Economic Cooperation Organization
ECO

311th Meeting of the Council of Permanent Representatives (CPR)

October 21, 2026
ECO Secretariat - Tehran

Agenda Item No. 1
Adoption of Draft Agenda of the 311th CPR Meeting

Economic Cooperation Organization
ECO

No: CFU /2026/1114

Priority: Normal
Date: 7/10/2026
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 herewith the Draft Agenda of the 311th Meeting of the ECO Council of Permanent Representatives (CPR), scheduled to be convened on October 21, 2026 (10:00 hours, 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.

ECONOMIC COOPERATION ORGANIZATION

All ECO Member States, Tehran

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ECO/CPR/311th /2026
October 21, 2026

Economic Cooperation Organization
ECO

311th Meeting of the Council of Permanent Representatives (CPR)

Draft Agenda
And
Annotated Draft Agenda

October 21, 2026
at the ECO Secretariat

Draft Agenda

1. Adoption of Draft Agenda of the 311th CPR Meeting;
2. Adoption of Draft Reports of the 309th and 310th CPR Meetings;
3. Consideration of Strategic Goals of Economic Cooperation – 2035;
4. Preparations for the 30th Council of Ministers (COM) Meeting and the 18th ECO Summit;
5. Adoption of the Concept Note for the "Honorary ECO Tourism Ambassadors";
6. Launching of the joint ECO-UNIDO regional project on strategic foresight for circular economy transition in the ECO region;
7. Consideration of Afghanistan's participation in ECO activities;
8. Follow-up to the Fourth Meeting of the High-Level Committee (HLC) Working Group and its decisions;
9. Administrative and Budgetary Matters;
10. Any Other Business;
11. 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 311th CPR Meeting;
- Adoption of Draft Reports of the 309th and 310th CPR Meetings;
- Consideration of Strategic Goals of Economic Cooperation – 2035;
- Preparations for the 30th Council of Ministers (COM) Meeting and the 18th ECO Summit, 2026:
- Adoption of the Concept Note for the "Honorary ECO Tourism Ambassadors";
- Launching of the joint ECO-UNIDO regional project on strategic foresight for circular economy transition in the ECO region;
- Consideration of Afghanistan's participation in ECO activities;
- Follow-up to the Fourth Meeting of the High-Level Committee (HLC) Working Group and its decisions;
- Administrative and Budgetary Matters;
- Any Other Business;
- Date of the next CPR Meeting.

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

Agenda Item No. 2
Adoption of Draft Reports of the 309th and 310th CPR Meetings

3. The Draft Report of the 309th Meeting of the Council of Permanent Representatives (CPR) was considered at the 310th CPR Meeting held on September 15, 2026. Given the amendments proposed by the Islamic Republic of Iran, as well as some adjustments suggested by the Secretariat at paragraph 29 of the Draft Report which required further consultations among the Member States, the Council deferred adoption of the Draft Report of the 309th CPR Meeting to its next Meeting.

4. Moreover, the Draft Report of the 310th CPR Meeting, held on September 15, 2026, was circulated amongst the Member States vide Note Verbale No. CFU/2026/1035 dated September 17, 2026.

5. The Council may consider and adopt the Draft Reports of the 309th and 310th CPR Meetings.

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

6. At its Sixth Meeting, held on September 14, 2026, the PrepCom considered the Draft Strategic Goals of Economic Cooperation – 2035, following a technical and editorial review by the Secretariat and finalized the text without substantive changes, thereby closing the document to further proposals/comments and agreeing to submit it to the CPR for endorsement and onward submission to the Council of Ministers for adoption.

7. At its 310th Meeting, held on September 15, 2026, the CPR acknowledged the outcome of the Sixth PrepCom Meeting. However, at the request of Türkiye for additional time, consideration of the Draft Strategic Goals was deferred to the next CPR Meeting. During the discussion, the need to avoid reopening the finalized text was also emphasized, particularly in view of the limited time available before the forthcoming Council of Ministers Meeting. Subsequent to the 310th CPR Meeting, Türkiye conveyed certain proposals/comments on the Draft Strategic Goals of Economic Cooperation – 2035. These were circulated by the Secretariat amongst the Member States for their consideration.

