as well as establish strong liaison mechanism between the related sections in each Member States to expedite and facilitate the assigned duties, it is necessary to create some changes in the structure and function of transport and communication sector in ECO Secretariat.

Vision Statement

To establish a seamlessly connected and integrated ECO region by enhancing road, rail, air and maritime transport networks, supported by smart ICT systems. This comprehensive approach to regional connectivity aims to increase transport and transit between the Member of ECO region, managing transport flows, facilitate efficient cross-border movement of goods and people, strengthen economic interdependence and promote sustainable development. By aligning infrastructure and policy frameworks, the initiative seeks to deepen regional integration and cooperation among ECO member states.

Strategic Objectives

- Ensure full operationalization and commercialization of the major ECO transport corridors, through infrastructure upgrades and legal frameworks, developing multimodal transport, centralized management of corridors, implementing the roadmap of each corridors and supporting the role of the transport operators and private sector in promotion of transit and trade and extending ECO corridors to out of ECO region corridors and freight sources. It is essential to streamline customs and transportation-associated procedures.

- Harmonize transport regulations and customs procedures across ECO member states, through coordinated implementation of the ECO Transit Transport Framework Agreement (TTFA).

- Digitalize transport sector, corridors and transit facilities, including border crossing procedures.

- Accelerate the establishment of the ECO Digital Transport and Customs Office in Tashkent. (Uzbekistan).

- Achieve deep/wide broadband internet penetration across all ECO member states by 2030, with special focus on rural and underserved areas.

- Develop and launch a regional digital platform for trade, e-governance, and knowledge-sharing, enabling secure data exchange and fostering digital entrepreneurship across ECO countries.

- Strengthen cooperation among national IT parks, promote mutual exchange of experience and best practices, and support IT companies' access to the markets of ECO member states.

- To encourage experience and mutual knowledge sharing among Technology Park companies operating in the ICT sector.

- Application of emerging technologies such as Internet of things (IoT), Artificial Intelligence (AI), Big Data, Blockchain, Machine learning, Quantum Computing, 5G, Digital Twin.

- Establish an AI Cooperation Platform within the ECO framework to promote joint AI projects, technology exchange, and regional coordination among member states. (Uzbekistan).

- Expand the ECO regional cooperation framework in digital skills development and IT education to strengthen human capital, support AI capacity-building, and enhance regional collaboration among member states. (Uzbekistan).

Priority Areas & Policy Focus

- Ensure the full and active participation of all ECO member states in the comprehensive implementation of the ECO Transit Transport Framework Agreement (TTFA), with the aim of harmonizing customs and transit regulations, reducing delays and facilitating seamless cross-border movement.

- Prioritize investment in regional corridors, including through public-private partnerships (PPPs) and multilateral funding to upgrade and expand transport infrastructure across corridors.

- Develop ECO Gates - multimodal logistic hubs, Caspian and open seaports, inland dry ports, encourage interoperability in transport systems and equipment, enhance the logistical interconnectivity of ECO Member States and align technical standards across member states to ensure integrated road, rail, sea and air networks for seamless transport.

- Increase the number of container trains on regional rail corridors and further promote the safe, sustainable and high-quality development of rail transport.

- Develop international passenger rail transport and tourism between the Member States mainly between the capital cities and cultural and touristic centers of Member States.

- Promote transit, transport and connectivity in line with the third priority of the Awaza Programme for Landlocked Developing Countries (2024–2034), focusing on developing regional transport corridors, enhancing multimodal networks and harmonizing cross-border transit procedures.

- Create conditions for the integration of digital transport systems between ECO Member States,, develop common cyber-security standards and establish regional data protection as well as regulatory frameworks to strengthen the regional digital ecosystem.

- Prioritize the corridors connecting the ECO region to China, Persian Gulf and Europe.

- Establish cooperation among national IT parks and support them through the creation of international IT Hubs, fostering collaboration, innovation, and integration within the ECO region.

- Enhance the involvement of youth, women, and the private sector in the transport and ICT sectors through the region.

- Promote the exchange of best practices and successful experiences among ECO Member States in the development and application of artificial intelligence technologies, including public sector, education, healthcare and industry use cases. (Uzbekistan).

- Encourage cooperation in the development, adaptation and responsible use of open-source artificial intelligence models, datasets and educational resources, taking into account national priorities and local languages of ECO Member States. (Uzbekistan).

- Expand cooperation in artificial intelligence education and digital skills development through joint training programs, workshops, seminars, expert exchanges and capacity-building initiatives among ECO Member States. (Uzbekistan).

- Strengthen collaboration among universities, research institutions, technology parks and innovation centers through joint research activities, academic exchanges, internships and knowledge-sharing programs in emerging digital technologies. (Uzbekistan).

Expected Outcomes

i. Full operationalization and commercialization of major ECO transport corridors through infrastructure upgrades, completing the missing links and harmonized regulations. Developing multimodal transport, centralized management of corridors, implementing the roadmap for each corridors and supporting the role of the transport operators and private sector in promotion of transit and trade extending ECO corridors to out of ECO region corridors and freight sources.

ii. Streamlined and digitalized border procedures across all member states under the ECO Transit Transport Framework Agreement (TTFA).

iii. Establishment of multimodal logistics hubs (ECO Gates), integrated transport networks (road, rail, sea, air) and reduced cross-border transit time.

iv. Integration of Awaza Programme priorities into ECO transport strategy, leading to improved regional corridors, harmonized transit procedures and strengthened connectivity among member states.

v. Achieve deep/wide broadband internet penetration across ECO member states by 2030, with improved digital access in rural areas.

vi. Launch of a regional digital platform for trade, e-governance and digital transformation, transport documents, supporting secure data exchange and entrepreneurship.

vii. Adoption of cyber security and data protection standards to enhance the digital ecosystem and establishing electronic data exchanging between transport authorities as well as the customs of the Member States.

viii. Strengthened public-private partnerships and increased investment in smart and prioritized infrastructure, project and ICT-enabled services.

ix. Enhanced regional cooperation in transport, trade, tourism, agriculture, education and health through improved physical and digital connectivity.

x. Development of digital skills among the population and youth, and establishment of regional IT Hubs in cooperation with national IT parks.

xi. Greater collaboration in the application of emerging technologies, including the establishment of ECO bodies/centers, e.g. on Applied Artificial Intelligence.

xii. Establishment of the single window for issuing flight permits to facilitate the passage of cargo and passenger flights in the regional airspace, especially on China-Europe routes.

xiii. Establishment regional capacity committee and technical supervision in field of transport and transit including Civil Aviation, Rail, Road and Maritime.

xiv. Establish regional standards in artificial intelligence to accelerate the creation of the ECO AI Centre.

xv. Creation of a unified regional AI ecosystem, expansion of cross-border cooperation, implementation of joint AI initiatives, and adoption of coordinated approaches to the regulation and safe use of artificial intelligence technologies. (Uzbekistan).

xvi. Development of a skilled regional digital workforce, increased mobility and cooperation among young IT professionals and researchers, wider participation of women in the digital economy, and strengthened regional capacity in AI, innovation, and digital transformation. (Uzbekistan).

ENERGY, MINERALS & ENVIRONMENT

Introduction

Regional cooperation in energy, minerals, and environment is vital for sustainable development in the ECO region. Energy has always been a priority area of cooperation within ECO since its inception. Availing abundant traditional and renewable energy resources, ECO aims to increase energy market integration and enhance the energy security through adequate, sustainable, reliable and affordable energy supplies in the region. Over the past decade, ECO has been mainstreaming sustainable energy transition and low-carbon development model in its overall energy agenda. The regional transition journey has started, however a multiplicity of political, economic, and social challenges persist in this pathway. The mineral sector, a key driver of industrial growth, also holds untapped potential for

regional collaboration. The ECO countries encounter significant environmental and climate challenges, which have necessitated enhanced collaboration for ecological protection in the ECO region. The environment and impacts of climate change were designated as ECO's cross-sectoral priority. ECO countries must responsibly harness energy and mineral resources while advancing ecological protection and contributing to global climate resilience efforts.

Vision Statement

To foster a thriving, sustainable, and resilient ECO region via responsible management of energy and mineral resources, pursuing the irreversible just and sustainable energy transition and stronger energy-environment nexus approach to promote economic development, protect the environment for future generations, and collaboratively tackle climate change while enhancing regional cohesion. This requires our countries to coordinate and unify their efforts on the global environmental agenda and to involve key stakeholders, particularly the private sector, youth, and women.

Strategic Objectives

- Enhance regional energy security and sustainability through wider energy access and trade: ECO will facilitate diversification of energy mix, improving energy connectivity, enabling and upgrading policy and regulatory framework, and strengthening the role of ECO region in global energy architecture.

- Create Regional Power System Connectivity and Electricity Market: Multilateral and multidirectional power trading linked to the integration of renewable energy resources will be established gradually at the sub-regional and regional levels through harmonization and mobilization of bilateral and multilateral electricity grids under the single platform.

- Mainstream Sustainable Energy Transition: ECO will support unlocking the ECO region's renewable energy and energy efficiency potential, market expansion and transformation of sustainable energy into local energy value chains, and creating an enabling environment for robust sustainable energy markets and investments, particularly via the ECO Clean Energy Centre.

- Promotion of production and deployment of high-tech energy equipment: support for local manufacturing and technology transfer in renewable energy and energy efficiency, alongside the development of innovative solutions and joint research projects to strengthen the region's industrial capacity.

- Forge Sustainable Resource Management: ECO will contribute to the sustainable management of mineral resources in the ECO region underpinned by a set of regional actions and a multi-year ECO Roadmap on Minerals Cooperation, to be adopted and implemented.

- Strengthen Environmental Protection and Resilience to tackle the triple planetary crisis – climate change, pollution and biodiversity loss: ECO will develop regional regulations to improve resource efficiency and manage emissions, waste, and other pollutants from various activities, thereby protecting ecosystems and public health. Furthermore, the robust collective attitude that engages the entire region in environmental action on climate, biodiversity, desertification and other relevant areas will be achieved to enable ECO to be recognized as a regional group/partner in the global environmental community.

- Implement the ECO Electricity Networks Operation Convention(ECO-ENOC) to strengthen cross-border operational coordination, emergency preparedness, and system reliability. This includes harmonizing regulatory frameworks for generation, transmission, and demand-response management, advancing grid moderation foe renewable integration to mitigate supply disruption and climate-related risks.

- Establish specialized consortiums among Member States to enhance short-term project efficiency, optimize resource utilization, and accelerate implementation timelines by leveraging shared expertise and capacities by 2035.

Priority Areas & Policy Focus

- Sustainable energy transition, particularly policy, capacity development and knowledge management, as well as market and investment promotion in renewable energy and energy efficiency infrastructure, services, businesses and industry with the strong support of the ECO Clean Energy Centre.

- Establishment of the ECO Regional Electricity Market, most notably multilateral, multidirectional power trading linked to the integration of renewable energy resources for harnessing the benefits of larger integrated systems.

- Sustainable resource management with the focus on creating stronger regulatory environment, investing in sustainable mining practices and technologies, and bolstering multi-stakeholder approach and international partnerships, as well as capacity-building and public awareness-raising in minerals.

- Environmental protection and shift to low-carbon development model, including integration and mainstreaming environmental safeguards into national development plans and projects, promotion of a regional cooperation platform that will advocate for a just transition to a resource-efficient, circular, and regenerative economy, and implementation of climate action on adaptation and greenhouse gas emission mitigation with enhanced inclusion of businesses, women and youth.

- Support for the production and dissemination of high-tech energy equipment, including localization of solar panel, wind turbine, battery, and smart meter manufacturing, as well as fostering technology transfer and joint innovation projects.

- Ensuring regional supply chain security for the critical minerals required to manufacture solar panel, wind turbine, battery, and smart meter manufacturing.

- Adopting water-saving technologies in energy and mining sectors for environmental protection with regard to the region's sustainability strategy.

- Supporting the security of supply for critical minerals by developing sustainable and integrated recycling systems capable of recovering critical minerals—such as lithium, cobalt, and silicon—from end-of-life solar panels and batteries, with the aim of effectively utilizing waste generated when technologies like solar panels, wind turbines, and battery systems reach the end of their commercial lifespans.

- Establish a dedicated environmental fund within the Organization to support advanced innovations in air purification.

- Formation and promotion of consortiums among ECO member countries to pool technical, financial, and human resources, thereby boosting the efficiency and timely completion of regional agricultural and industrial projects.

- Promote the formulation, alignment, and implementation of the cross-border "GREEN PROGRAM" of the ECO Member States for 2026–2030, designed to advance afforestation in desert areas and mitigate the risks of natural disasters. (Uzbekistan)

Expected Outcomes

i. Expansion of local production and deployment of advanced energy equipment, stimulating regional industrial cooperation, job creation, and innovation uptake.

ii. Enhanced regional energy security and sustainability through expanded access, diversified energy mix, improved connectivity and strengthened policies aligned with global energy trends.

iii. Established integrated regional power system and electricity market, enabling multilateral and multidirectional power trading and better integration of renewable energy resources.

iv. More diverse and resilient energy architecture will be supported through accelerated sustainable energy transition by unlocking regional renewables potential, expanding markets, transforming local value chains and attracting investments via dedicated ECO clean energy initiatives, including ECO Clean Energy Center.

v. Improved sustainable mineral resource management guided by a multi-year regional cooperation roadmap, fostering responsible mining practices and technology upgrading.

vi. Strengthened environmental protection and resilience targeting resource efficiency, emission and pollution control, ecosystem preservation and coordinated climate change, biodiversity and desertification actions.

vii. Developed robust legal, regulatory and institutional frameworks, and tailored action plans aligned with the strategic objectives through multi-stakeholder collaboration, including government, private sector and communities.

viii. Mobilized sustainable financing and public private partnerships to support clean energy, sustainable mining, and climate action projects.

ix. Addressed major resource-related challenges, most notably adequate and reliable financing, human and institutional capacity underpinned by knowledge and science, and effective use of available resources.

x. Mobilized sustainable financing from domestic and international sources, public-private partnerships and regional funds to support clean energy, sustainable mining, and climate action projects.

xi. Integrated ECO strategies with global sustainability agendas (e.g., SDGs, Paris Agreement, Baku Climate Unity Pact) and established monitoring systems for transparent progress tracking.

xii. Engaged businesses, youth, women, and researchers actively in environmental sustainability and sector development, fostering innovation, advocacy, capacity-building and inclusive participation.

xiii. Strengthened regional and international partnerships to enhance technology transfer, build indigenous green technology ecosystems, and promote circular economy and just transition principles that leaves no one behind.

xiv. Collaborative partnership under the ECO Electricity Networks Operation Convention (ECO-ENOC) to systematize exchange of technical expertise, operational best practices, and crisis management protocols. Establish regional platforms to accelerate innovation, enhance grid resilience, and harmonize regulatory approaches. This synergy will optimize resource utilization, mitigate systematic risks, and enable collective responses to emerging challenges such as renewable integration, cyber threats, and climate-induced disruption.

xv. Enhanced project efficiency and expedited delivery through the establishment of cross-border consortiums, fostering stronger cooperation and resource-sharing among Member States.

xvi. Increased efficiency in establishing protective desert forests, expanded green zones in vulnerable border areas, and advanced professional qualifications for regional experts, achieved through the institutionalization of cross-border coordination mechanisms, joint innovative research, and structured multi-stakeholder knowledge exchange across the ECO Member States. (Uzbekistan)

AGRICULTURE & INDUSTRY

Introduction

Agriculture and industry (A&I) are vital to the ECO region's economic growth but face challenges from environmental degradation, climate change, demographic shifts and evolving consumption patterns. These issues are intensified by global policy shocks, trade barriers and unequal technology access. Persistent disparities in industrialization and technology, coupled with limited collaboration and inconsistent standards, hinder balanced development. To address this, the ECO region must enhance financial and technical support, deepen regional integration, secure sustainable funding and harmonize standards. Attracting, technology-based improvements, strengthening cooperation in artificial intelligence and digital technologies, and fostering partnerships and FDI within a supportive environment are crucial for expanding A&I sectors. A leap in targeted investment is one of the main requirements for sustainable agricultural growth.

Vision Statement

The ECO region with an emphasis on joint investment will enhance its collaborative capacity to drive sustainable economic growth, boost productivity and ensure food security through robust regional cooperation in the agriculture and industry sectors.

Strategic Objectives

- Enhance policy development and implementation capacity of Member States in agriculture and industry sectors for driving sustainable and inclusive economic growth and productivity by 2035.
- Foster cooperation through operationalized intra-regional platforms and strategic partnerships with other international and regional organizations, maximizing collective action to drive sectoral development and address shared challenges by 2035.
- Strengthen regional food security and agricultural resilience through enhanced regional food security initiatives, seed supply, animal health, sustainable and efficient water management, meteorological cooperation, and biotechnology capacities by 2035.
- Advance inclusive and sustainable industrial development across priority sectors of common interest through promoting quality infrastructure, nanotechnology utilization, industrial property rights, MSMEs and entrepreneurship, and private sector engagement by 2035.
- Establish and develop regional agriculture supply chains among the Member states.
- Enhance Research and Development (R&D) capacity in agriculture: strengthen the research and development infrastructure sector to foster innovation and improve sustainable agriculture technology by 2035. This will involve promoting collaboration among agriculture universities, research institutions and rural industries to develop new and sustainable practice that enhance productivity, food security, and resilience in rural communities.

Priority Areas & Policy Focus

- Enhanced Regional Food Security through:
  - Effective implementation of ECO-RPFS and operationalization of ECO-RCCFS.
  - Strengthening regional seed supply and trade.
  - Improving animal trade and veterinary services.
  - Promoting efficient water utilization in agriculture, with particular emphasis on addressing water scarcity in the predominantly arid and sei-rid region of the Member states to address climate change driven risks, including water scarcity challenges in the region.
  - Encouraging the adoption of agri-technologies.
  - Fostering regional meteorological cooperation to mitigate agriculture-related risks and shocks.
  - Encouraging application of agricultural biotechnology for increased productivity and sustainability.
  - Building stronger collaborative relationships with relevant international and regional organizations
- Enhanced Regional Industrial Cooperation Capabilities through:
  - Establishing a robust and harmonized quality infrastructure across the region by fully operationalizing the ECO-RISCAM and its associated TMBs
  - Promoting the development and application of advanced, digital and green technologies, including nanotechnology
  - Strengthening industrial property rights
  - Fostering MSMEs, startups, entrepreneurship, digital inclusion, and privatization
  - Developing permanent mechanisms among the chambers of commerce and industry of member states to coordinate business community activities
  - Supporting women and youth access to innovation ecosystems
  - Encouraging the creation of a common certification system for key export sectors such as agriculture, textiles, machinery, and industrial goods
  - Enhancing transparency in business regulation drafting and publication to support startups and MSMEs compliance.
  - Building stronger collaborative relationships with relevant international and regional organizations to leverage synergies and best practices.
  - Mainstreaming climate adaption into agriculture policies to enhance resilience within the ECO region.
  - Enhanced Regional Industrial Cooperation Capabilities through:
    - Strengthening Collaboration between institutions
    - Promoting innovation in sustainable agriculture practices
    - Enhance access to research outputs
    - Encourage sustainable practice through funding and incentives.

Expected Outcomes

i. Strengthened policy development and implementation capacities across Member States to drive sustainable and inclusive growth in agriculture and industry by 2035.

ii. Enhanced regional cooperation through operational platforms and strategic partnerships, maximizing collective action on shared sectoral challenges for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.

iii. Improved regional food security, enhanced agricultural productivity and strengthened agricultural resilience to climate-related challenges through better seed supply, animal health, sustainable water management, meteorological cooperation and biotechnology use, along with the application of agri-technologies.

iv. Advanced, inclusive and sustainable industrial development focusing on quality infrastructure, digital and technologies such as nanotechnology, intellectual property, MSMEs, entrepreneurship and private sector engagement.

v. Established and harmonized regional standards and quality infrastructure supporting efficient trade and innovation.

vi. Increased financial sustainability through the ECO Vision Fund and strengthened partnerships with multilateral donors and UN agencies for technical and financial support.

vii. Robust monitoring and evaluation frameworks ensuring transparency, measurable progress and alignment with Member States' priorities.

viii. Greater engagement and empowerment of youth and women in agriculture and industry, fostering entrepreneurial capability, entrepreneurship and inclusive economic transformation.

ix. Improved coordination, communication and accountability mechanisms among Member States and ECO bodies for effective implementation and timely decision-making.

TOURISM

Introduction

Tourism plays a significant role within ECO framework, significantly contributing to economic growth, cultural exchange, and regional connectivity among ECO Member States. Under ECO Vision 2025, the main achievements cover the annual celebration of ECO Tourism Capitals, establishment of the ECO Tour Operators' Network (ETON), ECO Advisory Committee on Tourism (ECO-ACT), and ECO Tourism Educational Network (ECO-TEN), and the launch of the ECO Tourism Website and the ECO Tourism Investment Guide. However, challenges including inconsistent tourism policies, inadequate infrastructure and connectivity and limited regional marketing efforts persist. The strategic importance of tourism in regional cooperation and integration is evident in its capacity to drive economic development, promote cultural heritage and strengthen people-to-people connections.

Vision Statement

To establish the ECO region as a premier sustainable tourism destination by 2035, leveraging its cultural heritage and natural beauty to drive economic growth, promote regional identity and foster connectivity.

Strategic Objectives

- Enhance the tourism competitiveness of the region through efficient and effective guidance of the ECO-ACT in formulating and implementing relevant actions. Encourage knowledge-sharing and best practices exchange among tourism stakeholders within through ETON and ECO-TEN.

- Boost regional tourism marketing via implementation of a well-coordinated marketing strategy to increase global visibility and position of the ECO region as a unique, attractive, and sustainable tourism destination. A unified promotion campaign prioritizing the ECO Tourism Capitals in particular and various destinations in the Member States consisting of modern and digital destination marketing tools will be created.

- Enhance the tourism competitiveness of the region through efficient and effective guidance of the ECO-ACT in formulating and implementing relevant actions. Encourage knowledge-sharing and best practices exchange among tourism stakeholders within through ETON and ECO-TEN.

- Promote sustainable tourism practices with a primary focus on adopting eco-friendly policies, diversifying tourism offerings in niche areas such as health tourism, gastronomy tourism, nature tourism, business tourism and winter tourism as well as operational sustainability models.

- Strengthen tourism infrastructure encouraging investments in transportation, hospitality, digital infrastructure, and tourism services. The expansion of current efforts on standardization to all relevant aspects of modernizing travel and tourism facilities. By 2035, the ECO Member States will work towards aligning regional infrastructure with international hospitality and transport standards.

- Enhance connectivity for tourism facilitating seamless travel experiences through integrated travel routes taking Silk Road and several regional concepts, easier visa procedures and collaborative tourism packages under ETON. To this end, direct flight routes in collaboration with aviation sector will be expanded and border procedures for passenger transport will be simplified.

Priority Areas & Policy Focus

- Regional Tourism Strategy: Formulating a comprehensive "Roadmap for the Expansion of Tourism Services" that aligns with national tourism strategies of the Member States under the main tasks of the ECO Advisory Committee on Tourism (ECO-ACT).

- Human Resource Development: Establishing training programs (workshops, seminars and training courses) for tourism professionals in collaboration with the members of the ECO Tourism Educational Network.

- Private Sector Involvement: Supporting to creation of an enabling environment for private sector investment in tourism infrastructure and services.

- Innovative and Digital Transformation: Contributing to the national efforts for digitizing tourism industry with advanced digital tools such as augmented reality, artificial intelligence to enhance the tourism experience, including digital marketing, upskilling the tourism workforce with digital transformation.

- Inclusive Tourism Development: Foster entrepreneurial participation and equitable growth by empowering women, youth and the private sector through inclusive policies and initiatives.

Expected Outcomes

- Establishment of ECO as a premier sustainable tourism destination by 2035 via achieving following targets:

i. Growth in tourist arrivals from 102 million (2024) to 130 million by 2030 and 155 million by 2035.

ii. Increase in tourism's GDP contribution to 5% by 2035.

iii. Improved regional tourism infrastructure, achieving an average TTDI score increase from 3.76 (2024) to 4.25 by 2035.

- Completion of the actions below for abovementioned strategic objectives including:

i. Unified regional tourism marketing strategy implemented across all Member States.

ii. Improved cross-border travel through simplified visa processes, expanded direct flight routes and integrated digital travel systems.

iii. Adoption of sustainable tourism practices and eco-friendly policies.

iv. Greater private sector investment in tourism infrastructure and services.

v. Enhanced use of modern and digital technologies in tourism promotion and delivery.

vi. Increased capacity and skills in tourism through training programs and workshops.

vii. Empowerment of women, youth and communities in tourism development

viii. Active engagement of stakeholders, including local communities and civil society

ix. Operationalization of ECO-ACT for regional tourism coordination and monitoring

x. Stronger partnerships with international organizations (e.g., UN Tourism, UNESCO, OIC)

xi. Diversified tourism financing, including reactivation of the ECO Tourism Promotion Fund

xii. Conduct training programs within the framework of ECO Tourism Educational Network to build capacities of tourism staff across member states.