8. The Council may consider the matter and decide on the way forward with a view to finalizing the Draft Strategic Goals of Economic Cooperation – 2035 for submission to the 30th Council of Ministers Meeting for adoption.

Agenda Item No. 4
Preparations for the 30th Council of Ministers (COM) Meeting and the 18th ECO Summit, 2026

- ***30th Council of Ministers Meeting***

9. The preparations for the 30th Meeting of the ECO Council of Ministers (COM), to be preceded by a Senior Officials Meeting (SOM) and scheduled to be held in Islamabad on November 15–16, 2026, were considered by the Council at its 310th Meeting held on September 15, 2026. The Council was briefed on the ongoing work of the Preparatory Committee (PrepCom), particularly on the Draft Islamabad Communiqué, and underscored the importance of timely finalization of the relevant documents.

10. Subsequently, at its Seventh Meeting held on September 30, 2026, the PrepCom reviewed the Draft Islamabad Communiqué in light of the comments and suggestions received from Member States. Paragraphs on which consensus was reached were accepted as ad-ref at PrepCom level, while the outstanding paragraphs were retained in track-change format for further consideration. The Secretariat subsequently circulated the updated Draft Islamabad Communiqué amongst the Member States for their consideration. Also, the Draft Agendas of the SOM and the 30th COM Meeting have been circulated by the Secretariat. These documents will be considered at the Eighth PrepCom Meeting scheduled to be held on October 12, 2026.

11. In addition, at its 310th Meeting, the CPR also agreed to place the request of Türkiye concerning participation of the Turkish Cypriot State (TCS) in the 30th COM Meeting under a one-week silence procedure. The silence procedure was subsequently completed without receipt of any objection and the participation of TCS in the Meeting was accordingly approved.

12. The Chair of the PrepCom and the Secretariat will brief the Council on the latest status of preparations for the 30th COM Meeting. The Council may take note of the progress made and provide further guidance, as appropriate.

- ***Preparations for the 18th ECO Summit, 2026***

13. The preparations for the 18th ECO Summit, scheduled to be held in Tehran on December 3–4, 2026, were also considered by the Council at its 310th Meeting. The Council was informed that preparations were underway and that details concerning invitations and hospitality arrangements would be communicated to the Member States by the host country.

14. At the same Meeting, the CPR agreed to place the request of Türkiye concerning participation of the Turkish Cypriot State (TCS) in the 18th ECO Summit under a one-week silence procedure. Subsequently, following a communication received from the Islamic Republic of Iran requesting consideration of the matter at the 311th CPR Meeting, the silence procedure was suspended. The matter is, therefore, placed before the Council for consideration.

15. The Representative of the Islamic Republic of Iran will brief the Council on the latest status of preparations for the 18th ECO Summit.

16. The Council may take note of the status of preparations for the 18th ECO Summit, consider the matter concerning participation of TCS in the Summit and provide further guidance, as appropriate.

Agenda Item No. 5
Adoption of the Concept Note for the "Honorary ECO Tourism Ambassadors";

17. The Concept Note for the "Honorary ECO Tourism Ambassadors" was considered by the Council at its 310th Meeting held on September 15, 2026. The Council was informed that the initiative, which aims to engage prominent personalities in promoting ECO tourism destinations and enhancing the visibility of ECO and its tourism brand, had previously been considered by the Regional Planning Council. The Draft Concept Note was circulated amongst the Member States vide Note Verbale dated July 14, 2026, with August 20, 2026 as the deadline for comments.

18. During the Meeting, the Representative of the Islamic Republic of Iran requested additional time to obtain the views of its relevant authorities and indicated that comments would be communicated to the Secretariat for consideration by the next CPR Meeting. Accordingly, the Council deferred adoption of the Concept Note to its 311th Meeting.

19. The Council may invite the delegation of Iran to convey their latest position on the document, and consider the adoption of the said Concept Note.

Agenda Item No. 6
Launching of the joint ECO-UNIDO regional project on strategic foresight for circular economy transition in the ECO region

20. The 308th CPR Meeting, held in hybrid mode on 21 July 2026, discussed the progress made in developing the joint ECO-UNIDO regional project on strategic foresight for circular economy transition in the ECO region. The matter was reviewed pursuant to the decision of the Sixth ECO Ministerial Meeting on Environment (Samarkand, 3 June 2026) on advancement of this project. Furthermore, the 36th RPC Meeting (17-20 May 2026) also noted with appreciation in its Work Programme 2026 the development of the subject project while calling for demonstrating stronger political will and investment by Member States to promote it. As an outcome of discussion, ECO Secretariat was tasked by the 308th CPR Meeting to circulate the project proposal to Member States for their consideration with a view to facilitating further consultations on its development and implementation.

21. ECO's project partner – UNIDO recently provided the draft Project Document entitled "Circular Economy in the Economic Cooperation Organization (ECO) Region: a multi-country foresight study for a just transition to a resource-efficient and circular economy" and the Project Overview as indicative papers and deliverables for ECO decision-making process. These documents, which are not publicly available, were officially disseminated among the Member States for their views and comments vide the ECO Secretariat's Note Verbale EME/2026/1111 dated 6 October 2026.

22. The 311th CPR Meeting is thus expected to endorse the launching of the joint ECO-UNIDO Project entitled "Circular Economy in the Economic Cooperation Organization (ECO) Region: a multi-country foresight study for a just transition to a resource-efficient and circular economy" and allocation of USD50,000 from FGPF as a contribution of ECO.

23. The Council may consider the joint regional project and take appropriate decision.

Agenda Item No. 7
Consideration of Afghanistan's participation in ECO activities

24. The 309th CPR meeting took note of the observations made and the communications circulated by the Secretariat concerning Afghanistan's participation in ECO activities and it was concluded that the Secretariat would remain engaged with the Afghan side within the ongoing gradual approach, while the Council would continue its consideration of the matter at future meetings.

25. The Council may consider the matter and provide guidance, as appropriate.

Agenda Item No. 8
Follow-up to the the Fourth Meeting of the High-Level Committee (HLC) Working Group and its decisions

26. The 310th CPR Meeting took note of the outcome of the Third Meeting of the HLC Working Group and the observations made during the discussion, held on September 2, 2026. In view of Council's decision, the revised concrete proposals remained under consideration, while the final approval is still remained pending by CPR's further consideration for the endorsement, encouraging Member States to take into account the suggestions and clarifications made by the Secretariat in timely finalizing their positions.

27. The Council may invite the Secretariat to brief the Council on the outcome of the Fourth Meeting of the High-Level Committee (HLC) Working Group and afterwards may consider the matter for the further endorsement forwarding to the COM's approval, as it deems appropriate.

Agenda Item No. 9
Administrative and Budgetary Matters

28. The Secretariat will brief the Council on administrative and budgetary matters requiring its consideration, including:

- *Draft ECO Budget for 2027;*

29. The Council may consider the above matters and take appropriate decisions.

Agenda Item No. 10
Any other business

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

Agenda Item No. 11
Date of the next CPR Meeting

31. The Council may decide the date of its next (**312th**) Meeting in consultation with the Member States and the ECO Secretariat.

Agenda Item No. 2
Adoption of Draft Reports of the 309th and 310th CPR Meetings

Economic Cooperation Organization
ECO

No: CFU/2026/895

Priority: Urgent
Date: 28/8/2026
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, has the honour to enclose herewith the Draft Report of 309th Meeting of the ECO Council of Permanent Representatives (CPR), held on August 25, 2026, for consideration.