HUMAN RESOURCES & SUSTAINABLE DEVELOPMENT

Introduction

The ECO remains committed to advancing human resources and sustainable development (HRSD) through regional cooperation in, with special emphasis on health and education, as well as disaster risk reduction (DRR). Aligned with the UN SDGs, ECO initiatives have included the establishment of key policy frameworks and institutions such as the ECO Regional Center for Risk Management of Natural Disasters and action plans on health and education. Emphasis is placed on ensuring policy coherence with medium- and long-term development priorities, strengthening institutional capacities, and fostering inclusive partnerships. These efforts aim to improve well-being, enhance resilience, promote lifelong learning, and support investment in human capital across the region.

Vision Statement

ECO aims to build an inclusive, resilient and knowledge-driven region, where sustainable development, disaster risk reduction, health and education systems are strengthened through the active participation of private sector, youth and women in policy and decision making process to ensure equitable social welfare and long-term regional prosperity.

Strategic Objectives

- Promote policy coherence for sustainable development by aligning local, regional, and international efforts to effectively address SDG challenges and enhance regional cooperation.

- Mainstream a family-centered perspective across all social development policies, with priority given to initiatives that strengthen the family unit as a foundational social institution and strive to create a social environment that allows people to build and sustain families in accordance with their aspirations and values.

  Prioritize population-related issues by endorsing human capital as a driver of social advancement rather than conceptualizing it as a burden.

- Tackle irregular migration, transnational organized crime, including human and drug trafficking, poverty, inequality, strengthen family institution and promote conditions conductive for strong population structure by adopting inclusive social protection and environmental policies to improve living standards and overall well-being.

- Advance transformative urban development across the ECO region by fostering sustainability, innovation and resilience, and by levering the unique opportunity presented by the 13th World Urban Forum (WUF13) in Baku in 2026 – the first global forum of this kind to take place in the region.

- Establish a regional disaster risk reduction system to minimize disaster-related losses in lives and assets through integrated preparedness and response mechanisms.

- Establish a specialized working group within the ECO focused on the development of science and innovation.

- Empower youth and women by fostering their leadership, entrepreneurial capability and participation in development, entrepreneurship, and climate action for inclusive and resilient

communities through accessible financing mechanisms and transformative education across the ECO Region.

- Empower youth and women by fostering their leadership, entrepreneurial capability and participation in development, entrepreneurship, and climate action to promote inclusive and resilient communities while sustaining Youth and Women's Forums launched at the ECO Summit 2025 in Khankendi, as key platforms for engagement and collaboration across the ECO region.

- Strengthen regional health cooperation by addressing non-communicable diseases and advancing equitable, inclusive universal health coverage systems.

- Advance regional education and skills development by establishing frameworks for higher education, vocational training, and capacity-building, with a focus on youth and women's empowerment, as well as inclusive education systems that ensure access, participation and achievement for learners with disabilities, including development of teacher competencies, accessible learning environments, and individualized education plans.

- Develop disaggregated data systems, including disability data, to ensure evidence-based policymaking and inclusive progress monitoring across the ECO region.

- Establish regional training programs on inclusive education practices for teachers and educational administrators, focusing on curriculum adaptation, classroom support strategies, and collaborative teaching.

- Develop sustainable policies for the management of shared water resources and safeguard the rights of water users among ECO member states to ensure equitable and efficient utilization by 2035.

Priority Areas & Policy Focus

- Sustainable Development

  - Ensure including a framework for mobilizing financial resources and operationalizing bankable projects.

  - Develop a regional action plan for SDG-aligned policy coherence and adopt scorecard-based monitoring systems for SDGs, human capital and inclusive development performance.

  - Institutionalize the ECO Forum on Sustainable Development to share experiences and challenges.

  - Address irregular migration, transnational organized crime, including human and drug trafficking, poverty, inequality, and declining fertility rates.

    Strengthening the family institution and promoting population growth by maintaining the fertility rate above the population replacement level.

  - Promote sustainable development policies in the management of shared water resources and protection of water users' rights to ensure fair access and long-term resource preservation in the ECO region.
  - Promote the empowerment of youth and women for inclusive development by establishing regional platforms to support sustained engagement, communication, and leadership (networking), and by providing financing for youth- and women-led projects.

  - Strengthen cooperation with international and regional organizations on SDG practices.

- Establish a dedicated platform within the framework of sustainable cities to promote collaboration, knowledge exchange, and integrated urban development across the ECO Region.

- Formulate ECO SDGs Performance Index - a benchmark mechanism, supported by Pakistan, to encourage data-driven reforms and transparent showcased via an ECO Dashboard.

- Establish an ECO SDG Accelerator Labs which designs cross-border solutions to common regional challenge

- Create ECO-Pakistan SDG Collaboration Taskforce which is led by Pakistan Ministry of Planning, Development & Special Initiatives, convenes biannually to showcase innovations in health, education, climate resilience, and digital governance to the ECO region and member states take turn to share success stories in SDG implementation.

- Disaster Risk Reduction (DRR)
  - Revise the ECO Regional Framework on DRR and its five-year roadmap and monitor its implementation.

  - Incorporate actions on youth, women, researchers and private sector engagement in climate resilience and disaster risk reduction (DRR) through technological innovation into ECORFDRR.

  - Leverage AI and emerging technologies, and appoint an ECO Ambassador for Climate and DRR to champion regional initiatives and advocacy.

  - Enhance the capacity and operational effectiveness of the ECO-RCRM.

  - Improve intergovernmental collaboration on DRR efforts.

  - Foster partnerships with global and regional organizations to exchange expertise and best practices.

  - Adopt a long-term "Eco-Invest" Program to invest in climate change and DDR and encourage private sector for green investment.

  - Ensure disability-inclusive disaster risk reduction policies, including accessible early warning systems and evacuation plans for persons with disabilities.

- Health
  - Update and implement the ECO Health Action Plan based on Member States' needs.

  - Build strong partnerships with WHO and other key organizations for technical and financial support.

  - Establish a Regional Consultation Mechanism for better cooperation on communicable diseases.

  - Promote health cooperation in line with the United Nations Sustainable Development Goals (SDGs) by further strengthening regional collaboration to enhance national healthcare systems, prevent and control communicable and non-communicable diseases, support the training and retraining of medical personnel, and expand access to equitable, inclusive and affordable healthcare services for all (Uzbekistan).

  - Promote role of youth and women in ECO Health Action Plan.

- Adopt inclusive social protection frameworks addressing the needs of persons with disabilities, ensuring access to education, healthcare, employment, and community participation.

- Education

  - Strengthen regional education systems, harmonize academic standards and promote internationalization of higher education.

  - Develop an action plan for internationalizing higher education in the ECO Region and monitor its implementation.
  - Strengthen collaboration with ECO Educational Institute and other related global partners.
  - Conduct targeted training and capacity-building initiatives, with a focus on youth and women.
  - Prioritize educational reforms that integrate climate resilience, digital skills, and entrepreneurship in curricula.
  - Encourage youth and women participation in science, technology, engineering, and math (STEM).

- Culture

  - Foster cultural cooperation to consolidate cultural affinities and common heritage that bind the people of the region and mobilize ECO's contribution to Member States' initiatives on intercultural dialogue.

- A new priority area titled "Inclusive Education" can be added under the Human Resources and Sustainable Development section:

Inclusive Education

  - Strengthen inclusive education policies and practices across the ECO region by:

  - Supporting legislation and national strategies aligned with the UN Convention on the Rights of Persons with Disabilities (CRPD).
  - Promoting accessible learning environments and assistive technologies.
  - Encouraging collaboration among Ministries of Education, Health, and Social Services to ensure a holistic support system.
  - Enhancing peer-learning among member states through knowledge exchange and regional forums.

Expected Outcomes

i. Improved regional policy coherence on SDGs through actionable frameworks and coordinated implementation mechanisms.

ii. Development of a scorecard mechanism to track the performance of member states on inclusive development, SDGs, and human capital indicators

iii. Enhanced disaster resilience via a functional ECO Regional DRR system and operational ECO-RCRM.

iv. Expanded universal health coverage and strengthened response to non-communicable and communicable diseases through regional collaboration and the updated ECO Health Action Plan.

v. Elevated quality and access to education, including vocational, non-formal and higher education, with increased youth and women's participation and institutional cooperation.

vi. Greater inclusion of youth and women in leadership, problem-solving and entrepreneurship and regional policy processes across all HRSD priority areas.

vii. Operationalized regional platforms like the ECO Forum on Sustainable Development and ECO Youth and Women Engagement Mechanism for cross-sector collaboration.

viii. Strengthened monitoring, evaluation, and reporting systems, using data-driven tools to track progress on DRR, health, education and SDG implementation.

ix. Increased mobilization of resources and institutional capacity through strategic partnerships with UN bodies, development banks and civil society.

x. Strengthened cooperation in innovation, artificial intelligence and digital technologies.

xi. Mainstreamed cross-sectoral linkages, connecting HRSD with climate action, trade, agriculture and energy for integrated development outcomes.

ECONOMIC RESEARCH & STATISTICS

(Operating Tool)

Introduction

Economic Research and Statistics (ERS) has emerged as an important ECO pillar, advancing evidence-based policymaking and regional integration. Through platforms like the ECO Permanent Steering Committee on Economic Research (EPSCER), Meetings of Heads of National Statistics Offices (HNSO) and the High-Level Experts Group (HLEG) on Statistics, along with key outputs such as the Annual Economic Reports, ERS supports informed decision-making across the region. The forthcoming ECO Research Centre (ECO-RC) in Baku and the revitalized ECO Economic Journal (EEJ) will further strengthen ECO's analytical and intellectual foundation.

Vision Statement

To position ERS as a cornerstone for sustainable and inclusive socio-economic development, the Vision must explicitly address three key issues. First, it will focus on data harmonization and quality by establishing a common framework for data collection to ensure statistics are comparable and reliable across the region. Second, to address varying technical capacities, the Vision commits to capacity building and technical expertise through targeted training programs and knowledge-sharing initiatives for national statistical offices. Finally, it will bridge the policy-research divide by creating user-friendly platforms and fostering direct dialogue between researchers and policymakers, ensuring that high-quality data is effectively translated into actionable insights for all member states.

Strategic Objectives

- Operationalize the ECO Research Centre (ECO-RC) in Baku as a regional hub for economic research and innovation, with a specific mandate to produce applied research that addresses critical data gaps in intra-regional trade, investment flows, and sustainable development indicators.

- Elevate the ECO Economic Journal (EEJ) into a peer-reviewed internationally recognized publication, with a focused agenda on translating research findings into tangible policy recommendations.

- Institutionalize the ECO Think-Tank Forum, making it a recurring, high-level platform hosted across Member States, with a focused agenda on translating research findings into tangible policy recommendations.

- Produce applied research and analytical publications focused on key regional priorities such as trade, investment, transport, climate change, green economy, regional security, and food security and sustainable water management. This will be supported by a commitment to using harmonized, high-quality data.

- Strengthen capacity building and knowledge exchange among national statistics offices and economic institutions.

Priority Areas & Policy Focus

- Regional Economic Analysis

  - Strengthen data collection and harmonization across Member States. This should include a commitment to overcoming data quality and comparability challenges by adopting common statistical standards and methodologies.
  - Strengthen regional cooperation among the national statistical offices of ECO Member States in harmonizing data, metadata standardization, improving the quality and comparability of official

statistics, and promoting the use of artificial intelligence (AI), Big Data, and digital technologies in the collection, processing, analysis, and dissemination of statistical data. (UZBEKISTAN)

- Develop comparative studies and benchmarking tools to support policy decisions, , while also addressing data gaps and a lack of standardized reporting. This ensures the analysis is comprehensive and reliable.

- Strategic Publications and Research

  - Focus on actionable research in trade, investment, sustainable development, transport, logistics, energy and resilience, while ensuring the research agenda is responsive to the real-time needs and emerging crises of the region.

  - Explore the socio-economic impacts of regional initiatives and global trends on ECO countries, with a particular focus on capacity building to ensure all member states can effectively contribute to and benefit from this research.

- Capacity Building and Networking

  - Support training, knowledge-sharing, and collaboration among statistical offices and research institutions.

  - Encourage youth and academic engagement through fellowships and research opportunities.

Expected Outcomes:

i. Full operationalization of the ECO Research Centre (ECO-RC) as a regional hub for economic research and innovation, and a clear mandate to produce applied research that directly informs policy.

ii. Establishment of the ECO Economic Journal (EEJ) as a respected, peer-reviewed international publication, achieved by implementing a rigorous editorial process and securing indexation in globally recognized academic databases.

iii. Regular convening of the ECO Think-Tank Forum as a key platform for high-level policy dialogue and research exchange, with a focus on ensuring diverse representation and a mechanism for translating forum discussions into concrete policy recommendations.

iv. Enhanced regional data harmonization and strengthened capacity of national statistics offices to support evidence-based policymaking, overcoming existing issues of data quality and comparability through technical assistance and a shared data framework.

v. Production of applied research and analytical reports addressing priority regional issues including trade, investment, climate change, green economy and food security and sustainable water management, including trade, investment, climate change, green economy, and food and water security, while ensuring that this research is accessible and easily understood by policymakers.

vi. Increased engagement of youth, women, businesses and academia in economic research through fellowships, advisory panels and collaborative networks, , facilitated by a targeted outreach strategy and the removal of systemic barriers to participation.

vii. Development and launch of a digital ECO Statistics and Research Portal to improve transparency, data sharing and monitoring of regional progress, while also addressing data security and privacy concerns.

viii. Strengthened partnerships with international organizations, academic institutions and the private sector for co-funded research and knowledge exchange by establishing a clear and transparent partnership framework that defines mutual goals and resource commitments.

ix. The publication of the result of research conducted on the identified priority sectors in the ECO's "Economic Journal.

JUDICIAL & PARLIAMENTARY COORDINATION AND EAPA

(Operating Tool)

Introduction

Judicial and Parliamentary Coordination and the ECO Advocacy Programme for Afghanistan (JPC&EAPA) are key to strengthening judicial, law enforcement, and legislative cooperation among ECO Member States, promoting regional peace, security and sustainable development. Achievements during Vision 2025 include establishing the Plan of Interaction among Attorneys/Prosecutors General to combat transnational crime, advancing the operationalization of the ECO Regional Center for Cooperation of Anti-Corruption Agencies and Ombudsmen (RCCACO), strengthening legislative cooperation via the Parliamentary Assembly of ECO (PAECO) and its Charter, and successfully implementing the ECO Advocacy Programme for Afghanistan. Challenges persist, including delays in RCCACO's full operation, the absence of ECOPOL, and suspended activities in Afghanistan.

Vision Statement

Judicial cooperation, anti-corruption frameworks, law enforcement coordination and parliamentary collaboration across the ECO Member States will be institutionalized and strengthened. These efforts will foster a secure and rules-based regional environment conducive to economic integration. ECO will also work to reintegrate Afghanistan into ECO mechanisms, ensuring sustained regional support for its stability, prosperity, economic growth and sustainable development.

Strategic Objectives

- Enhance regional judicial cooperation among ECO Member States through institutional mechanisms and coordinated frameworks.
- Foster effective cooperation in the prevention of financial and organized crimes via operational platforms like RCCACO and ECOPOL.
- Promote legislative coordination among ECO parliaments through the institutional strengthening of PAECO.
- Promote the exchange of experience and best practices among ECO Member States in the use of artificial intelligence (AI) and information technologies in law enforcement activities. (Uzbekistan)
- Sustain regional commitment to Afghanistan's development and reengagement with ECO.
- Build the institutional capacities of judicial and law enforcement agencies across the region through comprehensive training programs, enhanced resource allocation and improved inter-agency collaboration.

Priority Areas & Policy Focus

- Judicial and Anti-Corruption Cooperation: Implement the Plan of Interaction and operationalize RCCACO to tackle financial and organized crimes.
- Law Enforcement Coordination Continue elaborates on improving intelligence and operational collaboration among law enforcement agencies.
- Promote the exchange of experience and best practices among ECO Member States in the use of artificial intelligence (AI) and information technologies in law enforcement activities. (Uzbekistan)
- Parliamentary Engagement: Strengthen the mandate and functioning of PAECO, encouraging all Member States to ratify the Charter.

- Capacity Building: Expand training and knowledge-sharing programs to address emerging legal challenges (e.g., cybercrime, financial crime).

- Afghanistan Engagement: Facilitate dialogue and support mechanisms to enable Afghanistan's participation in ECO activities, subject to Member State consensus.

Expected Outcomes

i. Strengthened regional judicial cooperation through fully operationalized institutional mechanisms and enhanced coordination among Member States' institutions authorized central authorities.

ii. Effective establishment and functioning of the ECO Regional Center for Cooperation of Anti-Corruption Agencies and Ombudsmen (RCCACO), boosting anti-corruption efforts across the region.

iii. Development of a robust regional law enforcement coordination platform (ECOPOL or alternative) to improve intelligence sharing and cross-border crime prevention.

iv. Increased legislative collaboration through full ratification and active engagement within the Parliamentary Assembly of ECO (PAECO), supporting harmonized policies and rule of law.

v. Expanded capacity-building programs targeting emerging challenges such as cybercrime, financial crimes and organized crime, enhancing institutional competencies.

vi. Successful reintegration of Afghanistan into ECO mechanisms, enabling its meaningful participation in regional judicial, legislative and security cooperation.

vii. Sustained multi-stakeholder partnerships with international organizations and donors to ensure financial sustainability and technical support.

viii. Enhanced inclusion of women and youth in legislative processes via PAECO's dedicated committees, promoting diversity and regional stability.

ix. Regular monitoring and reporting frameworks established to track progress on judicial cooperation, anti-corruption initiatives, parliamentary activities and Afghanistan's engagement.

INTERNATIONAL RELATIONS

(Operating Tool)

Introduction

In today's interconnected world, challenges like technological change and population growth transcend national borders, making regional cooperation essential. The Economic Cooperation Organization (ECO), with its ten member states, faces shared transboundary issues that require regional collaboration. Strengthening partnerships with regional and international organizations and implementing existing cooperation frameworks are vital for effectively addressing these challenges.

Despite being one of the oldest regional groupings, ECO struggles with low visibility and impact. Enhancing its presence through streamlined web content, increased media engagement, and active participation in international forums will boost its profile. Moreover, fully activating and coordinating ECO's 24 subsidiary bodies will promote a unified, effective approach to achieving its goals.

Vision Statement

ECO aims to harness regional collaboration to tackle global and regional challenges, promoting sustainable development through strengthened and new partnerships. Committed to boosting its visibility and impact, ECO will enhance media engagement and actively participate in international events, fostering a cooperative and inclusive community for collective progress and a sustainable future.

Strategic Objectives

- Strengthening existing partnerships by actively participating in collaborative programs and initiatives.
- Establishing new agreements with international organizations which are beyond ECO's ambit.
- Increasing media presence through interaction, digital outreach, better material and publications
- Streamlining web content to effectively communicate ECO's mission, achievements, activities and ongoing projects.
- Engaging in international events to represent ECO's interests and showcase its contributions.
- Hosting side events at international events to make most participation
- Strengthening and fully operationalizing the ECO bodies
- Improving coordination among ECO bodies and with the Secretariat to maximize organizational efficiency and effectiveness.
- Encouraging ECO Member States to host major international events.

Priority Areas & Policy Focus

- **Increasing Synergies**
  - Developing a centralized digital platform, featuring shared calendars, document repositories, and project management tools, to facilitate seamless coordination among the ECO Secretariat and ECO bodies.

- **Strengthening Subsidiary Agencies**
  - Launching targeted outreach programs such as presentations, regional workshops, and bilateral meetings, to engage potential Member States, highlighting the benefits of joining ECO Subsidiary Agencies.
  - Offering training and development programs to enhance the capabilities of agency staff and member representatives.
- **Hosting Sideline Events**
  - Developing and publishing an annual calendar of sideline events at major international forums.
  - Collaborating with regional and international organizations and host countries to co-organize events that align with global agendas and ECO priorities.
  - Planning and executing at least two sideline events annually at major UN conferences and member state-hosted events.
- **Media Engagement and Presence**
  - Establishing a dedicated media team to manage public relations and increase ECO's visibility.
  - Developing a comprehensive media strategy to engage with international media outlets and promote ECO initiatives.
  - Utilizing social media platforms to share updates, success stories, and upcoming events to reach a wider audience.
  - Organizing press conferences and media briefings to highlight key achievements and upcoming projects.
  - Creating engaging content, such as videos and infographics, to effectively communicate ECO's impact and goals.

Expected Outcomes

i. Strengthened existing collaborations and new agreements with international organizations will improve ECO's capacity to address transboundary challenges effectively.

ii. ECO's media presence, web content, and participation in international forums will be significantly enhanced, raising public awareness and stakeholder engagement.

iii. All ECO subsidiary agencies will be active and well-coordinated, promoting organizational efficiency and cohesive implementation of ECO's mandates.

iv. Centralized digital platforms and streamlined communication channels will enable seamless cooperation among the Secretariat, subsidiary bodies, and member states.

v. A dedicated media team and comprehensive communication strategy will effectively promote ECO's achievements and goals to a wider audience.

Science, Education and Culture

Introduction

Building upon the mandates of ECO Foundation, the ECO Educational Institute and the ECO Cultural Institute outlined our collective commitment to advancing cutting-edge research, facilitating the digital transformation of education and strengthening cultural diplomacy. These efforts will serve as key catalysts for fostering shared innovation, social cohesion and sustained growth across the region.

Vision Statement

To establish the ECO region as a knowledge – based, culturally vibrant and inclusive community by 2035, where advanced scientific research, equitable education, and shared cultural heritage serve as the foundational pillars of regional integration, innovation, and sustainable development

Strategic Objectives

- Elevate Regional Research: To promote regional research cooperation in priority domains such as Artificial Intelligence, Biotechnology, Circular Economy, Green Technologies and Smart Cities through the establishment of joint centers of excellence, coordinated by the ECO Science Foundation.
- **Accelerate Digital Transformation**: To transform digitally education and research by launching inclusive regional platforms that prioritize underserved and less-developed areas, under the guidance of the ECO Educational Institute.
- **Strengthen Cultural Diplomacy**: To reinforce cultural diplomacy and civilizational dialogue by leveraging the region's shared historical and cultural heritage, particularly along historic routes such as the Silk Road, led exclusively by the **ECO Cultural Institute.**
- **Empower Youth and Women**: To empower youth and women as primary drivers of sustainable development through scholarships, academic exchange programs, and green/climate education initiatives, in a collaborative effort among the three ECO institutions.
- **Cultivate International Partnerships:**To attract international collaborations and mobilize resources from organizations such as UNESCO, the Shanghai Cooperation Organization (SCO), BRICS, and global academic networks, with coordination provided by the ECO Regional Committee and specialized contributions from each institution.

Priority Areas & Policy Focus

ECO Science Foundation (Islamabad)

- Establish 5 joint regional research centers by 2030.
- Form a regional university network with a minimum of 20 member universities by 2032.
- Expand scholarship and research fellowship programs in emerging technologies.

ECO Educational Institute (Ankara)

- Launch the ECO Regional Digital Education and Research Platform with multilingual content.
- Design and implement green and sustainability education programs in cooperation with the ECO Science Foundation and the ECO Cultural Institute.

ECO Cultural Institute (Tehran)

- Organize regular regional events focused on culture, arts, sports, and tourism to highlight our shared heritage.
- Produce and disseminate multilingual media content.

Expected Outcomes

- 5 regional research centers to become operational by 2030.
- A 60% increase in student and researcher participation in academic exchanges by 2035.
- 80% coverage of underserved areas by the digital education platform by 2028.

- The delivery of 8 cultural festivals and 10 co-produced media works by 2035.
- The mobilization of USD 15 million in international resources by 2035.
- The training of 100,000 youth and women in green and sustainability programs by 2035.
- The participation of at least 20 universities in the ECO University Network by 2032.
- A 20% improvement in the ECO region's Global Innovation Index (GII) ranking by 2035.
- ECO's achievements and goals to a wider audience.

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The Embassy of the Republic of Türkiye presents its compliments to the Secretariat of the Economic Cooperation Organization (ECO) and with reference to the Latter's Note Verbales dated 11 June 2026 No: CFU/2026/497 and 8 June 2026 No: ECO/2026/483, has the honour to inform the Esteemed Secretariat of the following:

The Embassy states that it is important to retain the below language, as proposed by Türkiye, in the text of Strategic Goals of Economic Cooperation – 2035:

- "Promoting efficient water utilization in agriculture in light of water scarcity in the arid and sei-rid region of the member states" under the heading "Agriculture and Industry,"
- "Promote sustainable development policies for the integrated management of water resources to ensure long-term resource preservation" under the heading "Human Resources and Sustainable Development."

The Embassy of the Republic of Türkiye avails itself of this opportunity to renew to the Secretariat of the Economic Cooperation Organization the assurances of its highest consideration.

Tehran, 14 June 2026

Encl: As stated.

Secretariat of the
Economic Cooperation Organization
Tehran

Economic Cooperation Organization
ECO

DRAFT

STRATEGIC GOALS OF THE ECONOMIC COOPERATION – 2035

ECO VISION 2025

BRIEF BACKGROUND

Adopted in 2017, ECO Vision 2025 served as a strategic framework guiding the Economic Cooperation Organization (ECO) toward sustainable economic growth, enhanced regional connectivity and deeper socio-economic development. It focused on key sectors such as trade & investment, transport & connectivity, energy & environment, tourism, economic growth & productivity, and social welfare. The Vision aimed to align regional efforts with global sustainable development goals, supported by structured monitoring mechanisms.

While implementation remained uneven across sectors, moderate progress was witnessed in trade sector, whereas notable advancements were seen in regional energy cooperation, corridors development, agriculture & food security, tourism promotion, etc. Financial constraints and insufficient engagement by Member States emerged as recurring challenges. The ECO Vision Midterm Review in 2021 and the ECO Vision Review Committee in 2024 identified both accomplishments and gaps, leading to prioritized efforts in the final phase.

The deliberative process laid the foundation for formulating a more inclusive, responsive and target-based strategy for the upcoming decade, with stronger ownership, realistic goals and enhanced regional collaboration at its core.

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STRATEGIC GOALS OF THE ECONOMIC COOPERATION – 2035

OVERVIEW

The formulation of Strategic Goals of the Economic Cooperation - 2035 represents a renewed opportunity to articulate a forward-looking regional strategy that is both ambitious and grounded in practical realities. Building on the experiences and outcomes of Vision 2025, the new document is designed to address the evolving socio-economic landscape, regional and global dynamics. Mandated by the 28th Council of Ministers Meeting, ECO Strategy 2035 aims to guide the Organization toward a future characterized by sustainable development, deeper regional integration and equitable prosperity for all member states.

Central to the development of this document is a strong commitment to inclusivity and participatory governance. While Vision 2025 largely emerged from intergovernmental dialogues, the new strategic process places greater emphasis on engaging various societal groups to ensure a multidimensional and responsive approach. To broaden the ownership of the new roadmap, an inclusive approach to formulate the document has been developed.

In addition to reaffirming ongoing priorities, the new document incorporates several emerging areas that were not featured in ECO Vision 2025 but have been actively pursued in the years since. These include economic research & statistics (ERS), international relations (IR), judicial and parliamentary cooperation (JPC), the ECO Advocacy Program for Afghanistan (EAPA) and human resources and sustainable development (HRSD). This reflects the Organization's broader and more integrated strategic outlook for the coming decade.

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CORE PILLARS

Advancing Sustainability

ECO is committed to fostering sustainable, inclusive growth by aligning regional efforts with global development goals. The focus will be on addressing regional priorities while ensuring that progress is balanced with environmental responsibility, social equity and long-term economic resilience. A stable and peaceful environment remains a fundamental pillar for this sustainable development.

Strengthening Regional Integration

Our diverse region holds immense potential for economic cooperation. ECO will work to deepen regional integration through enhanced infrastructure, harmonized policies and collaborative initiatives. By building on cultural ties and shared interests, ECO aims to create a more cohesive economic space that benefits all member states, encouraging mutual growth and stability.

Fostering Innovation and Inclusive Growth

To promote entrepreneurship, job creation and targeted technological upgrading, ECO will create an enabling environment supported by transparent governance and equitable access. This includes empowering local businesses, enhancing education and skills development and fostering technological advancements. By nurturing a business-friendly climate, ECO seeks to drive inclusive development that benefits all sectors of society.

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SECTORAL APPROACH

In formulating Strategic Goals of the Economic Cooperation - 2035, a structured and comprehensive approach has been applied to develop sector-specific strategies that align with the Organization's long-term goals. This approach ensures that each sector's role is clearly defined within the broader framework of ECO, building on the lessons and achievements of Vision 2025 while addressing the challenges encountered during its implementation. By reflecting on the past, the new document provides a target-specific strategy for regional cooperation and development, with a sharper focus on inclusivity, sustainability and innovation.

The process involved developing clear and forward-looking statements for each sector, ensuring that these are realistic, measurable and impactful. Strategic objectives have been identified to guide each sector, with a focus on achievable outcomes by 2035. Priority areas and policy focus, along with expected outcomes are outlined to ensure that each sector addresses areas requiring immediate and sustained attention. The following sectors form the foundation for the targeted actions of the new document:

Trade & Investment (TI)

Transport & Communications (TC)

Energy, Minerals & Environment (EME)

Agriculture & Industry (AI)

Tourism

Human Resources &
Sustainable Development (HRSD)

Economic Research & Statistics
Operating Tool

Judicial & Parliamentary Coordination (JPC)
Operating Tool

International Relations (IR)
Operating Tool

TRADE & INVESTMENT

Introduction

Trade is the main driver of economic growth. While the ECO region has made notable strides, challenges such as the absence of a fully operational preferential trading system, high trade costs due to high intra-regional tariffs and non-tariff barriers, banking and payment issues, and inadequate financing continue to hinder progress. Global shifts toward protectionism and re-defined trade norms further impact the region's trade performance. Despite contributing over USD 1 trillion to global trade for three consecutive years, intra-regional trade remains low at just 8.8%, signaling untapped potential. ECO's most important Key Performance Indicator (KPI) is "intra-regional trade", which unfortunately remains one of the Organization's concern as only 8% share of intra-regional trade in ECO's world trade, cannot be justified. One major reason for the organization's inability to meet the full targets is lack of effective means, ownership and monitoring for implementation of the agreements by the Member States. To realize this potential, the region must accelerate efforts for implement preferential trade under ECO Trade Agreement (ECOTA), implement effective trade facilitation framework, harmonize standards, ensuring efficient trade payment systems, and promoting FDI in priority sectors.

In order to enhance youth's participation in the ECO initiatives, there is a need for an accentuated representation of youth in the ECO National Chambers of Commerce and ECO CCI to promote meaningful and structured participation of youth in policy formulation. Greater facilitation for the youth entrepreneurs/SMEs with easier access to trade financing through national institutions/ECO TDB programmers, and technical assistance opportunities to engage in cross-border trade initiatives in Public-Private Partnerships (PPPs), will accelerate infrastructure development, entrepreneurial digital activity and inclusive growth.

Although, noteworthy progress has been made under ECO Vision 2025, with progress made to:

i. Initiate negotiations to amend and update ECOTA with view to increase its membership and implement it,
ii. Adoption of the Trade Facilitation Strategy,
iii. Initiation of technical consultations on Trade Facilitation Agreement,
iv. Operationalization of 'Agreement on Promotion and Protection on Investment' and
v. Adoption of the 'MoU on Joint Trade Promotion Activities in the ECO

These important milestones, which have been achieved under the implementation matrix of ECO Vision-2025, have significant bearing on laying the foundation for a more integrated, resilient and dynamic trade and investment landscape by 2035.

Vision Statement

To achieve sustainable growth with greater and greener intra-regional trade and investment in the ECO region and contribute to the global trade and investment commensurate to the potential of the region.

Strategic Objectives

- To ensure sustainable increase in intra-regional trade with an efficient and operational preferential trading system under ECOTA and its progressive liberalization, to a regional trade and increase ECO share in the global trade, attract greater investment into the region to tap trade investment potential of the region, diversify regions' exports.

- To enhance investment cooperation among member states and achieve national, regional as well as sustainable development goals by attracting Investment in priority sectors under APPI and IPAs collaboration.

Priority Areas & Policy Focus

- Enhanced intra-regional trade through:

  - Paying special attention to simplifying trade in goods and services by gradually eliminating technical and non-tariff barriers to trade. Only five Member States have signed the ECOTA, so far. We need to rope-in all Member States, and endeavour towards expanding membership of ECOTA and ensure its earliest implementation.

  - Strengthen regional economic cooperation within the ECO framework, in accordance with the goals of ECO Vision-2025. By 2035, discussions should be initiated to identify practical arrangements that will enhance mutual trade and economic ties. Member States and the Secretariat need to prepare the required groundwork at national and regional levels.

  - Strengthen the role of ECO Trade Development Bank by expanding the Bank's memberships and increasing its capital to support the Bank's operation including bolster project funding in trade sector. Broaden its correspondent banking relationships through open accounts with other banks and explore financing options in multiple currencies. Furthermore, deepen collaborative relationships with relevant international and regional organizations to amplify financing the priority projects in priority areas with active role of ECO TDB.

  - Improve Trade Facilitation in the region by implementing ECO Trade Facilitation Strategy (TFS) with a view to imbibe greater transparency, predictability and uniformity in cross border trade by:

    a. Removing technical barriers to trade,
    b. Removing non-tariff barriers through automation of procedures, harmonization of policies etc.
    c. Strengthening cooperation in practical digital solutions, artificial intelligence and use of digital technologies, and e-commerce.

  - Finalize ongoing negotiations or ECO Trade Facilitation Agreement.

  - Adopt a Regional Investment Facilitation Strategy with an aim to:

    a. Harmonize investment regulations, simplify administrative procedures, Improve the region's business environment by reducing costs, and attracting sustainable investment with appropriate incentives
    b. Promote intra-regional trade with enhanced participation across ECO Member States to develop regional supply chains, contributing to regional value chains and connect with global value chains.

  - Implement "ECO Invest" Program drafted by the Republic of Uzbekistan to strengthen cooperation among ECO Member States by improving the investment climate, increasing inflow of mutual foreign direct investment (FDI) and enhancing investment efficiency.

  - Adopt 'Regional Quality Policy' drafted by ECO-UNIDO Joint Trade Capacity Building Project, and utilize ECO-RISCAM to promote harmonized standards, conformity assessment procedures and best practices in the region for risk free, predictable and cost effective intra-regional trade.

  - Implement Joint Trade Promotion activities in the ECO by organizing meaningful trade promotion events in the region to enhance business engagement through closer ties among the national trade bodies and Export Promotion Agencies to foster cross-border partnerships and joint export promotion activities on digital platforms.

- Ensure participation of business communities of the region through ECO Chamber of Commerce and Industry, as critical in following:

    a. Establishment of a permanent Secretariat of the ECO Chambers of Commerce and Industry (ECO CCI) for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.
    b. Create unified digital platform of the ECO national chambers in the ECO CCI to establish an online database to provide information on trade *(export and import)* opportunities in the ECO region, and national regulations/mutual recognition of the quality certification, markets' conditions in the region etc, to help traders in the region.

- Given the difficulty in trade related payment systems which hampers movement of goods and services, may focus on trade in national currencies among ECO Member States as a catalyst and accelerator.

- Create an online mentors' network aimed at supporting young entrepreneurs in the member states of the ECO;

- Develop a unified online platform for small and medium-sized business representatives.

Enhanced National & Intra Regional Investment through:

- Upgrading a Comprehensive ECO Investment Platform to facilitate identification of investment opportunities, connect investors and projects, provide up-to-date information on investment regulations in member countries by providing project database, investor profiles, risk assessment tools and market analysis.

- Focusing on priority sectors such as infrastructure, renewable energy, information and communication technology (ICT), tourism and agriculture.

- Develop human resources and knowledge sharing by joint training programs, scholarships in investment facilitation, management, finance and expert exchanges.

- Strengthening private sector cooperation by encouraging them to identify opportunities, implement project as well as financing them through organizing investment conferences and exhibitions, facilitation of the formation of investment consortiums.

  Cooperation the IPAs of the member states to promote and market investment opportunities, providing integrated services to investors, facilitate the creation of funds that can finance large scale regional projects and attract financial resources from international and regional institutions for these funds.

Expected Outcomes

i) conclusion of re-negotiations to amend ECOTA text, and implement the ECOTA with full ECO Membership.
ii) Progressive development of ECOTA's scope to promote broader opportunities for intra-regional trade by 2035.
iii) Implementation of the adopted ECO Trade Facilitation Strategy to improve trade facilitation in the region.
iv) Finalize ongoing negotiations for CO Trade Facilitation Agreement.
v) Implement ECO agreements in Customs i.e. ECO Agreement on Smuggling and Customs offences Data Bank, ECO Agreement on Mutual Administrative Assistance in customs Matters, encourage wider use of EDI and digital trade, etc.

vi) Full operationalization of ECO-RISCAM and adoption of the 'Quality Policy' to streamline conformity assessment and boost trade in industrial and agricultural products.
vii) Pursue all ECO Member States to sign/ratify the 'Agreement on Protection and Promotion of Investment' and Implement a 'Regional Investment Facilitation Strategy' by 2035.
viii) Sign and ratify the adopted 'MoU on Joint Trade Promotion Activities in the ECO' and organize meaningful trade promotion events in the region. The ECO country assuming annual ECO chair, may organize one 'ECO Trade Fair'.
ix) Establishment of a permanent Secretariat of the ECO Chambers of Commerce and Industry (ECO CCI) for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.
x) Operationalize the ECO Re Insurance Company for secure trade in the region.
xi) Initiate technical discussions on establishing trade in national currencies among ECO Member States.
xii) Stronger coordination mechanisms involving the ECO Secretariat, Member States, and private sector stakeholders for effective policy implementation and initiative ownership.
xiii) Enhanced cooperation with tangible results among Member States in the field of investment promotion, attraction and facilitation.
xiv) Strengthening tax cooperation by following up on holding ECOTAX meetings.
xv) Establishment of ECO Clearing Union as a matter of urgency.

TRANSPORT & COMMUNICATIONS

Introduction

The transport and ICT sectors are vital enablers of regional integration, economic growth, and sustainable development in the ECO region. They are both self-completed and overwhelming, thus fairly suggested to be divided operationally by decision of ECO Foreign Ministers at their last meeting (Mashhad Communiqué). In the meantime, until the division is completed the Secretariat's Transport and Communications Directorate will keep working in this unified domain. Enhancing physical connectivity through efficient regional transport systems and boosting digital integration via harmonized ICT policies are central goals. Notable progress has been made in operationalizing transport corridors and upgrading infrastructure, though challenges remain in customs inefficiencies, policy harmonization, and limited private sector engagement. Together, transport facilitates trade and mobility, while ICT drives innovation, competitiveness, and digital connectivity across member states. Furthermore, in to execute and realize the decisions and mandates of Member States in transport sector fully as well as establish strong liaison mechanism between the related sections in each Member States to expedite and facilitate the assigned duties, it is necessary to create some changes in the structure and function of transport and communication sector in ECO Secretariat.

Vision Statement

To establish a seamlessly connected and integrated ECO region by enhancing road, rail, air and maritime transport networks, supported by smart ICT systems. This comprehensive approach to regional connectivity aims to increase transport and transit between the Member of ECO region, managing transport flows, facilitate efficient cross-border movement of goods and people, strengthen economic interdependence and promote sustainable development. By aligning infrastructure and policy frameworks, the initiative seeks to deepen regional integration and cooperation among ECO member states.

Strategic Objectives

- Ensure full operationalization and commercialization of the major ECO transport corridors, through infrastructure upgrades and legal frameworks, developing multimodal transport, centralized management of corridors, implementing the roadmap of each corridors and supporting the role of the transport operators and private sector in promotion of transit and trade and extending ECO corridors to out of ECO region corridors and freight sources. It is essential to streamline customs and transportation-associated procedures.

- Harmonize transport regulations and customs procedures across ECO member states, through coordinated implementation of the ECO Transit Transport Framework Agreement (TTFA).

- Digitalize transport sector, corridors and transit facilities, including border crossing procedures.

- Achieve deep/wide broadband internet penetration across all ECO member states by 2030, with special focus on rural and underserved areas.

- Develop and launch a regional digital platform for trade, e-governance, and knowledge-sharing, enabling secure data exchange and fostering digital entrepreneurship across ECO countries.

- Strengthen cooperation among national IT parks, promote mutual exchange of experience and best practices, and support IT companies' access to the markets of ECO member states.

- To encourage experience and mutual knowledge sharing among Technology Park companies operating in the ICT sector.

- Application of emerging technologies such as Internet of things (IoT), Artificial Intelligence (AI), Big Data, Blockchain, Machine learning, Quantum Computing, 5G, Digital Twin.

Priority Areas & Policy Focus

- Ensure the full and active participation of all ECO member states in the comprehensive implementation of the ECO Transit Transport Framework Agreement (TTFA), with the aim of harmonizing customs and transit regulations, reducing delays and facilitating seamless cross-border movement.

- Prioritize investment in regional corridors, including through public-private partnerships (PPPs) and multilateral funding to upgrade and expand transport infrastructure across corridors.

- Develop ECO Gates - multimodal logistic hubs, Caspian and open seaports, inland dry ports, encourage interoperability in transport systems and equipment, enhance the logistical interconnectivity of ECO Member States and align technical standards across member states to ensure integrated road, rail, sea and air networks for seamless transport.

- Increase the number of container trains on regional rail corridors and further promote the safe, sustainable and high-quality development of rail transport.

- Develop international passenger rail transport and tourism between the Member States mainly between the capital cities and cultural and touristic centers of Member States.

- Promote transit, transport and connectivity in line with the third priority of the Awaza Programme for Landlocked Developing Countries (2024–2034), focusing on developing regional transport corridors, enhancing multimodal networks and harmonizing cross-border transit procedures.

- Create conditions for the integration of digital transport systems between ECO Member States, develop common cyber-security standards and establish regional data protection as well as regulatory frameworks to strengthen the regional digital ecosystem.

- Prioritize the corridors connecting the ECO region to China, Persian Gulf and Europe.

- Establish cooperation among national IT parks and support them through the creation of international IT Hubs, fostering collaboration, innovation, and integration within the ECO region.

- Enhance the involvement of youth, women, and the private sector in the transport and ICT sectors through the region.

Expected Outcomes

i. Full operationalization and commercialization of major ECO transport corridors through infrastructure upgrades, completing the missing links and harmonized regulations. Developing multimodal transport, centralized management of corridors, implementing the roadmap for each corridors and supporting the role of the transport operators and private sector in promotion of transit and trade extending ECO corridors to out of ECO region corridors and freight sources.

ii. Streamlined and digitalized border procedures across all member states under the ECO Transit Transport Framework Agreement (TTFA).

iii. Establishment of multimodal logistics hubs (ECO Gates), integrated transport networks (road, rail, sea, air) and reduced cross-border transit time.

iv. Integration of Awaza Programme priorities into ECO transport strategy, leading to improved regional corridors, harmonized transit procedures and strengthened connectivity among member states.

v. Achieve deep/wide broadband internet penetration across ECO member states by 2030, with improved digital access in rural areas.

vi. Launch of a regional digital platform for trade, e-governance and digital transformation, transport documents, supporting secure data exchange and entrepreneurship.

vii. Adoption of cyber security and data protection standards to enhance the digital ecosystem and establishing electronic data exchanging between transport authorities as well as the customs of the Member States.

viii. Strengthened public-private partnerships and increased investment in smart and prioritized infrastructure, project and ICT-enabled services.

ix. Enhanced regional cooperation in transport, trade, tourism, agriculture, education and health through improved physical and digital connectivity.

x. Development of digital skills among the population and youth, and establishment of regional IT Hubs in cooperation with national IT parks.

xi. Greater collaboration in the application of emerging technologies, including the establishment of ECO bodies/centers, e.g. on Applied Artificial Intelligence.

xii. Establishment of the single window for issuing flight permits to facilitate the passage of cargo and passenger flights in the regional airspace, especially on China-Europe routes.

xiii. Establishment regional capacity committee and technical supervision in field of transport and transit including Civil Aviation, Rail, Road and Maritime.

xiv. Establish regional standards in artificial intelligence to accelerate the creation of the ECO AI Centre.

ENERGY, MINERALS & ENVIRONMENT

Introduction

Regional cooperation in energy, minerals, and environment is vital for sustainable development in the ECO region. Energy has always been a priority area of cooperation within ECO since its inception. Availing abundant traditional and renewable energy resources, ECO aims to increase energy market integration and enhance the energy security through adequate, sustainable, reliable and affordable energy supplies in the region. Over the past decade, ECO has been mainstreaming sustainable energy transition and low-carbon development model in its overall energy agenda. The regional transition journey has started, however a multiplicity of political, economic, and social challenges persist in this pathway. The mineral sector, a key driver of industrial growth, also holds untapped potential for regional collaboration. The ECO countries encounter significant environmental and climate challenges, which have necessitated enhanced collaboration for ecological protection in the ECO region. The environment and impacts of climate change were designated as ECO's cross-sectoral priority. ECO countries must responsibly harness energy and mineral resources while advancing ecological protection and contributing to global climate resilience efforts.

Vision Statement

To foster a thriving, sustainable, and resilient ECO region via responsible management of energy and mineral resources, pursuing the irreversible just and sustainable energy transition and stronger energy-environment nexus approach to promote economic development, protect the environment for future generations, and collaboratively tackle climate change while enhancing regional cohesion. This requires our countries to coordinate and unify their efforts on the global environmental agenda and to involve key stakeholders, particularly the private sector, youth, and women.

Strategic Objectives

- Enhance regional energy security and sustainability through wider energy access and trade: ECO will facilitate diversification of energy mix, improving energy connectivity, enabling and upgrading policy and regulatory framework, and strengthening the role of ECO region in global energy architecture.

- Create Regional Power System Connectivity and Electricity Market: Multilateral and multidirectional power trading linked to the integration of renewable energy resources will be established gradually at the sub-regional and regional levels through harmonization and mobilization of bilateral and multilateral electricity grids under the single platform.

- Mainstream Sustainable Energy Transition: ECO will support unlocking the ECO region's renewable energy and energy efficiency potential, market expansion and transformation of sustainable energy into local energy value chains, and creating an enabling environment for robust sustainable energy markets and investments, particularly via the ECO Clean Energy Centre.

- Promotion of production and deployment of high-tech energy equipment: support for local manufacturing and technology transfer in renewable energy and energy efficiency, alongside the development of innovative solutions and joint research projects to strengthen the region's industrial capacity.

- Forge Sustainable Resource Management: ECO will contribute to the sustainable management of mineral resources in the ECO region underpinned by a set of regional actions and a multi-year ECO Roadmap on Minerals Cooperation, to be adopted and implemented.

- Strengthen Environmental Protection and Resilience to tackle the triple planetary crisis – climate change, pollution and biodiversity loss: ECO will develop regional regulations to improve resource efficiency and manage emissions, waste, and other pollutants from various activities, thereby protecting ecosystems and public health. Furthermore, the robust collective attitude that

engages the entire region in environmental action on climate, biodiversity, desertification and other relevant areas will be achieved to enable ECO to be recognized as a regional group/partner in the global environmental community.

- Implement the ECO Electricity Networks Operation Convention(ECO-ENOC) to strengthen cross-border operational coordination, emergency preparedness, and system reliability. This includes harmonizing regulatory frameworks for generation, transmission, and demand-response management, advancing grid moderation foe renewable integration to mitigate supply disruption and climate-related risks.

- Establish specialized consortiums among Member States to enhance short-term project efficiency, optimize resource utilization, and accelerate implementation timelines by leveraging shared expertise and capacities by 2035.

Priority Areas & Policy Focus

- Sustainable energy transition, particularly policy, capacity development and knowledge management, as well as market and investment promotion in renewable energy and energy efficiency infrastructure, services, businesses and industry with the strong support of the ECO Clean Energy Centre.

- Establishment of the ECO Regional Electricity Market, most notably multilateral, multidirectional power trading linked to the integration of renewable energy resources for harnessing the benefits of larger integrated systems.

- Sustainable resource management with the focus on creating stronger regulatory environment, investing in sustainable mining practices and technologies, and bolstering multi-stakeholder approach and international partnerships, as well as capacity-building and public awareness-raising in minerals.

- Environmental protection and shift to low-carbon development model, including integration and mainstreaming environmental safeguards into national development plans and projects, promotion of a regional cooperation platform that will advocate for a just transition to a resource-efficient, circular, and regenerative economy, and implementation of climate action on adaptation and greenhouse gas emission mitigation with enhanced inclusion of businesses, women and youth.

- Support for the production and dissemination of high-tech energy equipment, including localization of solar panel, wind turbine, battery, and smart meter manufacturing, as well as fostering technology transfer and joint innovation projects.

- Ensuring regional supply chain security for the critical minerals required to manufacture solar panel, wind turbine, battery, and smart meter manufacturing.

- Adopting water-saving technologies in energy and mining sectors for environmental protection with regard to the region's sustainability strategy.

- Supporting the security of supply for critical minerals by developing sustainable and integrated recycling systems capable of recovering critical minerals—such as lithium, cobalt, and silicon—from end-of-life solar panels and batteries, with the aim of effectively utilizing waste generated when technologies like solar panels, wind turbines, and battery systems reach the end of their commercial lifespans.

- Establish a dedicated environmental fund within the Organization to support advanced innovations in air purification.

- Formation and promotion of consortiums among ECO member countries to pool technical, financial, and human resources, thereby boosting the efficiency and timely completion of regional agricultural and industrial projects.