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

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Economic Cooperation Organization
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309th Meeting of the Council of Permanent Representatives (CPR)

Draft Report

August 25, 2026
ECO Secretariat - Tehran

Draft Report

Held on August 25, 2026 under the Chairmanship of the Islamic Republic of Pakistan, the 309th Meeting of the ECO Council of Permanent Representatives (CPR) was attended by distinguished Permanent Representatives/ Representatives of the ECO Member States, including from **Azerbaijan, Iran, Kazakhstan, Kyrgyzstan, 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.**

Agenda Item No. 1
Adoption of the Agenda

1. The **Council** adopted its following agenda for discussion and deliberations:

- Adoption of Draft Agenda of the 309th CPR Meeting;
- Adoption of Draft Report of the 308th CPR Meeting;
- Follow-up to the Fourth Meeting of the Preparatory Committee (PrepCom):
  - ***Draft Strategic Goals of Economic Cooperation – 2035;***
  - ***Preparations for the 18th ECO Summit and the 30th Council of Ministers (COM) Meeting;***
  - ***Convening the 27th Informal Meeting of the ECO Council of Ministers and the 17th Joint ECO-ASEAN Ministerial Meeting on the sidelines of the 81st Session of the United Nations General Assembly;***
- Consideration of the List of Events to be covered out of Special Support Fund (SSF);
- ECO Relationship with Other Regional Organizations;
- Consideration of Afghanistan's participation in ECO activities;
- Administrative and Budgetary Matters;
- Any Other Business;
- Date of the Next CPR Meeting.

Agenda Item No. 2
Adoption of Draft Report of the 308th CPR Meeting

2. The **Council** adopted the Draft Report of the 308th CPR Meeting held on July 21, 2026, and circulated vide Note Verbale No. CFU/2026/696 dated July 23, 2026.

Agenda Item No. 3
Follow-up to the 4th PrepCom Meeting

- ***Draft Strategic Goals of Economic Cooperation – 2035***

3. The Chairperson and the Deputy Head of Mission of Pakistan, **Ms. Ismat Hassan Sial**, recalled that the 308th CPR agreed to convene the Fourth PrepCom Meeting on August 10, 2026 to address the remaining outstanding issues concerning the Draft Strategic Goals of Economic Cooperation–2035. She invited the Chair of the PrepCom and the Secretariat to brief the Council on the outcome of the Meeting and the status of the draft.

4. The Chair of the PrepCom/Representative of Pakistan, **Mr. Kashif Ali**, informed the Council that the Fourth PrepCom Meeting concluded its consideration of the Draft Strategic Goals, finalizing the text for consideration by the CPR. He, however, noted that new proposals were subsequently received from Uzbekistan despite the earlier deadline for comments already elapsed on July 9, 2026. He, therefore, requested the Council to resolve the remaining matter and finalize the document for its submission to the forthcoming Council of Ministers.

5. The Deputy Secretary General (TC & HRSD), **Amb. Silapberdi Nurberdiyev,** reiterated that the Fourth PrepCom Meeting reached consensus on the text and concluded the substantive negotiations, following which a clean version was circulated. Referring to the additional proposals subsequently received from Uzbekistan, he invited the Council to consider them so that the document could be finalized, including through some technical and editorial adjustments by the Secretariat, before its submission to the Council of Ministers.

6. The Representative of Türkiye, **Mr. Murat Sogangoz**, informed the Council that an outstanding issue remained concerning Türkiye's earlier proposal under the section on Energy, Minerals and Environment, particularly the reference to the 2030 Agenda for Sustainable Development. He noted Iran's reservations regarding the reference and reiterated Türkiye's position to retain it in the text as its removal would substantially affect the intended meaning of the provision.