Expected Outcomes

i. Expansion of local production and deployment of advanced energy equipment, stimulating regional industrial cooperation, job creation, and innovation uptake.

ii. Enhanced regional energy security and sustainability through expanded access, diversified energy mix, improved connectivity and strengthened policies aligned with global energy trends.

iii. Established integrated regional power system and electricity market, enabling multilateral and multidirectional power trading and better integration of renewable energy resources.

iv. More diverse and resilient energy architecture will be supported through accelerated sustainable energy transition by unlocking regional renewables potential, expanding markets, transforming local value chains and attracting investments via dedicated ECO clean energy initiatives, including ECO Clean Energy Center.

v. Improved sustainable mineral resource management guided by a multi-year regional cooperation roadmap, fostering responsible mining practices and technology upgrading.

vi. Strengthened environmental protection and resilience, targeting resource efficiency, emission and pollution control, ecosystem preservation and coordinated climate change, biodiversity and desertification actions.

vii. Developed robust legal, regulatory and institutional frameworks, and tailored action plans aligned with the strategic objectives through multi-stakeholder collaboration, including government, private sector and communities.

viii. Mobilized sustainable financing and public private partnerships to support clean energy, sustainable mining, and climate action projects.

ix. Addressed major resource-related challenges, most notably adequate and reliable financing, human and institutional capacity underpinned by knowledge and science, and effective use of available resources.

x. Mobilized sustainable financing from domestic and international sources, public-private partnerships and regional funds to support clean energy, sustainable mining, and climate action projects.

xi. Integrated ECO strategies with global sustainability agendas (e.g., SDGs, Paris Agreement, Baku Climate Unity Pact) and established monitoring systems for transparent progress tracking.

xii. Engaged businesses, youth, women, and researchers actively in environmental sustainability and sector development, fostering innovation, advocacy, capacity-building and inclusive participation.

xiii. Strengthened regional and international partnerships to enhance technology transfer, build indigenous green technology ecosystems, and promote circular economy and just transition principles that leaves no one behind.

xiv. Collaborative partnership under the ECO Electricity Networks Operation Convention (ECO-ENOC) to systematize exchange of technical expertise, operational best practices, and crisis

management protocols. Establish regional platforms to accelerate innovation, enhance grid resilience, and harmonize regulatory approaches. This synergy will optimize resource utilization, mitigate systematic risks, and enable collective responses to emerging challenges such as renewable integration, cyber threats, and climate-induced disruption.

xv. Enhanced project efficiency and expedited delivery through the establishment of cross-border consortiums, fostering stronger cooperation and resource-sharing among Member States.

AGRICULTURE & INDUSTRY

Introduction

Agriculture and industry (A&I) are vital to the ECO region's economic growth but face challenges from environmental degradation, climate change, demographic shifts and evolving consumption patterns. These issues are intensified by global policy shocks, trade barriers and unequal technology access. Persistent disparities in industrialization and technology, coupled with limited collaboration and inconsistent standards, hinder balanced development. To address this, the ECO region must enhance financial and technical support, deepen regional integration, secure sustainable funding and harmonize standards. Attracting, technology-based improvements, strengthening cooperation in artificial intelligence and digital technologies, and fostering partnerships and FDI within a supportive environment are crucial for expanding A&I sectors. A leap in targeted investment is one of the main requirements for sustainable agricultural growth.

Vision Statement

The ECO region with an emphasis on joint investment will enhance its collaborative capacity to drive sustainable economic growth, boost productivity and ensure food security through robust regional cooperation in the agriculture and industry sectors.

Strategic Objectives

- Enhance policy development and implementation capacity of Member States in agriculture and industry sectors for driving sustainable and inclusive economic growth and productivity by 2035.
- Foster cooperation through operationalized intra-regional platforms and strategic partnerships with other international and regional organizations, maximizing collective action to drive sectoral development and address shared challenges by 2035.
- Strengthen regional food security and agricultural resilience through enhanced regional food security initiatives, seed supply, animal health, sustainable and efficient water utilization, meteorological cooperation, and biotechnology capacities by 2035.
- Advance inclusive and sustainable industrial development across priority sectors of common interest through promoting quality infrastructure, nanotechnology utilization, industrial property rights, MSMEs and entrepreneurship, and private sector engagement by 2035.
- Establish and develop regional agriculture supply chains among the Member states.
- Enhance Research and Development (R&D) capacity in agriculture: strengthen the research and development infrastructure sector to foster innovation and improve sustainable agriculture technology by 2035. This will involve promoting collaboration among agriculture universities, research institutions and rural industries to develop new and sustainable practice that enhance productivity, food security, and resilience in rural communities.
- Elevate Regional Research: To promote regional research cooperation in priority domains such as Artificial Intelligence, Biotechnology, Circular Economy, Green Technologies and Smart Cities through the establishment of joint centers of excellence, coordinated by the ECO Science Foundation.
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Priority Areas & Policy Focus

- Enhanced Regional Food Security through:
  - Effective implementation of ECO-RPFS and operationalization of ECO-RCCFS.

- Strengthening regional seed supply and trade.
- Improving animal trade and veterinary services.
- Promoting efficient water utilization in agriculture, with particular emphasis on addressing water scarcity in the predominantly arid and sei-rid region of the Member states to address climate change driven risks, including water scarcity challenges in the region. (Iran)
- Promoting efficient water utilization in agriculture in light of water scarcity in the arid and sei-rid region of the member states (Türkiye – May 4, 2026 alternative to above para)
- Encouraging the adoption of agri-technologies.
- Fostering regional meteorological cooperation to mitigate agriculture-related risks and shocks.
- Encouraging application of agricultural biotechnology for increased productivity and sustainability.
- Building stronger collaborative relationships with relevant international and regional organizations

- Enhanced Regional Industrial Cooperation Capabilities through:
  - Establishing a robust and harmonized quality infrastructure across the region by fully operationalizing the ECO-RISCAM and its associated TMBs
  - Promoting the development and application of advanced, digital and green technologies, including nanotechnology
  - Strengthening industrial property rights
  - Fostering MSMEs, startups, entrepreneurship, digital inclusion, and privatization
  - Developing permanent mechanisms among the chambers of commerce and industry of member states to coordinate business community activities
  - Supporting women and youth access to innovation ecosystems
  - Encouraging the creation of a common certification system for key export sectors such as agriculture, textiles, machinery, and industrial goods
  - Enhancing transparency in business regulation drafting and publication to support startups and MSMEs compliance.
  - Building stronger collaborative relationships with relevant international and regional organizations to leverage synergies and best practices.
  - Mainstreaming climate adaption into agriculture policies to enhance resilience within the ECO region.
  - Enhanced Regional Industrial Cooperation Capabilities through:
    - Strengthening Collaboration between institutions
    - Promoting innovation in sustainable agriculture practices
    - Enhance access to research outputs
    - Encourage sustainable practice through funding and incentives.

ECO Science Foundation (Islamabad)

- Establish 5 joint regional research centers by 2030.

- Form a regional university network with a minimum of 20 member universities by 2032.
- Expand scholarship and research fellowship programs in emerging technologies.
  -

Expected Outcomes

i. Strengthened policy development and implementation capacities across Member States to drive sustainable and inclusive growth in agriculture and industry by 2035.

ii. Enhanced regional cooperation through operational platforms and strategic partnerships, maximizing collective action on shared sectoral challenges for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.

iii. Improved regional food security, enhanced agricultural productivity and strengthened agricultural resilience to climate-related challenges through better seed supply, animal health, sustainable water utilization, meteorological cooperation and biotechnology use, along with the application of agri-technologies.

iv. Advanced, inclusive and sustainable industrial development focusing on quality infrastructure, digital and technologies such as nanotechnology, intellectual property, MSMEs, entrepreneurship and private sector engagement.

v. Established and harmonized regional standards and quality infrastructure supporting efficient trade and innovation.

vi. Increased financial sustainability through the ECO Vision Fund and strengthened partnerships with multilateral donors and UN agencies for technical and financial support.

vii. Robust monitoring and evaluation frameworks ensuring transparency, measurable progress and alignment with Member States' priorities.

viii. Greater engagement and empowerment of youth and women in agriculture and industry, fostering entrepreneurial capability, entrepreneurship and inclusive economic transformation.

ix. Improved coordination, communication and accountability mechanisms among Member States and ECO bodies for effective implementation and timely decision-making.

x. 5 regional research centers to become operational by 2030.

xi. A 20% improvement in the ECO region's Global Innovation Index (GII) ranking by 2035.

TOURISM

Introduction

Tourism plays a significant role within ECO framework, significantly contributing to economic growth, cultural exchange, and regional connectivity among ECO Member States. Under ECO Vision 2025, the main achievements cover the annual celebration of ECO Tourism Capitals, establishment of the ECO Tour Operators' Network (ETON), ECO Advisory Committee on Tourism (ECO-ACT), and ECO Tourism Educational Network (ECO-TEN), and the launch of the ECO Tourism Website and the ECO Tourism Investment Guide. However, challenges including inconsistent tourism policies, inadequate infrastructure and connectivity and limited regional marketing efforts persist. The strategic importance of tourism in regional cooperation and integration is evident in its capacity to drive economic development, promote cultural heritage and strengthen people-to-people connections.

Vision Statement

To establish the ECO region as a premier sustainable tourism destination by 2035, leveraging its cultural heritage and natural beauty to drive economic growth, promote regional identity and foster connectivity.

Strategic Objectives

- Enhance the tourism competitiveness of the region through efficient and effective guidance of the ECO-ACT in formulating and implementing relevant actions. Encourage knowledge-sharing and best practices exchange among tourism stakeholders within through ETON and ECO-TEN.

- Boost regional tourism marketing via implementation of a well-coordinated marketing strategy to increase global visibility and position of the ECO region as a unique, attractive, and sustainable tourism destination. A unified promotion campaign prioritizing the ECO Tourism Capitals in particular and various destinations in the Member States consisting of modern and digital destination marketing tools will be created.

- Enhance the tourism competitiveness of the region through efficient and effective guidance of the ECO-ACT in formulating and implementing relevant actions. Encourage knowledge-sharing and best practices exchange among tourism stakeholders within through ETON and ECO-TEN.

- Promote sustainable tourism practices with a primary focus on adopting eco-friendly policies, diversifying tourism offerings in niche areas such as health tourism, gastronomy tourism, nature tourism, business tourism and winter tourism as well as operational sustainability models.

- Strengthen tourism infrastructure encouraging investments in transportation, hospitality, digital infrastructure, and tourism services. The expansion of current efforts on standardization to all relevant aspects of modernizing travel and tourism facilities. By 2035, the ECO Member States will work towards aligning regional infrastructure with international hospitality and transport standards.

- Enhance connectivity for tourism facilitating seamless travel experiences through integrated travel routes taking Silk Road and several regional concepts, easier visa procedures and collaborative tourism packages under ETON. To this end, direct flight routes in collaboration with aviation sector will be expanded and border procedures for passenger transport will be simplified.

Priority Areas & Policy Focus

- Regional Tourism Strategy: Formulating a comprehensive "Roadmap for the Expansion of Tourism Services" that aligns with national tourism strategies of the Member States under the main tasks of the ECO Advisory Committee on Tourism (ECO-ACT).

- Human Resource Development: Establishing training programs (workshops, seminars and training courses) for tourism professionals in collaboration with the members of the ECO Tourism Educational Network.

- Private Sector Involvement: Supporting to creation of an enabling environment for private sector investment in tourism infrastructure and services.

- Innovative and Digital Transformation: Contributing to the national efforts for digitizing tourism industry with advanced digital tools such as augmented reality, artificial intelligence to enhance the tourism experience, including digital marketing, upskilling the tourism workforce with digital transformation.

- Inclusive Tourism Development: Foster entrepreneurial participation and equitable growth by empowering women, youth and the private sector through inclusive policies and initiatives.

Expected Outcomes

- Establishment of ECO as a premier sustainable tourism destination by 2035 via achieving following targets:

i. Growth in tourist arrivals from 102 million (2024) to 130 million by 2030 and 155 million by 2035.

ii. Increase in tourism's GDP contribution to 5% by 2035.

iii. Improved regional tourism infrastructure, achieving an average TTDI score increase from 3.76 (2024) to 4.25 by 2035.

- Completion of the actions below for abovementioned strategic objectives including:

i. Unified regional tourism marketing strategy implemented across all Member States.

ii. Improved cross-border travel through simplified visa processes, expanded direct flight routes and integrated digital travel systems.

iii. Adoption of sustainable tourism practices and eco-friendly policies.

iv. Greater private sector investment in tourism infrastructure and services.

v. Enhanced use of modern and digital technologies in tourism promotion and delivery.

vi. Increased capacity and skills in tourism through training programs and workshops.

vii. Empowerment of women, youth and communities in tourism development

viii. Active engagement of stakeholders, including local communities and civil society

ix. Operationalization of ECO-ACT for regional tourism coordination and monitoring

x. Stronger partnerships with international organizations (e.g., UN Tourism, UNESCO, OIC)

xi. Diversified tourism financing, including reactivation of the ECO Tourism Promotion Fund

xii. Conduct training programs within the framework of ECO Tourism Educational Network to build capacities of tourism staff across member states.

Comment [E1]: The issue of reactivating the Tourism Promotion Fund requires further consideration by the member states in line with their respective national procedures and available resources. Türkiye – April 6, 2026

HUMAN RESOURCES & SUSTAINABLE DEVELOPMENT

Introduction

The ECO remains committed to advancing human resources and sustainable development (HRSD) through regional cooperation in, with special emphasis on health and education, as well as disaster risk reduction (DRR). Aligned with the UN SDGs, ECO initiatives have included the establishment of key policy frameworks and institutions such as the ECO Regional Center for Risk Management of Natural Disasters and action plans on health and education. Emphasis is placed on ensuring policy coherence with medium- and long-term development priorities, strengthening institutional capacities, and fostering inclusive partnerships. These efforts aim to improve well-being, enhance resilience, promote lifelong learning, and support investment in human capital across the region.

Vision Statement

ECO aims to build an inclusive, resilient and knowledge-driven region, where sustainable development, disaster risk reduction, health and education systems are strengthened through the active participation of private sector, youth and women in policy and decision making process to ensure equitable social welfare and long-term regional prosperity.

Strategic Objectives

- Promote policy coherence for sustainable development by aligning local, regional, and international efforts to effectively address SDG challenges and enhance regional cooperation.
- Mainstream a family-centered perspective across all social development policies, with priority given to initiatives that strengthen the family unit as a foundational social institution and strive to create a social environment that allows people to build and sustain families in accordance with their aspirations and values.

  Prioritize population-related issues by endorsing human capital as a driver of social advancement rather than conceptualizing it as a burden.

- Tackle irregular migration, transnational organized crime, including human and drug trafficking, poverty, inequality, strengthen family institution and promote conditions conductive for strong population structure by adopting inclusive social protection and environmental policies to improve living standards and overall well-being.

- Advance transformative urban development across the ECO region by fostering sustainability, innovation and resilience, and by levering the unique opportunity presented by the 13th World Urban Forum (WUF13) in Baku in 2026 – the first global forum of this kind to take place in the region.

- Establish a regional disaster risk reduction system to minimize disaster-related losses in lives and assets through integrated preparedness and response mechanisms.

- Establish a specialized working group within the ECO focused on the development of science and innovation.

- Empower youth and women by fostering their leadership, entrepreneurial capability and participation in development, entrepreneurship, and climate action for inclusive and resilient communities through accessible financing mechanisms and transformative education across the ECO Region.

Comment [E2]: It is considered beneficial for the concept of "inclusivity" to be more explicitly defined with particular reference to disadvantaged groups, including women, children, older persons and persons with disabilities. Türkiye April 4, 2026

Empower youth and women by fostering their leadership, entrepreneurial capability and participation in development, entrepreneurship, and climate action to promote inclusive and resilient communities while sustaining Youth and Women's Forums launched at the ECO Summit 2025 in Khankendi, as key platforms for engagement and collaboration across the ECO region. (Azerbaijan – alternate to preceding point)

- Strengthen regional health cooperation by addressing non-communicable diseases and advancing equitable, inclusive universal health coverage systems.

- Advance regional education and skills development by establishing frameworks for higher education, vocational training, and capacity-building, with a focus on youth and women's empowerment, as well as inclusive education systems that ensure access, participation and achievement for learners with disabilities, including development of teacher competencies, accessible learning environments, and individualized education plans.

- To design and implement a "Comprehensive Professional Development Program for Teachers' Use of Technology" across the ECO region, aimed at enhancing the digital pedagogical competencies of educators to ensure effective technology integration in classrooms.

- Develop disaggregated data systems, including disability data, to ensure evidence-based policymaking and inclusive progress monitoring across the ECO region.

- Establish regional training programs on inclusive education practices for teachers and educational administrators, focusing on curriculum adaptation, classroom support strategies, and collaborative teaching.

- Develop sustainable policies for the management of shared water resources and safeguard the rights of water users among ECO member states to ensure equitable and efficient utilization by 2035. (Iran)

- Enhance sustainable development policies for the integrated management of water resources by the ECO member states to ensure efficient utilization by 2035. (Türkiye – alternative to above para)

- Accelerate Digital Transformation: To transform digitally education and research by launching inclusive regional platforms that prioritize underserved and less-developed areas, under the guidance of the ECO Educational Institute. To Encourage Member States to initiate joint efforts towards the development of a regional digital cultural heritage platform, including integrated museum and information systems, drawing on best practices such as Türkiye's National Museum Information System (MUES), to support sustainable tourism, digital promotion, and coordinated cultural heritage management.

- Strengthen Cultural Diplomacy: To reinforce cultural diplomacy and civilizational dialogue by leveraging the region's shared historical and cultural heritage, particularly along historic routes such as the Silk Road, led exclusively by the ECO Cultural Institute.

- Enhance Inter-School Collaboration in Primary and Secondary Education: To cultivate a foundation of regional solidarity and shared civilizational consciousness by facilitating various partnerships, student exchange programs, and joint extracurricular projects centered on the region's common religious, historical, and cultural heritage.

- Empower Youth and Women: To empower youth and women as primary drivers of sustainable development through scholarships, academic exchange programs, and green/climate education initiatives, in a collaborative effort among the three ECO institutions.

Priority Areas & Policy Focus

- Sustainable Development
  - Ensure including a framework for mobilizing financial resources and operationalizing bankable projects.
  - Develop a regional action plan for SDG-aligned policy coherence and adopt scorecard-based monitoring systems for SDGs, human capital and inclusive development performance.
  - Institutionalize the ECO Forum on Sustainable Development to share experiences and challenges.
  - Address irregular migration, transnational organized crime, including human and drug trafficking, poverty, inequality and declining fertility rates.

    Strengthening the family institution and promoting population growth by maintaining the fertility rate above the population replacement level.
  - Promote sustainable development policies in the management of shared water resources and protection of water users' rights to ensure fair access and long-term resource preservation in the ECO region. (Iran)
  - Promote sustainable development policies for the integrated management of water resources to ensure long-term resource preservation (Türkiye – alternative to above)
  - Promote the empowerment of youth and women for inclusive development by establishing regional platforms to support sustained engagement, communication, and leadership (networking), and by providing financing for youth and women-led projects.
  - Strengthen cooperation with international and regional organizations on SDG practices.
  - Establish a dedicated platform within the framework of sustainable cities to promote collaboration, knowledge exchange, and integrated urban development across the ECO Region.
  - Formulate ECO SDGs Performance Index - a benchmark mechanism, supported by Pakistan, to encourage data-driven reforms and transparent showcased via an ECO Dashboard.
  - Establish an ECO SDG Accelerator Labs which designs cross-border solutions to common regional challenge
  - Create ECO-Pakistan SDG Collaboration Taskforce which is led by Pakistan Ministry of Planning, Development & Special Initiatives, convenes biannually to showcase innovations in health, education, climate resilience, and digital governance to the ECO region and member states take turn to share success stories in SDG implementation.
- Disaster Risk Reduction (DRR)
  - Revise the ECO Regional Framework on DRR and its five-year roadmap and monitor its implementation.
  - Incorporate actions on youth, women, researchers and private sector engagement in climate resilience and disaster risk reduction (DRR) through technological innovation into ECORFDRR.
  - Leverage AI and emerging technologies, and appoint an ECO Ambassador for Climate and DRR to champion regional initiatives and advocacy.

Comment [E3]: It is considered important that these platforms be designed in a manner that supports family structures and reinforces social cohesion. (Türkiye – April 4, 2026)

- Enhance the capacity and operational effectiveness of the ECO-RCRM.
- Improve intergovernmental collaboration on DRR efforts.
- Foster partnerships with global and regional organizations to exchange expertise and best practices.
- Adopt a long-term "Eco-Invest" Program to invest in climate change and DDR and encourage private sector for green investment.
- Ensure disability-inclusive disaster risk reduction policies, including accessible early warning systems and evacuation plans for persons with disabilities.

- Health
  - Update and implement the ECO Health Action Plan based on Member States' needs.
  - Build strong partnerships with WHO and other key organizations for technical and financial support.
  - Establish a Regional Consultation Mechanism for better cooperation on communicable diseases.
  - Promote role of youth and women in ECO Health Action Plan.

    Adopt inclusive social protection frameworks addressing the needs of persons with disabilities, ensuring access to education, healthcare, employment, and community participation.
- Education
  - Strengthen regional education systems, harmonize academic standards and promote internationalization of higher education.
  - Develop an action plan for internationalizing higher education in the ECO Region and monitor its implementation.
  - Strengthen collaboration with ECO Educational Institute and other related global partners.
  - Conduct targeted training and capacity-building initiatives, with a focus on youth and women.
  - Prioritize educational reforms that integrate climate resilience, digital skills, and entrepreneurship in curricula.
  - Encourage youth and women participation in science, technology, engineering, and math (STEM).
- Prioritizing the digital upskilling of the teaching workforce through standardized regional modules that focus on innovative teaching-learning methodologies and digital content creation.
  - Foster cultural cooperation to consolidate cultural affinities and common heritage that bind the people of the region and mobilize ECO's contribution to Member States' initiatives on intercultural dialogue.
- A new priority area titled "Inclusive Education" can be added under the Human Resources and Sustainable Development section:

ECO Educational Institute (Ankara)

- Launch the ECO Regional Digital Education and Research Platform with multilingual content.

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- Design and implement green and sustainability education programs in cooperation with the ECO Science Foundation and the ECO Cultural Institute.

ECO Cultural Institute (Tehran)

- Organize regular regional events focused on culture, arts, sports, and tourism to highlight our shared heritage.
- Produce and disseminate multilingual media content.

Inclusive Education

- Strengthen inclusive education policies and practices across the ECO region by:

  - Supporting legislation and national strategies aligned with the UN Convention on the Rights of Persons with Disabilities (CRPD).
  - Promoting accessible learning environments and assistive technologies.
  - Encouraging collaboration among Ministries of Education, Health, and Social Services to ensure a holistic support system.
  - Enhancing peer-learning among member states through knowledge exchange and regional forums.
  - Promoting inclusive vocational education and supporting the transition of individuals with special needs into employment by encouraging member states to undertake coordinated efforts at both national and local levels, while fostering collaboration and knowledge exchange.

Expected Outcomes

i. Improved regional policy coherence on SDGs through actionable frameworks and coordinated implementation mechanisms.

ii. Development of a scorecard mechanism to track the performance of member states on inclusive development, SDGs, and human capital indicators

iii. Enhanced disaster resilience via a functional ECO Regional DRR system and operational ECO-RCRM.

iv. Expanded universal health coverage and strengthened response to non-communicable and communicable diseases through regional collaboration and the updated ECO Health Action Plan.

v. Elevated quality and access to education, including vocational, non-formal and higher education, with increased youth and women's participation and institutional cooperation.

vi. Greater inclusion of youth and women in leadership, problem-solving and entrepreneurship and regional policy processes across all HRSD priority areas.

vii. Operationalized regional platforms like the ECO Forum on Sustainable Development and ECO Youth and Women Engagement Mechanism for cross-sector collaboration.

viii. Strengthened monitoring, evaluation, and reporting systems, using data-driven tools to track progress on DRR, health, education and SDG implementation.

ix. Increased mobilization of resources and institutional capacity through strategic partnerships with UN bodies, development banks and civil society.

x. Strengthened cooperation in innovation, artificial intelligence and digital technologies.

xi. Mainstreamed cross-sectoral linkages, connecting HRSD with climate action, trade, agriculture and energy for integrated development outcomes.

xii. A 60% increase in student and researcher participation in academic exchanges by 2035.

xiii. A 50% increase in student and teacher mobility specifically for primary and secondary education levels by 2035

xiv. 80% coverage of underserved areas by the digital education platform by 2028.
xv. The training of 100,000 youth and women in green and sustainability programs by 2035.
xvi. The participation of at least 20 universities in the ECO University Network by 2032.
xvii. The delivery of 8 cultural festivals and 10 co-produced media works by 2035.

ECONOMIC RESEARCH & STATISTICS

(Operating Tool)

Introduction

Economic Research and Statistics (ERS) has emerged as an important ECO pillar, advancing evidence-based policymaking and regional integration. Through platforms like the ECO Permanent Steering Committee on Economic Research (EPSCER), Meetings of Heads of National Statistics Offices (HNSO) and the High-Level Experts Group (HLEG) on Statistics, along with key outputs such as the Annual Economic Reports, ERS supports informed decision-making across the region. The forthcoming ECO Research Centre (ECO-RC) in Baku and the revitalized ECO Economic Journal (EEJ) will further strengthen ECO's analytical and intellectual foundation.

Vision Statement

To position ERS as a cornerstone for sustainable and inclusive socio-economic development, the Vision must explicitly address three key issues. First, it will focus on data harmonization and quality by establishing a common framework for data collection to ensure statistics are comparable and reliable across the region. Second, to address varying technical capacities, the Vision commits to capacity building and technical expertise through targeted training programs and knowledge-sharing initiatives for national statistical offices. Finally, it will bridge the policy-research divide by creating user-friendly platforms and fostering direct dialogue between researchers and policymakers, ensuring that high-quality data is effectively translated into actionable insights for all member states.

Strategic Objectives

- Operationalize the ECO Research Centre (ECO-RC) in Baku as a regional hub for economic research and innovation, with a specific mandate to produce applied research that addresses critical data gaps in intra-regional trade, investment flows, and sustainable development indicators.
- Elevate the ECO Economic Journal (EEJ) into a peer-reviewed internationally recognized publication, with a focused agenda on translating research findings into tangible policy recommendations.
- Institutionalize the ECO Think-Tank Forum, making it a recurring, high-level platform hosted across Member States, with a focused agenda on translating research findings into tangible policy recommendations.
- Produce applied research and analytical publications focused on key regional priorities such as trade, investment, transport, climate change, green economy, regional security, and food security and water efficiency. This will be supported by a commitment to using harmonized, high-quality data.
- Strengthen capacity building and knowledge exchange among national statistics offices and economic institutions.

Priority Areas & Policy Focus

- Regional Economic Analysis
  - Strengthen data collection and harmonization across Member States. This should include a commitment to overcoming data quality and comparability challenges by adopting common statistical standards and methodologies.

- Develop comparative studies and benchmarking tools to support policy decisions, , while also addressing data gaps and a lack of standardized reporting. This ensures the analysis is comprehensive and reliable.

- Strategic Publications and Research

  - Focus on actionable research in trade, investment, sustainable development, transport, logistics, energy and resilience, while ensuring the research agenda is responsive to the real-time needs and emerging crises of the region.

  - Explore the socio-economic impacts of regional initiatives and global trends on ECO countries, with a particular focus on capacity building to ensure all member states can effectively contribute to and benefit from this research.

- Capacity Building and Networking

  - Support training, knowledge-sharing, and collaboration among statistical offices and research institutions.

  - Encourage youth and academic engagement through fellowships and research opportunities.

Expected Outcomes:

i. Full operationalization of the ECO Research Centre (ECO-RC) as a regional hub for economic research and innovation, and a clear mandate to produce applied research that directly informs policy.

ii. Establishment of the ECO Economic Journal (EEJ) as a respected, peer-reviewed international publication, achieved by implementing a rigorous editorial process and securing indexation in globally recognized academic databases.

iii. Regular convening of the ECO Think-Tank Forum as a key platform for high-level policy dialogue and research exchange, with a focus on ensuring diverse representation and a mechanism for translating forum discussions into concrete policy recommendations.

iv. Enhanced regional data harmonization and strengthened capacity of national statistics offices to support evidence-based policymaking, overcoming existing issues of data quality and comparability through technical assistance and a shared data framework.

v. Production of applied research and analytical reports addressing priority regional issues including trade, investment, climate change, green economy and food security and sustainable water management, including trade, investment, climate change, green economy, and food and water security, while ensuring that this research is accessible and easily understood by policymakers. (Iran)

vi. Production of applied research and analytical reports addressing priority regional issues including trade, investment, climate change, green economy and food security and water efficiency, while ensuring that this research is accessible and easily understood by policymakers. (Türkiye - alternative to above)

vii. Increased engagement of youth, women, businesses and academia in economic research through fellowships, advisory panels and collaborative networks, facilitated by a targeted outreach strategy and the removal of systemic barriers to participation.

viii. Development and launch of a digital ECO Statistics and Research Portal to improve transparency, data sharing and monitoring of regional progress, while also addressing data security and privacy concerns.

ix. Strengthened partnerships with international organizations, academic institutions and the private sector for co-funded research and knowledge exchange by establishing a clear and transparent partnership framework that defines mutual goals and resource commitments.

x. The publication of the result of research conducted on the identified priority sectors in the ECO's "Economic Journal).

JUDICIAL & PARLIAMENTARY COORDINATION AND EAPA

(Operating Tool)

Introduction

Judicial and Parliamentary Coordination and the ECO Advocacy Programme for Afghanistan (JPC&EAPA) are key to strengthening judicial, law enforcement, and legislative cooperation among ECO Member States, promoting regional peace, security and sustainable development. Achievements during Vision 2025 include establishing the Plan of Interaction among Attorneys/Prosecutors General to combat transnational crime, advancing the operationalization of the ECO Regional Center for Cooperation of Anti-Corruption Agencies and Ombudsmen (RCCACO), strengthening legislative cooperation via the Parliamentary Assembly of ECO (PAECO) and its Charter, and successfully implementing the ECO Advocacy Programme for Afghanistan. Challenges persist, including delays in RCCACO's full operation, the absence of ECOPOL, and suspended activities in Afghanistan.

Vision Statement

Judicial cooperation, anti-corruption frameworks, law enforcement coordination and parliamentary collaboration across the ECO Member States will be institutionalized and strengthened. These efforts will foster a secure and rules-based regional environment conducive to economic integration. ECO will also work to reintegrate Afghanistan into ECO mechanisms, ensuring sustained regional support for its stability, prosperity, economic growth and sustainable development.

Strategic Objectives

- Enhance regional judicial cooperation among ECO Member States through institutional mechanisms and coordinated frameworks.
- Foster effective cooperation in the prevention of financial and organized crimes via operational platforms like RCCACO and ECOPOL.
- Promote legislative coordination among ECO parliaments through the institutional strengthening of PAECO.
- Sustain regional commitment to Afghanistan's development and reengagement with ECO.
- Build the institutional capacities of judicial and law enforcement agencies across the region through comprehensive training programs, enhanced resource allocation and improved inter-agency collaboration.

Priority Areas & Policy Focus

- Judicial Cooperation: Strengthen cooperation in this field through the Institutions authorized by the ECO Member States as Central Authorities.
- J Anti-Corruption Cooperation: Implement the Plan of Interaction and operationalize RCCACO to tackle financial and organized crimes.
- Law Enforcement Coordination Continue elaborates on improving intelligence and operational collaboration among law enforcement agencies.
- Parliamentary Engagement: Strengthen the mandate and functioning of PAECO, encouraging all Member States to ratify the Charter.
- Capacity Building: Expand training and knowledge-sharing programs to address emerging legal challenges (e.g., cybercrime, financial crime).

- Afghanistan Engagement: Facilitate dialogue and support mechanisms to enable Afghanistan's participation in ECO activities, subject to Member State consensus.

Expected Outcomes

i. Strengthened regional judicial cooperation through fully operationalized institutional mechanisms and enhanced coordination through fully operationalized institutional mechanisms and enhanced coordination among Member States' institutions authorized central Authorities.

ii. Effective establishment and functioning of the ECO Regional Center for Cooperation of Anti-Corruption Agencies and Ombudsmen (RCCACO), boosting anti-corruption efforts across the region.

iii. Development of a robust regional law enforcement coordination platform (ECOPOL or alternative) to improve intelligence sharing and cross-border crime prevention.

iv. Increased legislative collaboration through full ratification and active engagement within the Parliamentary Assembly of ECO (PAECO), supporting harmonized policies and rule of law.

v. Expanded capacity-building programs targeting emerging challenges such as cybercrime, financial crimes and organized crime, enhancing institutional competencies.

vi. Successful reintegration of Afghanistan into ECO mechanisms, enabling its meaningful participation in regional judicial, legislative and security cooperation.

vii. Sustained multi-stakeholder partnerships with international organizations and donors to ensure financial sustainability and technical support.

viii. Enhanced inclusion of women and youth in legislative processes via PAECO's dedicated committees, promoting diversity and regional stability.

ix. Regular monitoring and reporting frameworks established to track progress on judicial cooperation, anti-corruption initiatives, parliamentary activities and Afghanistan's engagement.

INTERNATIONAL RELATIONS

(Operating Tool)

Introduction

In today's interconnected world, challenges like technological change and population growth transcend national borders, making regional cooperation essential. The Economic Cooperation Organization (ECO), with its ten member states, faces shared transboundary issues that require regional collaboration. Strengthening partnerships with regional and international organizations and implementing existing cooperation frameworks are vital for effectively addressing these challenges.

Despite being one of the oldest regional groupings, ECO struggles with low visibility and impact. Enhancing its presence through streamlined web content, increased media engagement, and active participation in international forums will boost its profile. Moreover, fully activating and coordinating ECO's 24 subsidiary bodies will promote a unified, effective approach to achieving its goals.

Efforts to strengthen subsidiary agencies will serve as key catalysts for fostering shared innovation, social cohesion and sustained growth across the region. Advanced scientific research, equitable education, and shared cultural heritage serve as the foundational pillars of regional integration, innovation, and sustainable development

Vision Statement

ECO aims to harness regional collaboration to tackle global and regional challenges, promoting sustainable development through strengthened and new partnerships. Committed to boosting its visibility and impact, ECO will enhance media engagement and actively participate in international events, fostering a cooperative and inclusive community for collective progress and a sustainable future.

Strategic Objectives

- Strengthening existing partnerships by actively participating in collaborative programs and initiatives.
- Establishing new agreements with international organizations which are beyond ECO's ambit.
- Increasing media presence through interaction, digital outreach, better material and publications
- Streamlining web content to effectively communicate ECO's mission, achievements, activities and ongoing projects.
- Engaging in international events to represent ECO's interests and showcase its contributions.
- Hosting side events at international events to make most participation
- Strengthening and fully operationalizing the ECO bodies
- Improving coordination among ECO bodies and with the Secretariat to maximize organizational efficiency and effectiveness.
- Encouraging ECO Member States to host major international events.
- ~~**Cultivate International Partnerships:**~~ To attract international collaborations and mobilize resources from organizations such as UNESCO, the Shanghai Cooperation Organization (SCO), BRICS, and global academic networks, with coordination provided by the ECO Regional Committee and specialized contributions from each institution.

Priority Areas & Policy Focus

- **Increasing Synergies**
  - Developing a centralized digital platform, featuring shared calendars, document repositories, and project management tools, to facilitate seamless coordination among the ECO Secretariat and ECO bodies.

- **Strengthening Subsidiary Agencies**
  - Launching targeted outreach programs such as presentations, regional workshops, and bilateral meetings, to engage potential Member States, highlighting the benefits of joining ECO Subsidiary Agencies.
  - Offering training and development programs to enhance the capabilities of agency staff and member representatives.
  -

- **Hosting Sideline Events**
  - Developing and publishing an annual calendar of sideline events at major international forums.
  - Collaborating with regional and international organizations and host countries to co-organize events that align with global agendas and ECO priorities.
  - Planning and executing at least two sideline events annually at major UN conferences and member state-hosted events.

- **Media Engagement and Presence**
  - Establishing a dedicated media team to manage public relations and increase ECO's visibility.
  - Developing a comprehensive media strategy to engage with international media outlets and promote ECO initiatives.
  - Utilizing social media platforms to share updates, success stories, and upcoming events to reach a wider audience.
  - Organizing press conferences and media briefings to highlight key achievements and upcoming projects.
  - Creating engaging content, such as videos and infographics, to effectively communicate ECO's impact and goals.

Expected Outcomes

i. Strengthened existing collaborations and new agreements with international organizations will improve ECO's capacity to address transboundary challenges effectively.

ii. ECO's media presence, web content, and participation in international forums will be significantly enhanced, raising public awareness and stakeholder engagement.

iii. All ECO subsidiary agencies will be active and well-coordinated, promoting organizational efficiency and cohesive implementation of ECO's mandates.

iv. Centralized digital platforms and streamlined communication channels will enable seamless cooperation among the Secretariat, subsidiary bodies, and member states.

v. A dedicated media team and comprehensive communication strategy will effectively promote ECO's achievements and goals to a wider audience.

vi. The mobilization of USD 15 million in international resources by 2035.

vii. ECO's achievements and goals to a wider audience.

~~Science, Education and Culture (Iran – April 7, 2026 – whole part)~~

Comment [E4]: It has been observed that there is a heading under Science, Education and Culture, and detailed additions within this heading. However, it is considered that it would be more appropriate to compile the values recorded from the relevant details under the existing headings (located under the Priority Areas & Policy Focus subheading of the HUMAN RESOURCES & SUSTAINABLE DEVELOPMENT heading) in a way that is more accessible, rather than addressing these additions under a separate heading. (Türkiye, May 4, 2026)

~~Introduction~~

~~Building upon the mandates of ECO Foundation, the ECO Educational Institute and the ECO Cultural Institute outlined our collective commitment to advancing cutting-edge research, facilitating the digital transformation of education and strengthening cultural diplomacy. These efforts will serve as key catalysts for fostering shared innovation, social cohesion and sustained growth across the region.~~

~~Vision Statement~~

~~To establish the ECO region as a knowledge – based, culturally vibrant and inclusive community by 2035, where advanced scientific research, equitable education, and shared cultural heritage serve as the foundational pillars of regional integration, innovation, and sustainable development~~

Strategic Objectives

- ~~Elevate Regional Research: To promote regional research cooperation in priority domains such as Artificial Intelligence, Biotechnology, Circular Economy, Green Technologies and Smart Cities through the establishment of joint centers of excellence, coordinated by the ECO Science Foundation.~~

- ~~**Accelerate Digital Transformation**: To transform digitally education and research by launching inclusive regional platforms that prioritize underserved and less-developed areas, under the guidance of the ECO Educational Institute. To Encourage Member States to initiate joint efforts towards the development of a regional digital cultural heritage platform, including integrated museum and information systems, drawing on best practices such as Türkiye's National Museum Information System (MUES), to support sustainable tourism, digital promotion, and coordinated cultural heritage management.~~

- ~~**Strengthen Cultural Diplomacy**: To reinforce cultural diplomacy and civilizational dialogue by leveraging the region's shared historical and cultural heritage, particularly along historic routes such as the Silk Road, led exclusively by the **ECO Cultural Institute.**~~

- ~~Enhance Inter-School Collaboration in Primary and Secondary Education: To cultivate a foundation of regional solidarity and shared civilizational consciousness by facilitating various partnerships, student exchange programs, and joint extracurricular projects centered on the region's common religious, historical, and cultural heritage.~~

- **Empower Youth and Women**: To empower youth and women as primary drivers of sustainable development through scholarships, academic exchange programs, and green/climate education initiatives, in a collaborative effort among the three ECO institutions.

- **Cultivate International Partnerships:** To attract international collaborations and mobilize resources from organizations such as UNESCO, the Shanghai Cooperation Organization (SCO), BRICS, and global academic networks, with coordination provided by the ECO Regional Committee and specialized contributions from each institution:

Priority Areas & Policy Focus

ECO Science Foundation (Islamabad)

- Establish 5 joint regional research centers by 2030.
- Form a regional university network with a minimum of 20 member universities by 2032.
- Expand scholarship and research fellowship programs in emerging technologies.

ECO Educational Institute (Ankara)

- Launch the ECO Regional Digital Education and Research Platform with multilingual content.
- Design and implement green and sustainability education programs in cooperation with the ECO Science Foundation and the ECO Cultural Institute.

ECO Cultural Institute (Tehran)

- Organize regular regional events focused on culture, arts, sports, and tourism to highlight our shared heritage.
- Produce and disseminate multilingual media content:

Expected Outcomes

- 5 regional research centers to become operational by 2030.
- A 20% improvement in the ECO region's Global Innovation Index (GII) ranking by 2035.
-
- A 60% increase in student and researcher participation in academic exchanges by 2035.
- A 50% increase in student and teacher mobility specifically for primary and secondary education levels by 2035

- 80% coverage of underserved areas by the digital education platform by 2028.
- The training of 100,000 youth and women in green and sustainability programs by 2035.
- The participation of at least 20 universities in the ECO University Network by 2032.
- The delivery of 8 cultural festivals and 10 co-produced media works by 2035.
- A 50% increase in student and teacher mobility specifically for primary and secondary education levels by 2035
- The mobilization of USD 15 million in international resources by 2035.
- The training of 100,000 youth and women in green and sustainability programs by 2035.
- The participation of at least 20 universities in the ECO University Network by 2032.
- A 20% improvement in the ECO region's Global Innovation Index (GII) ranking by 2035.
- ECO's achievements and goals to a wider audience.

Economic Cooperation Organization
ECO

No: ECO /2026/520

Priority: Normal
Date: 19/6/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization (ECO) presents its compliments to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, and has the honour to refer to the Second Meeting of the Preparatory Committee (PrepCom) held on June 18, 2026 in hybrid mode.

The Secretariat is pleased to transmit herewith the Report of the Second PrepCom Meeting, together with the harmonized clean version of the Draft Strategic Goals of Economic Cooperation 2035, prepared in accordance with the conclusions reached during the Meeting.

As agreed by the Committee, Member States are kindly requested to review the attached Draft Strategic Goals and communicate any final comments and proposals to the Secretariat **no later than July 9, 2026**, enabling the Secretariat to finalize the document for further consideration by the CPR before final submission to the COM for its adoption.

The Secretariat of the Economic Cooperation Organization avails itself of this opportunity to renew to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, the assurances of its highest consideration.

All ECO Member States - Tehran

ECONOMIC COOPERATION ORGANIZATION

ECO Secretariat - No. 1, Golbou Alley, Kamranieh, Tehran, Iran - Postal Code: 19519 33114 - P.O.Box: 14155-6176
Tel: +98 (21) 22831733-4 Fax: +98 (21) 22831732 Email: registry@eco.int Website: http://www.eco.int

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Report of the Second PrepCom Meeting
June 18, 2026 – Hybrid Mode

The Second Meeting of the Preparatory Committee (PrepCom) was held in hybrid mode on June 18, 2026 under the chairmanship of the Representative of the Islamic Republic of **Pakistan** and co-chaired by the ECO Deputy Secretary General (TC & HRSD). The meeting was attended by representatives of the Republic of **Azerbaijan**, the Islamic Republic of **Iran**, the Republic of **Kazakhstan**, the Republic of **Tajikistan**, the Republic of **Türkiye**, **Turkmenistan** and the Republic of **Uzbekistan**, as well as relevant staff of the ECO Secretariat.

2. The Committee continued its consideration of the Draft Strategic Goals of Economic Cooperation 2035, focusing on the additional proposals submitted by the Republic of Uzbekistan and the Republic of Türkiye following the First PrepCom Meeting. The Committee reviewed the revised proposals and agreed to incorporate the relevant amendments into the Draft Strategic Goals. It was further noted that the proposals previously submitted by the Islamic Republic of Iran relating to science, education and culture had been integrated into the relevant sections of the document following consultations among the concerned Member States.

3. The Committee also agreed that the Secretariat would prepare and circulate a harmonized clean version of the Draft Strategic Goals, ensuring consistency of language and structure throughout the document. In addition, the Secretariat was requested to prepare a concise introductory overview summarizing the vision, priorities and strategic directions contained in the document.

4. The Committee agreed that Member States would submit any final comments and proposals on the Draft Strategic Goals of Economic Cooperation 2035 **no later than July 9, 2026,** enabling the Secretariat to finalize the document for submission to the Council of Permanent Representatives (CPR) for consideration and making necessary recommendation to the COM.

5. Under the agenda item on preparations for the **18th ECO Summit**, the representative of the Islamic Republic of Iran briefed the Committee that internal consultations concerning the timing and organizational

arrangements of the Summit were underway and that the exact dates would be communicated to Member States at the earliest opportunity.

6. Concerning the **30th Meeting of the Council of Ministers (COM),** the Chair informed the Committee that the Meeting is scheduled to be held in Islamabad on November 15–16, 2026. He acknowledged the receipt of the zero draft of the Ministerial Communiqué from the ECO Secretariat and informed the Committee that the necessary preparatory and organizational arrangements were underway. The Chair further conveyed that, following consideration by the relevant authorities in Islamabad, the draft Communiqué would be transmitted to the Secretariat for circulation among Member States, and to seek their comments thereon followed by subsequent technical consideration by the PrepCom.

7. The Committee agreed to continue its work at its Third Meeting, the date of which would be proposed and communicated by the ECO Secretariat in consultation with Member States, with a view to holding it prior to the 308th CPR Meeting, expected in July 2026.

Economic Cooperation Organization
ECO

(AS ON 18.06.2026)

DRAFT

STRATEGIC GOALS OF THE

ECONOMIC COOPERATION – 2035

ECO VISION 2025

BRIEF BACKGROUND

Adopted in 2017, ECO Vision 2025 served as a strategic framework guiding the Economic Cooperation Organization (ECO) toward sustainable economic growth, enhanced regional connectivity and deeper socio-economic development. It focused on key sectors such as trade & investment, transport & connectivity, energy & environment, tourism, economic growth & productivity, and social welfare. The Vision aimed to align regional efforts with global sustainable development goals, supported by structured monitoring mechanisms.

While implementation remained uneven across sectors, moderate progress was witnessed in trade sector, whereas notable advancements were seen in regional energy cooperation, corridors development, agriculture & food security, tourism promotion, etc. Financial constraints and insufficient engagement by Member States emerged as recurring challenges. The ECO Vision Midterm Review in 2021 and the ECO Vision Review Committee in 2024 identified both accomplishments and gaps, leading to prioritized efforts in the final phase.

The deliberative process laid the foundation for formulating a more inclusive, responsive and target-based strategy for the upcoming decade, with stronger ownership, realistic goals and enhanced regional collaboration at its core.

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STRATEGIC GOALS OF THE ECONOMIC COOPERATION – 2035

OVERVIEW

The Strategic Goals of Economic Cooperation – 2035 set out a shared vision for advancing regional cooperation, sustainable development and economic integration across the ECO region over the coming decade. Building upon the achievements, lessons learned and remaining challenges of ECO Vision 2025, the document provides a forward-looking framework to guide collective action in addressing evolving regional and global realities while unlocking the considerable economic, human and natural potential of the ECO region.

The ECO region occupies a strategically important position connecting Asia, Europe and the Middle East and possesses significant opportunities for growth driven by its abundant natural resources, youthful population, rich cultural heritage and expanding markets. At the same time, Member States face a range of interconnected challenges, including climate change, environmental degradation, food and energy security concerns, infrastructure and connectivity gaps, technological disparities, public health challenges and an increasingly complex global economic environment. The Strategic Goals 2035 seek to transform these challenges into opportunities through enhanced cooperation, stronger regional integration and a shared commitment to sustainable and inclusive development.

The Strategic Goals are founded on the principles of sustainability, regional solidarity, mutual benefit and shared prosperity. They promote a balanced approach that seeks to strengthen economic growth, social development, environmental stewardship and institutional effectiveness, while recognizing that peace, stability and constructive engagement among Member States remain essential prerequisites for long-term progress.

The document outlines a comprehensive framework for cooperation across the Organization's principal sectors. It seeks to enhance trade and investment through greater economic integration, improved trade facilitation, increased private sector participation and the progressive development of regional value chains. It promotes stronger regional connectivity through the development of integrated transport corridors, improved transit systems and accelerated digital transformation. It further seeks to strengthen energy security, support sustainable energy transition, promote responsible management of natural resources and advance regional cooperation on environmental protection and climate resilience.

Recognizing the importance of food security and industrial modernization, the Strategic Goals emphasize enhanced cooperation in agriculture, industry, research and innovation. They also seek to position the ECO region as a leading sustainable tourism destination by leveraging its unique cultural, historical and natural assets while improving infrastructure, connectivity and tourism services. Particular emphasis is placed on strengthening human resources and sustainable development through enhanced cooperation in health, education, disaster risk reduction, social development and the empowerment of youth and women.

The Strategic Goals also acknowledge the increasing importance of knowledge, innovation and effective governance in shaping the future of the region. Accordingly, greater attention is devoted to economic research and statistics, digital transformation, science and innovation, judicial and parliamentary cooperation, and strengthened international partnerships to support evidence-based policymaking, institutional development and regional visibility.

Across all sectors, the document promotes innovation, technological advancement and the responsible application of emerging technologies, including artificial intelligence and digital solutions, as important drivers of competitiveness, productivity and sustainable development. It further emphasizes the need to strengthen institutional capacities, mobilize resources, encourage public-private partnerships and deepen cooperation among governments, regional institutions, academia, the private sector and development partners.

By 2035, the Member States of ECO aspire to achieve a more integrated, connected, resilient and prosperous region characterized by increased intra-regional trade and investment, enhanced connectivity, stronger energy and food security, improved human development outcomes, greater environmental sustainability, accelerated digital transformation and deeper people-to-people ties. Through collective commitment and effective implementation, the Strategic Goals of Economic Cooperation – 2035 seek to position ECO as a dynamic and results-oriented regional organization capable of contributing meaningfully to the prosperity, stability and sustainable development of its Member States and the wider region.

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CORE PILLARS

Advancing Sustainability

ECO is committed to fostering sustainable, inclusive growth by aligning regional efforts with global development goals. The focus will be on addressing regional priorities while ensuring that progress is balanced with environmental responsibility, social equity and long-term economic resilience. A stable and peaceful environment remains a fundamental pillar for this sustainable development.

Strengthening Regional Integration

Our diverse region holds immense potential for economic cooperation. ECO will work to deepen regional integration through enhanced infrastructure, harmonized policies and collaborative initiatives. By building on cultural ties and shared interests, ECO aims to create a more cohesive economic space that benefits all member states, encouraging mutual growth and stability.

Fostering Innovation and Inclusive Growth

To promote entrepreneurship, job creation and targeted technological upgrading, ECO will create an enabling environment supported by transparent governance and equitable access. This includes empowering local businesses, enhancing education and skills development and fostering technological advancements. By nurturing a business-friendly climate, ECO seeks to drive inclusive development that benefits all sectors of society.

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SECTORAL APPROACH

In formulating Strategic Goals of the Economic Cooperation - 2035, a structured and comprehensive approach has been applied to develop sector-specific strategies that align with the Organization's long-term goals. This approach ensures that each sector's role is clearly defined within the broader framework of ECO, building on the lessons and achievements of Vision 2025 while addressing the challenges encountered during its implementation. By reflecting on the past, the new document provides a target-specific strategy for regional cooperation and development, with a sharper focus on inclusivity, sustainability and innovation.

The process involved developing clear and forward-looking statements for each sector, ensuring that these are realistic, measurable and impactful. Strategic objectives have been identified to guide each sector, with a focus on achievable outcomes by 2035. Priority areas and policy focus, along with expected outcomes are outlined to ensure that each sector addresses areas requiring immediate and sustained attention. The following sectors form the foundation for the targeted actions of the new document:

Trade & Investment (TI)

Transport & Communications (TC)

Energy, Minerals & Environment (EME)

Agriculture & Industry (AI)

Tourism

Human Resources &
Sustainable Development (HRSD)

Economic Research & Statistics
Operating Tool

Judicial & Parliamentary Coordination (JPC)
Operating Tool

International Relations (IR)
Operating Tool

TRADE & INVESTMENT

Introduction

Trade is the main driver of economic growth. While the ECO region has made notable strides, challenges such as the absence of a fully operational preferential trading system, high trade costs due to high intra-regional tariffs and non-tariff barriers, banking and payment issues, and inadequate financing continue to hinder progress. Global shifts toward protectionism and re-defined trade norms further impact the region's trade performance. Despite contributing over USD 1 trillion to global trade for three consecutive years, intra-regional trade remains low at just 8.8%, signaling untapped potential. ECO's most important Key Performance Indicator (KPI) is "intra-regional trade", which unfortunately remains one of the Organization's concern as only 8% share of intra-regional trade in ECO's world trade, cannot be justified. One major reason for the organization's inability to meet the full targets is lack of effective means, ownership and monitoring for implementation of the agreements by the Member States. To realize this potential, the region must accelerate efforts for implement preferential trade under ECO Trade Agreement (ECOTA), implement effective trade facilitation framework, harmonize standards, ensuring efficient trade payment systems, and promoting FDI in priority sectors.

In order to enhance youth's participation in the ECO initiatives, there is a need for an accentuated representation of youth in the ECO National Chambers of Commerce and ECO CCI to promote meaningful and structured participation of youth in policy formulation. Greater facilitation for the youth entrepreneurs/SMEs with easier access to trade financing through national institutions/ECO TDB programmers, and technical assistance opportunities to engage in cross-border trade initiatives in Public-Private Partnerships (PPPs), will accelerate infrastructure development, entrepreneurial digital activity and inclusive growth.

Although, noteworthy progress has been made under ECO Vision 2025, with progress made to:

i. Initiate negotiations to amend and update ECOTA with view to increase its membership and implement it,
ii. Adoption of the Trade Facilitation Strategy,
iii. Initiation of technical consultations on Trade Facilitation Agreement,
iv. Operationalization of 'Agreement on Promotion and Protection on Investment' and
v. Adoption of the 'MoU on Joint Trade Promotion Activities in the ECO

These important milestones, which have been achieved under the implementation matrix of ECO Vision-2025, have significant bearing on laying the foundation for a more integrated, resilient and dynamic trade and investment landscape by 2035.

Vision Statement

To achieve sustainable growth with greater and greener intra-regional trade and investment in the ECO region and contribute to the global trade and investment commensurate to the potential of the region.

Strategic Objectives

- To ensure sustainable increase in intra-regional trade with an efficient and operational preferential trading system under ECOTA and its progressive liberalization, to a regional trade and increase ECO share in the global trade, attract greater investment into the region to tap trade investment potential of the region, diversify regions' exports.

- To enhance investment cooperation among member states and achieve national, regional as well as sustainable development goals by attracting Investment in priority sectors under APPI and IPAs collaboration.

Priority Areas & Policy Focus

- Enhanced intra-regional trade through:

  - Paying special attention to simplifying trade in goods and services by gradually eliminating technical and non-tariff barriers to trade. Only five Member States have signed the ECOTA, so far. We need to rope-in all Member States, and endeavour towards expanding membership of ECOTA and ensure its earliest implementation.

  - Strengthen regional economic cooperation within the ECO framework, in accordance with the goals of ECO Vision-2025. By 2035, discussions should be initiated to identify practical arrangements that will enhance mutual trade and economic ties. Member States and the Secretariat need to prepare the required groundwork at national and regional levels.

  - Strengthen the role of ECO Trade Development Bank by expanding the Bank's memberships and increasing its capital to support the Bank's operation including bolster project funding in trade sector. Broaden its correspondent banking relationships through open accounts with other banks and explore financing options in multiple currencies. Furthermore, deepen collaborative relationships with relevant international and regional organizations to amplify financing the priority projects in priority areas with active role of ECO TDB.

  - Improve Trade Facilitation in the region by implementing ECO Trade Facilitation Strategy (TFS) with a view to imbibe greater transparency, predictability and uniformity in cross border trade by:

    a. Removing technical barriers to trade,
    b. Removing non-tariff barriers through automation of procedures, harmonization of policies etc.
    c. Strengthening cooperation in practical digital solutions, artificial intelligence and use of digital technologies, and e-commerce.

  - Finalize ongoing negotiations or ECO Trade Facilitation Agreement.

  - Adopt a Regional Investment Facilitation Strategy with an aim to:

    a. Harmonize investment regulations, simplify administrative procedures, Improve the region's business environment by reducing costs, and attracting sustainable investment with appropriate incentives
    b. Promote intra-regional trade with enhanced participation across ECO Member States to develop regional supply chains, contributing to regional value chains and connect with global value chains.

  - Implement "ECO Invest" Program drafted by the Republic of Uzbekistan to strengthen cooperation among ECO Member States by improving the investment climate, increasing inflow of mutual foreign direct investment (FDI) and enhancing investment efficiency.

  - Adopt 'Regional Quality Policy' drafted by ECO-UNIDO Joint Trade Capacity Building Project, and utilize ECO-RISCAM to promote harmonized standards, conformity assessment procedures and best practices in the region for risk free, predictable and cost effective intra-regional trade.

  - Implement Joint Trade Promotion activities in the ECO by organizing meaningful trade promotion events in the region to enhance business engagement through closer ties among the national trade bodies and Export Promotion Agencies to foster cross-border partnerships and joint export promotion activities on digital platforms.

  - Ensure participation of business communities of the region through ECO Chamber of Commerce and Industry, as critical in following:

a. Establishment of a permanent Secretariat of the ECO Chambers of Commerce and Industry (ECO CCI) for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.
b. Create unified digital platform of the ECO national chambers in the ECO CCI to establish an online database to provide information on trade *(export and import)* opportunities in the ECO region, and national regulations/mutual recognition of the quality certification, markets' conditions in the region etc, to help traders in the region.

- Given the difficulty in trade related payment systems which hampers movement of goods and services, may focus on trade in national currencies among ECO Member States as a catalyst and accelerator.

- Create an online mentors' network aimed at supporting young entrepreneurs in the member states of the ECO;

- Develop a unified online platform for small and medium-sized business representatives.

Enhanced National & Intra Regional Investment through:

- Upgrading a Comprehensive ECO Investment Platform to facilitate identification of investment opportunities, connect investors and projects, provide up-to-date information on investment regulations in member countries by providing project database, investor profiles, risk assessment tools and market analysis.

- Focusing on priority sectors such as infrastructure, renewable energy, information and communication technology (ICT), tourism and agriculture.

- Develop human resources and knowledge sharing by joint training programs, scholarships in investment facilitation, management, finance and expert exchanges.

- Strengthening private sector cooperation by encouraging them to identify opportunities, implement project as well as financing them through organizing investment conferences and exhibitions, facilitation of the formation of investment consortiums.

- Cooperation between the IPAs of the member states to promote market investment opportunities, providing integrated services to investors, facilitate the creation of funds that can finance large scale regional projects and attract financial resources from international and regional institutions for these funds.

Expected Outcomes

i) conclusion of re-negotiations to amend ECOTA text, and implement the ECOTA with full ECO Membership.
ii) Progressive development of ECOTA's scope to promote broader opportunities for intra-regional trade by 2035.
iii) Implementation of the adopted ECO Trade Facilitation Strategy to improve trade facilitation in the region.
iv) Finalize ongoing negotiations for ECO Trade Facilitation Agreement.
v) Implement ECO agreements in Customs i.e. ECO Agreement on Smuggling and Customs offences Data Bank, ECO Agreement on Mutual Administrative Assistance in customs Matters, encourage wider use of EDI and digital trade, etc.
vi) Full operationalization of ECO-RISCAM and adoption of the 'Quality Policy' to streamline conformity assessment and boost trade in industrial and agricultural products.
vii) Pursue all ECO Member States to sign/ratify the 'Agreement on Protection and Promotion of Investment' and Implement a 'Regional Investment Facilitation Strategy' by 2035.

viii) Sign and ratify the adopted 'MoU on Joint Trade Promotion Activities in the ECO' and organize meaningful trade promotion events in the region. The ECO country assuming annual ECO chair, may organize one 'ECO Trade Fair'.
ix) Establishment of a permanent Secretariat of the ECO Chambers of Commerce and Industry (ECO CCI) for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.
x) Operationalize the ECO Re Insurance Company for secure trade in the region.
xi) Initiate technical discussions on establishing trade in national currencies among ECO Member States.
xii) Stronger coordination mechanisms involving the ECO Secretariat, Member States, and private sector stakeholders for effective policy implementation and initiative ownership.
xiii) Enhanced cooperation with tangible results among Member States in the field of investment promotion, attraction and facilitation.
xiv) Strengthening tax cooperation by following up on holding ECOTAX meetings.
xv) Establishment of ECO Clearing Union as a matter of urgency.

TRANSPORT & COMMUNICATIONS

Introduction

The transport and ICT sectors are vital enablers of regional integration, economic growth, and sustainable development in the ECO region. They are both self-completed and overwhelming, thus fairly suggested to be divided operationally by decision of ECO Foreign Ministers at their last meeting (Mashhad Communiqué). In the meantime, until the division is completed the Secretariat's Transport and Communications Directorate will keep working in this unified domain. Enhancing physical connectivity through efficient regional transport systems and boosting digital integration via harmonized ICT policies are central goals. Notable progress has been made in operationalizing transport corridors and upgrading infrastructure, though challenges remain in customs inefficiencies, policy harmonization, and limited private sector engagement. Together, transport facilitates trade and mobility, while ICT drives innovation, competitiveness, and digital connectivity across member states. Furthermore, in to execute and realize the decisions and mandates of Member States in transport sector fully as well as establish strong liaison mechanism between the related sections in each Member States to expedite and facilitate the assigned duties, it is necessary to create some changes in the structure and function of transport and communication sector in ECO Secretariat.

Vision Statement

To establish a seamlessly connected and integrated ECO region by enhancing road, rail, air and maritime transport networks, supported by smart ICT systems. This comprehensive approach to regional connectivity aims to increase transport and transit between the Member of ECO region, managing transport flows, facilitate efficient cross-border movement of goods and people, strengthen economic interdependence and promote sustainable development. By aligning infrastructure and policy frameworks, the initiative seeks to deepen regional integration and cooperation among ECO member states.

Strategic Objectives

- Ensure full operationalization and commercialization of the major ECO transport corridors, through infrastructure upgrades and legal frameworks, developing multimodal transport, centralized management of corridors, implementing the roadmap of each corridors and supporting the role of the transport operators and private sector in promotion of transit and trade and extending ECO corridors to out of ECO region corridors and freight sources. It is essential to streamline customs and transportation-associated procedures.

- Harmonize transport regulations and customs procedures across ECO member states, through coordinated implementation of the ECO Transit Transport Framework Agreement (TTFA).

- Digitalize transport sector, corridors and transit facilities, including border crossing procedures.

- Accelerate the establishment of the ECO Digital Transport and Customs Office in Tashkent.

- Achieve deep/wide broadband internet penetration across all ECO member states by 2030, with special focus on rural and underserved areas.

- Develop and launch a regional digital platform for trade, e-governance, and knowledge-sharing, enabling secure data exchange and fostering digital entrepreneurship across ECO countries.

- Strengthen cooperation among national IT parks, promote mutual exchange of experience and best practices, and support IT companies' access to the markets of ECO member states.

- To encourage experience and mutual knowledge sharing among Technology Park companies operating in the ICT sector.

- Application of emerging technologies such as Internet of things (IoT), Artificial Intelligence (AI), Big Data, Blockchain, Machine learning, Quantum Computing, 5G, Digital Twin.

- Establish an AI Cooperation Platform within the ECO framework to promote joint AI projects, technology exchange and regional coordination among member states.

- Expand the ECO regional cooperation framework in digital skills development and IT education to strengthen human capital, support AI capacity-building, and enhance regional collaboration among member states.

Priority Areas & Policy Focus

- Ensure the full and active participation of all ECO member states in the comprehensive implementation of the ECO Transit Transport Framework Agreement (TTFA), with the aim of harmonizing customs and transit regulations, reducing delays and facilitating seamless cross-border movement.

- Prioritize investment in regional corridors, including through public-private partnerships (PPPs) and multilateral funding to upgrade and expand transport infrastructure across corridors.

- Develop ECO Gates - multimodal logistic hubs, Caspian and open seaports, inland dry ports, encourage interoperability in transport systems and equipment, enhance the logistical interconnectivity of ECO Member States and align technical standards across member states to ensure integrated road, rail, sea and air networks for seamless transport.

- Increase the number of container trains on regional rail corridors and further promote the safe, sustainable and high-quality development of rail transport.

- Develop international passenger rail transport and tourism between the Member States mainly between the capital cities and cultural and touristic centers of Member States.

- Promote transit, transport and connectivity in line with the third priority of the Awaza Programme for Landlocked Developing Countries (2024–2034), focusing on developing regional transport corridors, enhancing multimodal networks and harmonizing cross-border transit procedures.

- Create conditions for the integration of digital transport systems between ECO Member States, develop common cyber-security standards and establish regional data protection as well as regulatory frameworks to strengthen the regional digital ecosystem.

- Prioritize the corridors connecting the ECO region to China, Persian Gulf and Europe.

- Establish cooperation among national IT parks and support them through the creation of international IT Hubs, fostering collaboration, innovation, and integration within the ECO region.

- Enhance the involvement of youth, women, and the private sector in the transport and ICT sectors through the region.

- Promote the exchange of best practices and successful experiences among ECO Member States in the development and application of artificial intelligence technologies, including public sector, education, healthcare and industry use cases.

- Encourage cooperation in the development, adaptation and responsible use of open-source artificial intelligence models, datasets and educational resources, taking into account national priorities and local languages of ECO Member States.

- Expand cooperation in artificial intelligence education and digital skills development through joint training programs, workshops, seminars, expert exchanges and capacity-building initiatives among ECO Member States.

- Strengthen collaboration among universities, research institutions, technology parks and innovation centers through joint research activities, academic exchanges, internships and knowledge-sharing programs in emerging digital technologies.

Expected Outcomes

i. Full operationalization and commercialization of major ECO transport corridors through infrastructure upgrades, completing the missing links and harmonized regulations. Developing multimodal transport, centralized management of corridors, implementing the roadmap for each corridors and supporting the role of the transport operators and private sector in promotion of transit and trade extending ECO corridors to out of ECO region corridors and freight sources.
ii. Streamlined and digitalized border procedures across all member states under the ECO Transit Transport Framework Agreement (TTFA).
iii. Establishment of multimodal logistics hubs (ECO Gates), integrated transport networks (road, rail, sea, air) and reduced cross-border transit time.
iv. Integration of Awaza Programme priorities into ECO transport strategy, leading to improved regional corridors, harmonized transit procedures and strengthened connectivity among member states.
v. Achieve deep/wide broadband internet penetration across ECO member states by 2030, with improved digital access in rural areas.
vi. Launch of a regional digital platform for trade, e-governance and digital transformation, transport documents, supporting secure data exchange and entrepreneurship.
vii. Adoption of cyber security and data protection standards to enhance the digital ecosystem and establishing electronic data exchanging between transport authorities as well as the customs of the Member States.
viii. Strengthened public-private partnerships and increased investment in smart and prioritized infrastructure, project and ICT-enabled services.
ix. Enhanced regional cooperation in transport, trade, tourism, agriculture, education and health through improved physical and digital connectivity.
x. Development of digital skills among the population and youth, and establishment of regional IT Hubs in cooperation with national IT parks.
xi. Greater collaboration in the application of emerging technologies, including the establishment of ECO bodies/centers, e.g. on Applied Artificial Intelligence.
xii. Establishment of the single window for issuing flight permits to facilitate the passage of cargo and passenger flights in the regional airspace, especially on China-Europe routes.
xiii. Establishment regional capacity committee and technical supervision in field of transport and transit including Civil Aviation, Rail, Road and Maritime.
xiv. Establish regional standards in artificial intelligence to accelerate the creation of the ECO AI Centre.
xv. Creation of a unified regional AI ecosystem, expansion of cross-border cooperation, implementation of joint AI initiatives, and adoption of coordinated approaches to the regulation and safe use of artificial intelligence technologies.
xvi. Development of a skilled regional digital workforce, increased mobility and cooperation among young IT professionals and researchers, wider participation of women in the digital economy, and strengthened regional capacity in AI, innovation, and digital transformation.

ENERGY, MINERALS & ENVIRONMENT

Introduction

Regional cooperation in energy, minerals, and environment is vital for sustainable development in the ECO region. Energy has always been a priority area of cooperation within ECO since its inception. Availing abundant traditional and renewable energy resources, ECO aims to increase energy market integration and enhance the energy security through adequate, sustainable, reliable and affordable energy supplies in the region. Over the past decade, ECO has been mainstreaming sustainable energy transition and low-carbon development model in its overall energy agenda. The regional transition journey has started, however a multiplicity of political, economic, and social challenges persist in this pathway. The mineral sector, a key driver of industrial growth, also holds untapped potential for regional collaboration. The ECO countries encounter significant environmental and climate challenges, which have necessitated enhanced collaboration for ecological protection in the ECO region. The environment and impacts of climate change were designated as ECO's cross-sectoral priority. ECO countries must responsibly harness energy and mineral resources while advancing ecological protection and contributing to global climate resilience efforts.

Vision Statement

To foster a thriving, sustainable, and resilient ECO region via responsible management of energy and mineral resources, pursuing the irreversible just and sustainable energy transition and stronger energy-environment nexus approach to promote economic development, protect the environment for future generations, and collaboratively tackle climate change while enhancing regional cohesion. This requires our countries to coordinate and unify their efforts on the global environmental agenda and to involve key stakeholders, particularly the private sector, youth, and women.

Strategic Objectives

- Enhance regional energy security and sustainability through wider energy access and trade: ECO will facilitate diversification of energy mix, improving energy connectivity, enabling and upgrading policy and regulatory framework, and strengthening the role of ECO region in global energy architecture.

- Create Regional Power System Connectivity and Electricity Market: Multilateral and multidirectional power trading linked to the integration of renewable energy resources will be established gradually at the sub-regional and regional levels through harmonization and mobilization of bilateral and multilateral electricity grids under the single platform.

- Mainstream Sustainable Energy Transition: ECO will support unlocking the ECO region's renewable energy and energy efficiency potential, market expansion and transformation of sustainable energy into local energy value chains, and creating an enabling environment for robust sustainable energy markets and investments, particularly via the ECO Clean Energy Centre.

- Promotion of production and deployment of high-tech energy equipment: support for local manufacturing and technology transfer in renewable energy and energy efficiency, alongside the development of innovative solutions and joint research projects to strengthen the region's industrial capacity.

- Forge Sustainable Resource Management: ECO will contribute to the sustainable management of mineral resources in the ECO region underpinned by a set of regional actions and a multi-year ECO Roadmap on Minerals Cooperation, to be adopted and implemented.

- Strengthen Environmental Protection and Resilience to tackle the triple planetary crisis – climate change, pollution and biodiversity loss: ECO will develop regional regulations to improve resource efficiency and manage emissions, waste, and other pollutants from various activities, thereby protecting ecosystems and public health. Furthermore, the robust collective attitude that engages the entire region in environmental action on climate, biodiversity, desertification and

other relevant areas will be achieved to enable ECO to be recognized as a regional group/partner in the global environmental community.

- Implement the ECO Electricity Networks Operation Convention (ECO-ENOC) to strengthen cross-border operational coordination, emergency preparedness, and system reliability. This includes harmonizing regulatory frameworks for generation, transmission, and demand-response management, advancing grid moderation foe renewable integration to mitigate supply disruption and climate-related risks.

- Establish specialized consortiums among Member States to enhance short-term project efficiency, optimize resource utilization, and accelerate implementation timelines by leveraging shared expertise and capacities by 2035.

Priority Areas & Policy Focus

- Sustainable energy transition, particularly policy, capacity development and knowledge management, as well as market and investment promotion in renewable energy and energy efficiency infrastructure, services, businesses and industry with the strong support of the ECO Clean Energy Centre.

- Establishment of the ECO Regional Electricity Market, most notably multilateral, multidirectional power trading linked to the integration of renewable energy resources for harnessing the benefits of larger integrated systems.

- Sustainable resource management with the focus on creating stronger regulatory environment, investing in sustainable mining practices and technologies, and bolstering multi-stakeholder approach and international partnerships, as well as capacity-building and public awareness-raising in minerals.

- Environmental protection and shift to low-carbon development model, including integration and mainstreaming environmental safeguards into national development plans and projects, promotion of a regional cooperation platform that will advocate for a just transition to a resource-efficient, circular, and regenerative economy, and implementation of climate action on adaptation and greenhouse gas emission mitigation with enhanced inclusion of businesses, women and youth.

- Support for the production and dissemination of high-tech energy equipment, including localization of solar panel, wind turbine, battery, and smart meter manufacturing, as well as fostering technology transfer and joint innovation projects.

- Ensuring regional supply chain security for the critical minerals required to manufacture solar panel, wind turbine, battery, and smart meter manufacturing.

- Adopting water-saving technologies in energy and mining sectors for environmental protection with regard to the region's sustainability strategy.

- Supporting the security of supply for critical minerals by developing sustainable and integrated recycling systems capable of recovering critical minerals—such as lithium, cobalt, and silicon—from end-of-life solar panels and batteries, with the aim of effectively utilizing waste generated when technologies like solar panels, wind turbines, and battery systems reach the end of their commercial lifespan.

- Establish a dedicated environmental fund within the Organization to support advanced innovations in air purification.

- Formation and promotion of consortiums among ECO member countries to pool technical, financial, and human resources, thereby boosting the efficiency and timely completion of regional agricultural and industrial projects.

- Promote the formulation, alignment, and implementation of the cross-border "GREEN PROGRAM" of the ECO Member States for 2026–2030, designed to advance afforestation in desert areas and mitigate the risks of natural disasters.

Expected Outcomes

i. Expansion of local production and deployment of advanced energy equipment, stimulating regional industrial cooperation, job creation, and innovation uptake.
ii. Enhanced regional energy security and sustainability through expanded access, diversified energy mix, improved connectivity and strengthened policies aligned with global energy trends.
iii. Established integrated regional power system and electricity market, enabling multilateral and multidirectional power trading and better integration of renewable energy resources.
iv. More diverse and resilient energy architecture will be supported through accelerated sustainable energy transition by unlocking regional renewables potential, expanding markets, transforming local value chains and attracting investments via dedicated ECO clean energy initiatives, including ECO Clean Energy Center.
v. Improved sustainable mineral resource management guided by a multi-year regional cooperation roadmap, fostering responsible mining practices and technology upgrading.
vi. Strengthened environmental protection and resilience, targeting resource efficiency, emission and pollution control, ecosystem preservation and coordinated climate change, biodiversity and desertification actions.
vii. Developed robust legal, regulatory and institutional frameworks, and tailored action plans aligned with the strategic objectives through multi-stakeholder collaboration, including government, private sector and communities.
viii. Mobilized sustainable financing and public private partnerships to support clean energy, sustainable mining, and climate action projects.
ix. Addressed major resource-related challenges, most notably adequate and reliable financing, human and institutional capacity underpinned by knowledge and science, and effective use of available resources.
x. Mobilized sustainable financing from domestic and international sources, public-private partnerships and regional funds to support clean energy, sustainable mining, and climate action projects.
xi. Integrated ECO strategies with global sustainability agendas (e.g., SDGs, Paris Agreement, Baku Climate Unity Pact) and established monitoring systems for transparent progress tracking.
xii. Engaged businesses, youth, women, and researchers actively in environmental sustainability and sector development, fostering innovation, advocacy, capacity-building and inclusive participation.
xiii. Strengthened regional and international partnerships to enhance technology transfer, build indigenous green technology ecosystems, and promote circular economy and just transition principles that leave no one behind.
xiv. Collaborative partnership under the ECO Electricity Networks Operation Convention (ECO-ENOC) to systematize exchange of technical expertise, operational best practices, and crisis management protocols. Establish regional platforms to accelerate innovation, enhance grid resilience, and harmonize regulatory approaches. This synergy will optimize resource utilization, mitigate systematic risks, and enable collective responses to emerging challenges such as renewable integration, cyber threats, and climate-induced disruption.
xv. Enhanced project efficiency and expedited delivery through the establishment of cross-border consortiums, fostering stronger cooperation and resource-sharing among Member States.
xvi. Increased efficiency in establishing protective desert forests, expanded green zones in vulnerable border areas, and advanced professional qualifications for regional experts, achieved through the institutionalization of cross-border coordination mechanisms, joint innovative research, and structured multi-stakeholder knowledge exchange across the ECO Member States.

AGRICULTURE & INDUSTRY

Introduction

Agriculture and industry (A&I) are vital to the ECO region's economic growth but face challenges from environmental degradation, climate change, demographic shifts and evolving consumption patterns. These issues are intensified by global policy shocks, trade barriers and unequal technology access. Persistent disparities in industrialization and technology, coupled with limited collaboration and inconsistent standards, hinder balanced development. To address this, the ECO region must enhance financial and technical support, deepen regional integration, secure sustainable funding and harmonize standards. Attracting, technology-based improvements, strengthening cooperation in artificial intelligence and digital technologies, and fostering partnerships and FDI within a supportive environment are crucial for expanding A&I sectors. A leap in targeted investment is one of the main requirements for sustainable agricultural growth.

Vision Statement

The ECO region with an emphasis on joint investment will enhance its collaborative capacity to drive sustainable economic growth, boost productivity and ensure food security through robust regional cooperation in the agriculture and industry sectors.

Strategic Objectives

- Enhance policy development and implementation capacity of Member States in agriculture and industry sectors for driving sustainable and inclusive economic growth and productivity by 2035.
- Foster cooperation through operationalized intra-regional platforms and strategic partnerships with other international and regional organizations, maximizing collective action to drive sectoral development and address shared challenges by 2035.
- Strengthen regional food security and agricultural resilience through enhanced regional food security initiatives, seed supply, animal health, sustainable and efficient water utilization, meteorological cooperation, and biotechnology capacities by 2035.
- Advance inclusive and sustainable industrial development across priority sectors of common interest through promoting quality infrastructure, nanotechnology utilization, industrial property rights, MSMEs and entrepreneurship, and private sector engagement by 2035.
- Establish and develop regional agriculture supply chains among the Member states.
- Enhance Research and Development (R&D) capacity in agriculture: strengthen the research and development infrastructure sector to foster innovation and improve sustainable agriculture technology by 2035. This will involve promoting collaboration among agriculture universities, research institutions and rural industries to develop new and sustainable practice that enhance productivity, food security, and resilience in rural communities.
- Elevate Regional Research: To promote regional research cooperation in priority domains such as Artificial Intelligence, Biotechnology, Circular Economy, Green Technologies and Smart Cities through the establishment of joint centers of excellence, coordinated by the ECO Science Foundation.

Priority Areas & Policy Focus

- Enhanced Regional Food Security through:
  - Effective implementation of ECO-RPFS and operationalization of ECO-RCCFS.
  - Strengthening regional seed supply and trade.

- Improving animal trade and veterinary services.
- Promoting efficient water utilization in agriculture, in light of water scarcity in the arid and sei-rid region of the Member States.
- Encouraging the adoption of agri-technologies.
- Fostering regional meteorological cooperation to mitigate agriculture-related risks and shocks.
- Encouraging application of agricultural biotechnology for increased productivity and sustainability.
- Building stronger collaborative relationships with relevant international and regional organizations

- Enhanced Regional Industrial Cooperation Capabilities through:
  - Establishing a robust and harmonized quality infrastructure across the region by fully operationalizing the ECO-RISCAM and its associated TMBs
  - Promoting the development and application of advanced, digital and green technologies, including nanotechnology
  - Strengthening industrial property rights
  - Fostering MSMEs, startups, entrepreneurship, digital inclusion, and privatization
  - Developing permanent mechanisms among the chambers of commerce and industry of member states to coordinate business community activities
  - Supporting women and youth access to innovation ecosystems
  - Encouraging the creation of a common certification system for key export sectors such as agriculture, textiles, machinery, and industrial goods
  - Enhancing transparency in business regulation drafting and publication to support startups and MSMEs compliance.
  - Building stronger collaborative relationships with relevant international and regional organizations to leverage synergies and best practices.
  - Mainstreaming climate adaption into agriculture policies to enhance resilience within the ECO region.
  - Enhanced Regional Industrial Cooperation Capabilities through:
    - Strengthening Collaboration between institutions
    - Promoting innovation in sustainable agriculture practices
    - Enhance access to research outputs
    - Encourage sustainable practice through funding and incentives.

ECO Science Foundation (Islamabad)

- Establish 5 joint regional research centers by 2030.
- Form a regional university network with a minimum of 20 member universities by 2032.
- Expand scholarship and research fellowship programs in emerging technologies.

Expected Outcomes

i. Strengthened policy development and implementation capacities across Member States to drive sustainable and inclusive growth in agriculture and industry by 2035.
ii. Enhanced regional cooperation through operational platforms and strategic partnerships, maximizing collective action on shared sectoral challenges for coordinating the activities of the business community and elaborating agreed approaches to increase mutual trade.
iii. Improved regional food security, enhanced agricultural productivity and strengthened agricultural resilience to climate-related challenges through better seed supply, animal health, sustainable water utilization, meteorological cooperation and biotechnology use, along with the application of agri-technologies.
iv. Advanced, inclusive and sustainable industrial development focusing on quality infrastructure, digital and technologies such as nanotechnology, intellectual property, MSMEs, entrepreneurship and private sector engagement.
v. Established and harmonized regional standards and quality infrastructure supporting efficient trade and innovation.
vi. Increased financial sustainability through the ECO Vision Fund and strengthened partnerships with multilateral donors and UN agencies for technical and financial support.
vii. Robust monitoring and evaluation frameworks ensuring transparency, measurable progress and alignment with Member States' priorities.
viii. Greater engagement and empowerment of youth and women in agriculture and industry, fostering entrepreneurial capability, entrepreneurship and inclusive economic transformation.
ix. Improved coordination, communication and accountability mechanisms among Member States and ECO bodies for effective implementation and timely decision-making.
x. 5 regional research centers to become operational by 2030.
xi. A 20% improvement in the ECO region's Global Innovation Index (GII) ranking by 2035.

TOURISM

Introduction

Tourism plays a significant role within ECO framework, significantly contributing to economic growth, cultural exchange, and regional connectivity among ECO Member States. Under ECO Vision 2025, the main achievements cover the annual celebration of ECO Tourism Capitals, establishment of the ECO Tour Operators' Network (ETON), ECO Advisory Committee on Tourism (ECO-ACT), and ECO Tourism Educational Network (ECO-TEN), and the launch of the ECO Tourism Website and the ECO Tourism Investment Guide. However, challenges including inconsistent tourism policies, inadequate infrastructure and connectivity and limited regional marketing efforts persist. The strategic importance of tourism in regional cooperation and integration is evident in its capacity to drive economic development, promote cultural heritage and strengthen people-to-people connections.

Vision Statement

To establish the ECO region as a premier sustainable tourism destination by 2035, leveraging its cultural heritage and natural beauty to drive economic growth, promote regional identity and foster connectivity.

Strategic Objectives

- Enhance the tourism competitiveness of the region through efficient and effective guidance of the ECO-ACT in formulating and implementing relevant actions. Encourage knowledge-sharing and best practices exchange among tourism stakeholders within through ETON and ECO-TEN.

- Boost regional tourism marketing via implementation of a well-coordinated marketing strategy to increase global visibility and position of the ECO region as a unique, attractive, and sustainable tourism destination. A unified promotion campaign prioritizing the ECO Tourism Capitals in particular and various destinations in the Member States consisting of modern and digital destination marketing tools will be created.

- Enhance the tourism competitiveness of the region through efficient and effective guidance of the ECO-ACT in formulating and implementing relevant actions. Encourage knowledge-sharing and best practices exchange among tourism stakeholders within through ETON and ECO-TEN.

- Promote sustainable tourism practices with a primary focus on adopting eco-friendly policies, diversifying tourism offerings in niche areas such as health tourism, gastronomy tourism, nature tourism, business tourism and winter tourism as well as operational sustainability models.

- Strengthen tourism infrastructure encouraging investments in transportation, hospitality, digital infrastructure, and tourism services. The expansion of current efforts on standardization to all relevant aspects of modernizing travel and tourism facilities. By 2035, the ECO Member States will work towards aligning regional infrastructure with international hospitality and transport standards.

- Enhance connectivity for tourism facilitating seamless travel experiences through integrated travel routes taking Silk Road and several regional concepts, easier visa procedures and collaborative tourism packages under ETON. To this end, direct flight routes in collaboration with aviation sector will be expanded and border procedures for passenger transport will be simplified.

Priority Areas & Policy Focus

- Regional Tourism Strategy: Formulating a comprehensive "Roadmap for the Expansion of Tourism Services" that aligns with national tourism strategies of the Member States under the main tasks of the ECO Advisory Committee on Tourism (ECO-ACT).

- Human Resource Development: Establishing training programs (workshops, seminars and training courses) for tourism professionals in collaboration with the members of the ECO Tourism Educational Network.

- Private Sector Involvement: Supporting to creation of an enabling environment for private sector investment in tourism infrastructure and services.

- Innovative and Digital Transformation: Contributing to the national efforts for digitizing tourism industry with advanced digital tools such as augmented reality, artificial intelligence to enhance the tourism experience, including digital marketing, upskilling the tourism workforce with digital transformation.

- Inclusive Tourism Development: Foster entrepreneurial participation and equitable growth by empowering women, youth and the private sector through inclusive policies and initiatives.

Expected Outcomes

- Establishment of ECO as a premier sustainable tourism destination by 2035 via achieving following targets:

i. Growth in tourist arrivals from 102 million (2024) to 130 million by 2030 and 155 million by 2035.
ii. Increase in tourism's GDP contribution to 5% by 2035.
iii. Improved regional tourism infrastructure, achieving an average TTDI score increase from 3.76 (2024) to 4.25 by 2035.

- Completion of the actions below for abovementioned strategic objectives including:

i. Unified regional tourism marketing strategy implemented across all Member States.
ii. Improved cross-border travel through simplified visa processes, expanded direct flight routes and integrated digital travel systems.
iii. Adoption of sustainable tourism practices and eco-friendly policies.
iv. Greater private sector investment in tourism infrastructure and services.
v. Enhanced use of modern and digital technologies in tourism promotion and delivery.
vi. Increased capacity and skills in tourism through training programs and workshops.
vii. Empowerment of women, youth and communities in tourism development
viii. Active engagement of stakeholders, including local communities and civil society
ix. Operationalization of ECO-ACT for regional tourism coordination and monitoring
x. Stronger partnerships with international organizations (e.g., UN Tourism, UNESCO, OIC)
xi. Diversified tourism financing, including reactivation of the ECO Tourism Promotion Fund
xii. Conduct training programs within the framework of ECO Tourism Educational Network to build capacities of tourism staff across member states.

HUMAN RESOURCES & SUSTAINABLE DEVELOPMENT

Introduction

The ECO remains committed to advancing human resources and sustainable development (HRSD) through regional cooperation in, with special emphasis on health and education, as well as disaster risk reduction (DRR). Aligned with the UN SDGs, ECO initiatives have included the establishment of key policy frameworks and institutions such as the ECO Regional Center for Risk Management of Natural Disasters and action plans on health and education. Emphasis is placed on ensuring policy coherence with medium- and long-term development priorities, strengthening institutional capacities, and fostering inclusive partnerships. These efforts aim to improve well-being, enhance resilience, promote lifelong learning, and support investment in human capital across the region.

Vision Statement

ECO aims to build an inclusive, resilient and knowledge-driven region, where sustainable development, disaster risk reduction, health and education systems are strengthened through the active participation of private sector, youth and women in policy and decision making process to ensure equitable social welfare and long-term regional prosperity.

Strategic Objectives

- Promote policy coherence for sustainable development by aligning local, regional, and international efforts to effectively address SDG challenges and enhance regional cooperation.

- Mainstream a family-centered perspective across all social development policies, with priority given to initiatives that strengthen the family unit as a foundational social institution and strive to create a social environment that allows people to build and sustain families in accordance with their aspirations and values.

  Prioritize population-related issues by endorsing human capital as a driver of social advancement rather than conceptualizing it as a burden.

- Tackle irregular migration, transnational organized crime, including human and drug trafficking, poverty, inequality, strengthen family institution and promote conditions conductive for strong population structure by adopting inclusive social protection and environmental policies to improve living standards and overall well-being.

- Advance transformative urban development across the ECO region by fostering sustainability, innovation and resilience, and by levering the unique opportunity presented by the 13th World Urban Forum (WUF13) in Baku in 2026 – the first global forum of this kind to take place in the region.

- Establish a regional disaster risk reduction system to minimize disaster-related losses in lives and assets through integrated preparedness and response mechanisms.

- Establish a specialized working group within the ECO focused on the development of science and innovation.

- Empower youth and women by fostering their leadership, entrepreneurial capability and participation in development, entrepreneurship, and climate action to promote inclusive and resilient communities, through accessible financing mechanisms and transformative education, while sustaining Youth and Women's Forums launched at the ECO Summit 2025 in Khankendi, as key platforms for engagement and collaboration across the ECO region.

- Strengthen regional health cooperation by addressing non-communicable diseases and advancing equitable, inclusive universal health coverage systems.

- Advance regional education and skills development by establishing frameworks for higher education, vocational training, and capacity-building, with a focus on youth and women's empowerment, as well as inclusive education systems that ensure access, participation and achievement for learners with disabilities, including development of teacher competencies, accessible learning environments, and individualized education plans.

- To design and implement a "Comprehensive Professional Development Program for Teachers' Use of Technology" across the ECO region, aimed at enhancing the digital pedagogical competencies of educators to ensure effective technology integration in classrooms.

- Develop disaggregated data systems, including disability data, to ensure evidence-based policymaking and inclusive progress monitoring across the ECO region.

- Establish regional training programs on inclusive education practices for teachers and educational administrators, focusing on curriculum adaptation, classroom support strategies, and collaborative teaching.

- Enhance sustainable development policies for the integrated management of water resources by the ECO member states to ensure efficient utilization by 2035.

- Accelerate Digital Transformation: To transform digitally education and research by launching inclusive regional platforms that prioritize underserved and less-developed areas, under the guidance of the ECO Educational Institute. To Encourage Member States to initiate joint efforts towards the development of a regional digital cultural heritage platform, including integrated museum and information systems, drawing on best practices such as Türkiye's National Museum Information System (MUES), to support sustainable tourism, digital promotion, and coordinated cultural heritage management.

- Strengthen Cultural Diplomacy: To reinforce cultural diplomacy and civilizational dialogue by leveraging the region's shared historical and cultural heritage, particularly along historic routes such as the Silk Road, led exclusively by the ECO Cultural Institute.

- Enhance Inter-School Collaboration in Primary and Secondary Education: To cultivate a foundation of regional solidarity and shared civilizational consciousness by facilitating various partnerships, student exchange programs, and joint extracurricular projects centered on the region's common religious, historical, and cultural heritage.

- Empower Youth and Women: To empower youth and women as primary drivers of sustainable development through scholarships, academic exchange programs, and green/climate education initiatives, in a collaborative effort among the three ECO institutions.

Priority Areas & Policy Focus

- Sustainable Development

  - Ensure including a framework for mobilizing financial resources and operationalizing bankable projects.

  - Develop a regional action plan for SDG-aligned policy coherence and adopt scorecard-based monitoring systems for SDGs, human capital and inclusive development performance.

  - Institutionalize the ECO Forum on Sustainable Development to share experiences and challenges.

- Address irregular migration, transnational organized crime, including human and drug trafficking, poverty, inequality and declining fertility rates.

  Strengthening the family institution and promoting population growth by maintaining the fertility rate above the population replacement level.

- Promote sustainable development policies for the integrated management of water resources between the relevant ECO Member States and protection of water users' rights to ensure long-term resource preservation.

- Promote the empowerment of youth and women for inclusive development by establishing regional platforms to support sustained engagement, communication, and leadership (networking), and by providing financing for youth and women-led projects.

- Strengthen cooperation with international and regional organizations on SDG practices.

- Establish a dedicated platform within the framework of sustainable cities to promote collaboration, knowledge exchange, and integrated urban development across the ECO Region.

- Formulate ECO SDGs Performance Index - a benchmark mechanism, supported by Pakistan, to encourage data-driven reforms and transparent showcased via an ECO Dashboard.

- Establish an ECO SDG Accelerator Labs which designs cross-border solutions to common regional challenge

- Create ECO-Pakistan SDG Collaboration Taskforce which is led by Pakistan Ministry of Planning, Development & Special Initiatives, convenes biannually to showcase innovations in health, education, climate resilience, and digital governance to the ECO region and member states take turn to share success stories in SDG implementation.

- Disaster Risk Reduction (DRR)
  - Revise the ECO Regional Framework on DRR and its five-year roadmap and monitor its implementation.

  - Incorporate actions on youth, women, researchers and private sector engagement in climate resilience and disaster risk reduction (DRR) through technological innovation into ECORFDRR.

  - Leverage AI and emerging technologies, and appoint an ECO Ambassador for Climate and DRR to champion regional initiatives and advocacy.

  - Enhance the capacity and operational effectiveness of the ECO-RCRM.

  - Improve intergovernmental collaboration on DRR efforts.

  - Foster partnerships with global and regional organizations to exchange expertise and best practices.

  - Adopt a long-term "Eco-Invest" Program to invest in climate change and DDR and encourage private sector for green investment.

  - Ensure disability-inclusive disaster risk reduction policies, including accessible early warning systems and evacuation plans for persons with disabilities.

- Health
  - Update and implement the ECO Health Action Plan based on Member States' needs.

- Build strong partnerships with WHO and other key organizations for technical and financial support.

- Establish a Regional Consultation Mechanism for better cooperation on communicable diseases.

- Promote health cooperation in line with the United Nations Sustainable Development Goals (SDGs) by further strengthening regional collaboration to enhance national healthcare systems, prevent and control communicable and non-communicable diseases, support the training and retraining of medical personnel, and expand access to equitable, inclusive and affordable healthcare services for all.

- Promote role of youth and women in ECO Health Action Plan.

  Adopt inclusive social protection frameworks addressing the needs of persons with disabilities, ensuring access to education, healthcare, employment, and community participation.

- Education

  - Strengthen regional education systems, harmonize academic standards and promote internationalization of higher education.

  - Develop an action plan for internationalizing higher education in the ECO Region and monitor its implementation.
  - Strengthen collaboration with ECO Educational Institute and other related global partners.
  - Conduct targeted training and capacity-building initiatives, with a focus on youth and women.
  - Prioritize educational reforms that integrate climate resilience, digital skills, and entrepreneurship in curricula.
  - Encourage youth and women participation in science, technology, engineering, and math (STEM).
- Prioritizing the digital upskilling of the teaching workforce through standardized regional modules that focus on innovative teaching-learning methodologies and digital content creation.

  - Foster cultural cooperation to consolidate cultural affinities and common heritage that bind the people of the region and mobilize ECO's contribution to Member States' initiatives on intercultural dialogue.

- A new priority area titled "Inclusive Education" can be added under the Human Resources and Sustainable Development section:

ECO Educational Institute (Ankara)
- Launch the ECO Regional Digital Education and Research Platform with multilingual content.
- Design and implement green and sustainability education programs in cooperation with the ECO Science Foundation and the ECO Cultural Institute.

ECO Cultural Institute (Tehran)
- Organize regular regional events focused on culture, arts, sports, and tourism to highlight our shared heritage.
- Produce and disseminate multilingual media content.

Inclusive Education

- Strengthen inclusive education policies and practices across the ECO region by:

- Supporting legislation and national strategies aligned with the UN Convention on the Rights of Persons with Disabilities (CRPD).
- Promoting accessible learning environments and assistive technologies.
- Encouraging collaboration among Ministries of Education, Health, and Social Services to ensure a holistic support system.
- Enhancing peer-learning among member states through knowledge exchange and regional forums.
- Promoting inclusive vocational education and supporting the transition of individuals with special needs into employment by encouraging member states to undertake coordinated efforts at both national and local levels, while fostering collaboration and knowledge exchange.

Expected Outcomes

i. Improved regional policy coherence on SDGs through actionable frameworks and coordinated implementation mechanisms.
ii. Development of a scorecard mechanism to track the performance of member states on inclusive development, SDGs, and human capital indicators
iii. Enhanced disaster resilience via a functional ECO Regional DRR system and operational ECO-RCRM.
iv. Expanded universal health coverage and strengthened response to non-communicable and communicable diseases through regional collaboration and the updated ECO Health Action Plan.
v. Elevated quality and access to education, including vocational, non-formal and higher education, with increased youth and women's participation and institutional cooperation.
vi. Greater inclusion of youth and women in leadership, problem-solving and entrepreneurship and regional policy processes across all HRSD priority areas.
vii. Operationalized regional platforms like the ECO Forum on Sustainable Development and ECO Youth and Women Engagement Mechanism for cross-sector collaboration.
viii. Strengthened monitoring, evaluation, and reporting systems, using data-driven tools to track progress on DRR, health, education and SDG implementation.
ix. Increased mobilization of resources and institutional capacity through strategic partnerships with UN bodies, development banks and civil society.
x. Strengthened cooperation in innovation, artificial intelligence and digital technologies.
xi. Mainstreamed cross-sectoral linkages, connecting HRSD with climate action, trade, agriculture and energy for integrated development outcomes.
xii. A 60% increase in student and researcher participation in academic exchanges by 2035.
xiii. A 50% increase in student and teacher mobility specifically for primary and secondary education levels by 2035
xiv. 80% coverage of underserved areas by the digital education platform by 2028.
xv. The training of 100,000 youth and women in green and sustainability programs by 2035.
xvi. The participation of at least 20 universities in the ECO University Network by 2032.
xvii. The delivery of 8 cultural festivals and 10 co-produced media works by 2035.

ECONOMIC RESEARCH & STATISTICS

(Operating Tool)

Introduction

Economic Research and Statistics (ERS) has emerged as an important ECO pillar, advancing evidence-based policymaking and regional integration. Through platforms like the ECO Permanent Steering Committee on Economic Research (EPSCER), Meetings of Heads of National Statistics Offices (HNSO) and the High-Level Experts Group (HLEG) on Statistics, along with key outputs such as the Annual Economic Reports, ERS supports informed decision-making across the region. The forthcoming ECO Research Centre (ECO-RC) in Baku and the revitalized ECO Economic Journal (EEJ) will further strengthen ECO's analytical and intellectual foundation.

Vision Statement

To position ERS as a cornerstone for sustainable and inclusive socio-economic development, the Vision must explicitly address three key issues. First, it will focus on data harmonization and quality by establishing a common framework for data collection to ensure statistics are comparable and reliable across the region. Second, to address varying technical capacities, the Vision commits to capacity building and technical expertise through targeted training programs and knowledge-sharing initiatives for national statistical offices. Finally, it will bridge the policy-research divide by creating user-friendly platforms and fostering direct dialogue between researchers and policymakers, ensuring that high-quality data is effectively translated into actionable insights for all member states.

Strategic Objectives

- Operationalize the ECO Research Centre (ECO-RC) in Baku as a regional hub for economic research and innovation, with a specific mandate to produce applied research that addresses critical data gaps in intra-regional trade, investment flows, and sustainable development indicators.

- Elevate the ECO Economic Journal (EEJ) into a peer-reviewed internationally recognized publication, with a focused agenda on translating research findings into tangible policy recommendations.

- Institutionalize the ECO Think-Tank Forum, making it a recurring, high-level platform hosted across Member States, with a focused agenda on translating research findings into tangible policy recommendations.

- Produce applied research and analytical publications focused on key regional priorities such as trade, investment, transport, climate change, green economy, regional security, and food security and water efficiency. This will be supported by a commitment to using harmonized, high-quality data.

- Strengthen capacity building and knowledge exchange among national statistics offices and economic institutions.

Priority Areas & Policy Focus

- Regional Economic Analysis

  - Strengthen data collection and harmonization across Member States. This should include a commitment to overcoming data quality and comparability challenges by adopting common statistical standards and methodologies.

  - Develop comparative studies and benchmarking tools to support policy decisions, while also addressing data gaps and a lack of standardized reporting. This ensures the analysis is comprehensive and reliable.

- Strengthen regional cooperation among the national statistical offices of ECO Member States in harmonizing data, metadata standardization, improving the quality and comparability of official statistics, and promoting the use of artificial intelligence (AI), Big Data, and digital technologies in the collection, processing, analysis, and dissemination of statistical data.

- Strategic Publications and Research

  - Focus on actionable research in trade, investment, sustainable development, transport, logistics, energy and resilience, while ensuring the research agenda is responsive to the real-time needs and emerging crises of the region.

  - Explore the socio-economic impacts of regional initiatives and global trends on ECO countries, with a particular focus on capacity building to ensure all member states can effectively contribute to and benefit from this research.

- Capacity Building and Networking

  - Support training, knowledge-sharing, and collaboration among statistical offices and research institutions.

  - Encourage youth and academic engagement through fellowships and research opportunities.

Expected Outcomes:

i. Full operationalization of the ECO Research Centre (ECO-RC) as a regional hub for economic research and innovation, and a clear mandate to produce applied research that directly informs policy.
ii. Establishment of the ECO Economic Journal (EEJ) as a respected, peer-reviewed international publication, achieved by implementing a rigorous editorial process and securing indexation in globally recognized academic databases.
iii. Regular convening of the ECO Think-Tank Forum as a key platform for high-level policy dialogue and research exchange, with a focus on ensuring diverse representation and a mechanism for translating forum discussions into concrete policy recommendations.
iv. Enhanced regional data harmonization and strengthened capacity of national statistics offices to support evidence-based policymaking, overcoming existing issues of data quality and comparability through technical assistance and a shared data framework.
v. Production of applied research and analytical reports addressing priority regional issues including trade, investment, climate change, green economy and food security and water efficiency, while ensuring that this research is accessible and easily understood by policymakers.
vi. Increased engagement of youth, women, businesses and academia in economic research through fellowships, advisory panels and collaborative networks, facilitated by a targeted outreach strategy and the removal of systemic barriers to participation.
vii. Development and launch of a digital ECO Statistics and Research Portal to improve transparency, data sharing and monitoring of regional progress, while also addressing data security and privacy concerns.
viii. Strengthened partnerships with international organizations, academic institutions and the private sector for co-funded research and knowledge exchange by establishing a clear and transparent partnership framework that defines mutual goals and resource commitments.
ix. The publication of the result of research conducted on the identified priority sectors in the ECO's "Economic Journal).

JUDICIAL & PARLIAMENTARY COORDINATION AND EAPA

(Operating Tool)

Introduction

Judicial and Parliamentary Coordination and the ECO Advocacy Programme for Afghanistan (JPC&EAPA) are key to strengthening judicial, law enforcement, and legislative cooperation among ECO Member States, promoting regional peace, security and sustainable development. Achievements during Vision 2025 include establishing the Plan of Interaction among Attorneys/Prosecutors General to combat transnational crime, advancing the operationalization of the ECO Regional Center for Cooperation of Anti-Corruption Agencies and Ombudsmen (RCCACO), strengthening legislative cooperation via the Parliamentary Assembly of ECO (PAECO) and its Charter, and successfully implementing the ECO Advocacy Programme for Afghanistan. Challenges persist, including delays in RCCACO's full operation, the absence of ECOPOL, and suspended activities in Afghanistan.

Vision Statement

Judicial cooperation, anti-corruption frameworks, law enforcement coordination and parliamentary collaboration across the ECO Member States will be institutionalized and strengthened. These efforts will foster a secure and rules-based regional environment conducive to economic integration. ECO will also work to reintegrate Afghanistan into ECO mechanisms, ensuring sustained regional support for its stability, prosperity, economic growth and sustainable development.

Strategic Objectives

- Enhance regional judicial cooperation among ECO Member States through institutional mechanisms and coordinated frameworks.
- Foster effective cooperation in the prevention of financial and organized crimes via operational platforms like RCCACO and ECOPOL.
- Promote legislative coordination among ECO parliaments through the institutional strengthening of PAECO.
- Sustain regional commitment to Afghanistan's development and reengagement with ECO.
- Build the institutional capacities of judicial and law enforcement agencies across the region through comprehensive training programs, enhanced resource allocation and improved inter-agency collaboration.

Priority Areas & Policy Focus

- Judicial Cooperation: Strengthen cooperation in this field through the Institutions authorized by the ECO Member States as Central Authorities.
- Anti-Corruption Cooperation: Implement the Plan of Interaction and operationalize RCCACO to tackle financial and organized crimes.
- Law Enforcement Coordination Continue elaborates on improving intelligence and operational collaboration among law enforcement agencies.
- Promote the exchange of experience and best practices among ECO Member States in the use of artificial intelligence (AI) and information technologies in law enforcement activities.
- Parliamentary Engagement: Strengthen the mandate and functioning of PAECO, encouraging all Member States to ratify the Charter.
- Capacity Building: Expand training and knowledge-sharing programs to address emerging legal challenges (e.g., cybercrime, financial crime).

- Afghanistan Engagement: Facilitate dialogue and support mechanisms to enable Afghanistan's participation in ECO activities, subject to Member State consensus.

Expected Outcomes

i. Strengthened regional judicial cooperation through fully operationalized institutional mechanisms and enhanced coordination through fully operationalized institutional mechanisms and enhanced coordination among Member States' institutions authorized central Authorities.
ii. Effective establishment and functioning of the ECO Regional Center for Cooperation of Anti-Corruption Agencies and Ombudsmen (RCCACO), boosting anti-corruption efforts across the region.
iii. Development of a robust regional law enforcement coordination platform (ECOPOL or alternative) to improve intelligence sharing and cross-border crime prevention.
iv. Increased legislative collaboration through full ratification and active engagement within the Parliamentary Assembly of ECO (PAECO), supporting harmonized policies and rule of law.
v. Expanded capacity-building programs targeting emerging challenges such as cybercrime, financial crimes and organized crime, enhancing institutional competencies.
vi. Successful reintegration of Afghanistan into ECO mechanisms, enabling its meaningful participation in regional judicial, legislative and security cooperation.
vii. Sustained multi-stakeholder partnerships with international organizations and donors to ensure financial sustainability and technical support.
viii. Enhanced inclusion of women and youth in legislative processes via PAECO's dedicated committees, promoting diversity and regional stability.
ix. Regular monitoring and reporting frameworks established to track progress on judicial cooperation, anti-corruption initiatives, parliamentary activities and Afghanistan's engagement.

INTERNATIONAL RELATIONS

(Operating Tool)

Introduction

In today's interconnected world, challenges like technological change and population growth transcend national borders, making regional cooperation essential. The Economic Cooperation Organization (ECO), with its ten member states, faces shared transboundary issues that require regional collaboration. Strengthening partnerships with regional and international organizations and implementing existing cooperation frameworks are vital for effectively addressing these challenges.

Despite being one of the oldest regional groupings, ECO struggles with low visibility and impact. Enhancing its presence through streamlined web content, increased media engagement, and active participation in international forums will boost its profile. Moreover, fully activating and coordinating ECO's 24 subsidiary bodies will promote a unified, effective approach to achieving its goals.

Efforts to strengthen subsidiary agencies will serve as key catalysts for fostering shared innovation, social cohesion and sustained growth across the region. Advanced scientific research, equitable education, and shared cultural heritage serve as the foundational pillars of regional integration, innovation, and sustainable development.

Vision Statement

ECO aims to harness regional collaboration to tackle global and regional challenges, promoting sustainable development through strengthened and new partnerships. Committed to boosting its visibility and impact, ECO will enhance media engagement and actively participate in international events, fostering a cooperative and inclusive community for collective progress and a sustainable future.

Strategic Objectives

- Strengthening existing partnerships by actively participating in collaborative programs and initiatives.
- Establishing new agreements with international organizations which are beyond ECO's ambit.
- Increasing media presence through interaction, digital outreach, better material and publications
- Streamlining web content to effectively communicate ECO's mission, achievements, activities and ongoing projects.
- Engaging in international events to represent ECO's interests and showcase its contributions.
- Hosting side events at international events to make most participation
- Strengthening and fully operationalizing the ECO bodies
- Improving coordination among ECO bodies and with the Secretariat to maximize organizational efficiency and effectiveness.
- Encouraging ECO Member States to host major international events.
- To attract international collaborations and mobilize resources from organizations such as UNESCO, the Shanghai Cooperation Organization (SCO), BRICS, and global academic networks, with coordination provided by the ECO Regional Committee and specialized contributions from each institution.

Priority Areas & Policy Focus

- **Increasing Synergies**
  - Developing a centralized digital platform, featuring shared calendars, document repositories, and project management tools, to facilitate seamless coordination among the ECO Secretariat and ECO bodies.
- **Strengthening Subsidiary Agencies**
  - Launching targeted outreach programs such as presentations, regional workshops, and bilateral meetings, to engage potential Member States, highlighting the benefits of joining ECO Subsidiary Agencies.
  - Offering training and development programs to enhance the capabilities of agency staff and member representatives.
- **Hosting Sideline Events**
  - Developing and publishing an annual calendar of sideline events at major international forums.
  - Collaborating with regional and international organizations and host countries to co-organize events that align with global agendas and ECO priorities.
  - Planning and executing at least two sideline events annually at major UN conferences and member state-hosted events.
- **Media Engagement and Presence**
  - Establishing a dedicated media team to manage public relations and increase ECO's visibility.
  - Developing a comprehensive media strategy to engage with international media outlets and promote ECO initiatives.
  - Utilizing social media platforms to share updates, success stories, and upcoming events to reach a wider audience.
  - Organizing press conferences and media briefings to highlight key achievements and upcoming projects.
  - Creating engaging content, such as videos and infographics, to effectively communicate ECO's impact and goals.

Expected Outcomes

i. Strengthened existing collaborations and new agreements with international organizations will improve ECO's capacity to address transboundary challenges effectively.
ii. ECO's media presence, web content, and participation in international forums will be significantly enhanced, raising public awareness and stakeholder engagement.
iii. All ECO subsidiary agencies will be active and well-coordinated, promoting organizational efficiency and cohesive implementation of ECO's mandates.
iv. Centralized digital platforms and streamlined communication channels will enable seamless cooperation among the Secretariat, subsidiary bodies, and member states.
v. A dedicated media team and comprehensive communication strategy will effectively promote ECO's achievements and goals to a wider audience.
vi. The mobilization of USD 15 million in international resources by 2035.
vii. ECO's achievements and goals to a wider audience.

Agenda No. 4
Preparations for the 18th Summit and the 30th COM Meetings

Economic Cooperation Organization
ECO

No: CFU /2026/496

Priority: Urgent
Date: 11/6/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization presents its compliments to the Ministry of Foreign Affairs of the Islamic Republic of Iran and to the Embassies of the ECO Member States in Tehran, and has the honour to enclose a Note Verbale dated June 10, 2026 received from the Islamic Republic of Pakistan, conveying November 15-16, 2026 as the proposed dates for holding the 30th Meeting of the ECO Council of Ministers (COM) in Islamabad.

The Secretariat of the Economic Cooperation Organization avails itself of this opportunity to renew to the Ministry of Foreign Affairs of the Islamic Republic of Iran and to the Embassies of the ECO Member States in Tehran, the assurances of its highest consideration.

ECONOMIC COOPERATION ORGANIZATION

All ECO Member States - Tehran

ECO Secretariat - No. 1, Golbou Alley, Kamranieh, Tehran, Iran - Postal Code: 19519 33114 - P.O.Box: 14155-6176
Tel: +98 (21) 22831733-4 Fax: +98 (21) 22831732 Email: registry@eco.int Website: http://www.eco.int

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EMBASSY OF THE
ISLAMIC REPUBLIC OF PAKISTAN
TEHRAN

No. ECO-1/1/2026

The Embassy of the Islamic Republic of Pakistan presents its compliments to the Secretariat of the Economic Cooperation Organization (ECO) in Tehran and, with reference to the forthcoming 30th Meeting of the ECO Council of Ministers (COM), has the honour to convey that the competent authorities of the Government of Pakistan have proposed that the Meeting may be held in Islamabad from 15–16 November 2026.

In this regard, the ECO Secretariat is kindly requested to announce the proposed dates during the forthcoming Preparatory Committee (PrepCOM) Meeting as well as at the upcoming Meeting of the Council of Permanent Representatives (CPR).

The Secretariat is also requested to share the zero draft of the outcome document (Islamabad Declaration/Communiqué) for the forthcoming 30th Meeting of the ECO Council of Ministers in Islamabad, as well as the proposed list of invitees, including regional and international organizations and other relevant countries from the region, to facilitate the necessary preparations by the host country.

The Embassy of the Islamic Republic of Pakistan avails itself of this opportunity to renew to the Secretariat of the Economic Cooperation Organization in Tehran the assurances of its highest consideration.

Tehran, 10 June 2026

EMBASSY OF PAKISTAN * TEHRAN *

The Secretariat of the Economic Cooperation Organization (ECO),
Tehran

Report of the First PrepCom Meeting
June 8, 2026 – Hybrid Mode

The First Meeting of the PrepCom was held in hybrid mode on June 8, 2026 under the chairmanship of the Representative of the Islamic Republic of Pakistan and co-chaired by the ECO Deputy Secretary General (TC & HRSD). The meeting was attended by representatives of the Republic of Azerbaijan, the Islamic Republic of Iran, the Republic of Tajikistan, the Republic of Türkiye, Turkmenistan and the Republic of Uzbekistan, as well as relevant staff of the ECO Secretariat.

The PrepCom conducted a sector-wise review of the Draft Strategic Goals of Economic Cooperation 2035 with a view to finalizing its contents. During the discussions, the Committee agreed to incorporate the additional proposals submitted by the Republic of Uzbekistan, as well as the fresh inputs from the Republic of Türkiye, as presented by their representatives during the meeting. With regard to the new chapter proposed by the Islamic Republic of Iran on Science, Education and Culture, the Representative of Türkiye suggested that the relevant elements be integrated into the Human Resources and Sustainable Development (HRSD) section of the Draft Strategic Goals rather than being reflected as a separate chapter. The Committee agreed that the Republic of Türkiye would submit the proposed text prior to the next meeting for consideration by Member States. It was further agreed that the Secretariat would circulate both clean and track-change versions of the Draft Strategic Goals of Economic Cooperation 2035, reflecting all inputs received up to the date of the meeting, for consideration at the next PrepCom Meeting.

Under the agenda items relating to preparations for the 18th ECO Summit and the 30th COM Meeting, the Committee exchanged views on the possible timing of the two events and underscored the importance of communicating their schedules well in advance to facilitate timely confirmations and ensure high-level participation. In this regard, the Committee requested the respective host countries to communicate the exact dates and organizational arrangements of the meetings at the earliest opportunity.

The PrepCom agreed to continue its consideration of the Draft Strategic Goals of Economic Cooperation 2035 and related preparatory matters at its next meeting, scheduled to be held on June 17, 2026 at 10:30 a.m. (Tehran time) in hybrid format.

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Report of the Second PrepCom Meeting
June 18, 2026 – Hybrid Mode

The Second Meeting of the Preparatory Committee (PrepCom) was held in hybrid mode on June 18, 2026 under the chairmanship of the Representative of the Islamic Republic of **Pakistan** and co-chaired by the ECO Deputy Secretary General (TC & HRSD). The meeting was attended by representatives of the Republic of **Azerbaijan**, the Islamic Republic of **Iran**, the Republic of **Kazakhstan**, the Republic of **Tajikistan**, the Republic of **Türkiye**, **Turkmenistan** and the Republic of **Uzbekistan**, as well as relevant staff of the ECO Secretariat.

2. The Committee continued its consideration of the Draft Strategic Goals of Economic Cooperation 2035, focusing on the additional proposals submitted by the Republic of Uzbekistan and the Republic of Türkiye following the First PrepCom Meeting. The Committee reviewed the revised proposals and agreed to incorporate the relevant amendments into the Draft Strategic Goals. It was further noted that the proposals previously submitted by the Islamic Republic of Iran relating to science, education and culture had been integrated into the relevant sections of the document following consultations among the concerned Member States.

3. The Committee also agreed that the Secretariat would prepare and circulate a harmonized clean version of the Draft Strategic Goals, ensuring consistency of language and structure throughout the document. In addition, the Secretariat was requested to prepare a concise introductory overview summarizing the vision, priorities and strategic directions contained in the document.

4. The Committee agreed that Member States would submit any final comments and proposals on the Draft Strategic Goals of Economic Cooperation 2035 **no later than July 9, 2026,** enabling the Secretariat to finalize the document for submission to the Council of Permanent Representatives (CPR) for consideration and making necessary recommendation to the COM.

5. Under the agenda item on preparations for the **18th ECO Summit**, the representative of the Islamic Republic of Iran briefed the Committee that internal consultations concerning the timing and organizational

arrangements of the Summit were underway and that the exact dates would be communicated to Member States at the earliest opportunity.

6. Concerning the **30th Meeting of the Council of Ministers (COM),** the Chair informed the Committee that the Meeting is scheduled to be held in Islamabad on November 15–16, 2026. He acknowledged the receipt of the zero draft of the Ministerial Communiqué from the ECO Secretariat and informed the Committee that the necessary preparatory and organizational arrangements were underway. The Chair further conveyed that, following consideration by the relevant authorities in Islamabad, the draft Communiqué would be transmitted to the Secretariat for circulation among Member States, and to seek their comments thereon followed by subsequent technical consideration by the PrepCom.

7. The Committee agreed to continue its work at its Third Meeting, the date of which would be proposed and communicated by the ECO Secretariat in consultation with Member States, with a view to holding it prior to the 308th CPR Meeting, expected in July 2026.

Agenda No. 5
Follow-up to the First Meeting of Working Group on the Recommendations of the High-Level Committee (HLC)

Economic Cooperation Organization
ECO

No: ECO /2026/483

Priority: Urgent
Date: 8/6/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization presents its compliments to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, and pursuant to the First Meeting of the PrepCom and the First Meeting of the HLC Working Group, held on June 8, 2026 in hybrid format, has the honour to enclose the following documents:

1. Report of the First PrepCom Meeting
2. Clean Version of the Draft Strategic Goals of Economic Cooperation – 2035 considered by PrepCom
3. Report of the First Meeting of HLC Working Group

It is kindly noted that the next Meetings of the PrepCom and the HLC Working Group are scheduled back-to-back for June 17, 2026 in hybrid format, to continue deliberations on their respective/assigned tasks. The events' schedule are as follows:

- 2nd Meeting of the PrepCom – 1030 hours (Tehran Time)
- 2nd Meeting of the Working Group followed by the PrepCom Meeting

The esteemed Member States are requested to kindly ensure participation of their distinguished representatives in both the meeting.

The Secretariat of the Economic Cooperation Organization avails itself of this opportunity to renew to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, the assurances of its highest consideration.

All ECO Member States - Tehran

ECONOMIC COOPERATION ORGANIZATION

ECO Secretariat - No. 1, Golbou Alley, Kamranieh, Tehran, Iran - Postal Code: 19519 33114 - P.O.Box: 14155-6176
Tel: +98 (21) 22831733-4 Fax: +98 (21) 22831732 Email: registry@eco.int Website: http://www.eco.int

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Report of the First Meeting of the HLC Working Group
June 8, 2026 – Hybrid Mode

The First Meeting of the HLC Working Group was held in hybrid mode on June 8, 2026 under the chairmanship of the Representative of the Islamic Republic of Pakistan and co-chaired by the ECO Deputy Secretary General (Administration). The meeting was attended by representatives of the Republic of Azerbaijan, the Islamic Republic of Iran, the Republic of Tajikistan, the Republic of Türkiye, Turkmenistan and the Republic of Uzbekistan, as well as relevant staff of the ECO Secretariat.

The Meeting commenced its consideration of the recommendations of the First Meeting of the High-Level Committee (HLC) under the thematic areas of Financial and Budgetary Matters and Efficiency of the Secretariat and Organizational Structure.

Under Financial and Budgetary Matters, the Working Group discussed measures to improve the Organization's financial sustainability, including the timely preparation and circulation of the annual budget, strengthening consultations with Member States on budgetary matters, ensuring timely payment of assessed contributions, enhancing financial oversight, replenishing reserve funds and improving the allocation of resources for developmental activities.

During the discussions, emphasis was placed on aligning budget submissions with the financial cycles of Member States. The Secretariat proposed circulation of the draft annual budget by the end of August to allow sufficient time for Member States to process the budget through their respective national procedures, while the Representative of Uzbekistan proposed July 1 as a possible target date to further align the process with Member States' budgetary cycles.

The Working Group also exchanged views on the possible establishment of a mechanism involving focal points from relevant Ministries of the Member States to facilitate consultations with the Secretariat on timely submission and receipt of budget document.

Under Efficiency of the Secretariat and Organizational Structure, the Working Group discussed the rationalization and possible review of Category-III positions, consideration of higher-level positions within this this category to attract and retain experienced professionals and the need to further clarify and distinguish the responsibilities of Desk Officers and Program Officers.

The Working Group also exchanged views on the timing of the next meeting of the High-Level Committee, noting the importance of notifying the meeting dates sufficiently in advance to ensure high-level participation.

The Working Group took note of the views and proposals expressed by the participating Member States and agreed that further work was required to translate the HLC recommendations into concrete and actionable proposals. The Working Group supported further consideration of the establishment of a mechanism comprising designated national focal points to coordinate with the Secretariat for timely submission and receipt of annual draft budget of the Organization.

The Working Group further agreed that the Secretariat should reflect the views expressed during the meeting in the concrete proposals concerning the issue discussed by today's session.

Regarding the next meeting of the High-Level Committee, the Working Group agreed that further consultations would be required before proposing a suitable date, taking into account the schedule of forthcoming ECO meetings and the need to ensure meaningful participation by Member States.

The Working Group agreed to hold its second round of discussion on the remaining recommendations of the First HLC Meeting on June 17, 2026, back-to-back with the Preparatory Committee (PrepCom) Meeting, which is scheduled for 1030 a.m (Tehran Time).

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Economic Cooperation Organization
ECO

No:ADM/2026/521

Priority: Normal
Date: 19/6/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization presents its compliments to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, and has the honour to enclose **Report of the Second Meeting of HLC Working Group** held on June 18, 2026.

The Secretariat of the Economic Cooperation Organization avails itself of this opportunity to renew to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of the ECO Member States in Tehran, the assurances of its highest consideration.

All ECO Member States - Tehran

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Tel: +98 (21) 22831733-4 Fax: +98 (21) 22831732 Email: registry@eco.int Website: http://www.eco.int

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Report of the Second Meeting of the HLC Working Group
June 18, 2026 – Hybrid Mode

The Second Meeting of the HLC Working Group was held in hybrid format on June 18, 2026, following its initial session on June 8, 2026. The meeting was chaired by the Representative of the Islamic Republic of **Pakistan** and coordinated by the ECO Deputy Secretary General (Administration). The meeting was attended by representatives of the Republic of **Azerbaijan**, the Islamic Republic of **Iran**, the Republic of **Kazakhstan**, the Republic of **Tajikistan**, the Republic of **Türkiye**, **Turkmenistan** and the Republic of **Uzbekistan**, as well as relevant staff of the ECO Secretariat.

2. At the outset, the ECO Deputy Secretary General (Administration) proceeded with a comprehensive review of all recommendations put forward by the High-Level Committee (HLC). The Working Group was thoroughly briefed on all remaining recommendations, which discussed key thematic areas including, recruitment and capacity building, IT infrastructure and digital solutions, ECO visibility, resource mobilization, ECO awards, engagement of member states and quorum issues, as well as ECO observers.

3. Following a comprehensive briefing on each of the aforementioned recommendations, the ECO Deputy Secretary General (Administration) invited the distinguished delegates of the Member States to share their valuable proposals and inputs for incorporation against each recommendation to facilitate finalization of concrete and actionable proposals across all items of the HLC recommendations.

4. While referring to **"Recruitment and Capacity Building"**, the Representative of the Islamic Republic of **Iran** suggested updating and reviewing the job descriptions, skills, and qualifications conducting comparative studies with other regional organizations (such as ASEAN, SAARC, or OIC).

5. During the discussion on **"IT Infrastructure and Digital Solutions"** the Representative of the Republic of **Kazakhstan** raised concerns regarding recent accessibility issues with the ECO website. The Representative inquired about preventative measures against future disruptions, including the relocation of servers outside the host country. In response, the **Iranian** delegation assured that high-level authorities in Iran have placed the ECO server on a permanent "whitelist". This measure eliminates future internet connectivity limitations, thereby rendering a server relocation unnecessary.

6. The Working Group concluded with a consensus that the Secretariat would draft concrete proposals on all items of the HLC recommendations and share them with the Member States for their consideration, enabling further deliberation during the next round of the Working Group meeting.

7. Regarding the scheduling and format of the second High-Level Committee (HLC) meeting, the **Iranian** representative proposed that the session be convened ahead of the next Council of Ministers (COM) meeting. He suggested organizing it as an interactive "brainstorming session" specifically for Deputy Foreign Ministers to collectively address the organization's current challenges. However, the Secretariat informed that the First HLC recommendations yet to be transformed into concrete proposals by the Working Group, indicating that further preparatory work is required before scheduling the 2nd HLC Meeting. Given that, it was agreed to submit the proposal regarding the timing and arrangement of the next HLC meeting to the upcoming Council of Permanent Representatives (CPR) meeting for further consideration.

8. The Working Group further agreed that the Secretariat may convene its third session after the circulation of the draft concrete proposals, in consultation with all Member States.

Agenda No. 6
Administrative and Budgetary Matters

Agenda No. 7
Any Other Business

Agenda No. 8
Date of the Next CPR Meeting