7. The Representative of Kazakhstan, **Mr. Kazbek Bokebayev**, requested additional time to consult the relevant national authorities on certain provisions under the transport section, particularly those concerning a centralized management system for ECO transport corridors and a single-window mechanism for issuing flight permits. He also indicated that Kazakhstan might have further comments on other parts of the draft.

8. In light of the outstanding issues and additional proposals raised during the discussion, the **Chairperson** proposed convening another meeting of the PrepCom to consider and resolve these matters and prepare an updated draft for consideration at the next CPR Meeting.

9. **The Chair of the PrepCom** recalled that the next PrepCom Meeting would be held on August 31, 2026 to address the remaining issues. Given the limited time available, he urged Member States to refrain from submitting further new proposals and to demonstrate flexibility in reaching consensus, so as to avoid reopening the document and enable its timely finalization.

10. The ECO Secretary General, **Amb. Asad M. Khan,** stressed the need to finalize the Draft Strategic Goals ahead of the forthcoming Council of Ministers and called for a firm deadline beyond which no new proposals would be entertained. He encouraged the concerned Member States to resolve remaining differences through bilateral consultations, with the good offices of the Chair where necessary, and recalled that the document was declaratory rather than legally binding, expecting a flexible approach to reaching consensus.

11. The Permanent Representative of Iran, **Amb. Alireza Toutounchian**, emphasized that, to facilitate the early finalization of the Draft Strategic Goals, provisions on which consensus could not be reached may be omitted, while retaining the agreed text.

12. The Chairperson underscored the need to adhere to the agreed timeline for finalizing the Draft Strategic Goals in view of the forthcoming Council of Ministers and Summit. Taking note of the outstanding and new proposals, she requested the Secretariat to circulate an updated document well ahead of the next CPR to facilitate their consideration. She proposed that the next PrepCom Meeting be used to **resolve** the remaining differences and agree on compromise language acceptable to all Member States, with a view to having the document ready for adoption at the next CPR Meeting. Meanwhile, she encouraged the concerned Member States to engage bilaterally to facilitate consensus.

13. The **Chair of the PrepCom** requested the Member States to come prepared with their final proposals for the meeting on August 31, 2026, so that the remaining issues may be addressed to finalize the text, allowing the Secretariat sufficient time to undertake the necessary technical and editorial review before presenting the document at the next CPR Meeting.

14. The **Chairperson** concluded that the remaining issues would be considered at the next PrepCom Meeting, with a view to agreeing on language acceptable to all Member States and presenting the finalized document for adoption at the next CPR Meeting.

- ***Preparations for the 18th ECO Summit and the 30th Council of Ministers (COM) Meeting***

15. The **Chairperson** recalled the 308th CPR's consideration of preparations for the 18th ECO Summit and the 30th Council of Ministers Meeting. She welcomed Iran's timely confirmation of December 3–4, 2026 for the Summit and encouraged Member States to expedite confirmation of participation by their respective Heads of State/Government.

16. The **Deputy Secretary General (TC & HRSD)** informed that Iran confirmed December 3–4, 2026 for the 18th ECO Summit and that the dates were circulated amongst Member States for confirmation of participation by their respective Heads of State/Government. He further informed that Türkiye, through its Note Verbale dated 19 August 2026, conveyed that the proposed dates were not convenient for their President and that the communication was also shared with Member States.

17. The Representative of Iran, **Mr. Behzad Azarsa,** informed that preparations for the 18th ECO Summit, scheduled for December 3–4, 2026 in Tehran, were underway in close coordination with the Secretariat. He indicated that the invitations and programme were expected to be finalized and shared with Member States within the next ten days and encouraged participation at the highest level. He further expressed the expectation that the remaining details would be available by the next CPR Meeting.

18. Regarding 30th COM Meeting, the **Chairperson** recalled that the dates and details of the event were already communicated and that the draft Islamabad Communiqué was circulated for Member States' comments. She encouraged Member States to provide their feedback ahead of its consideration by the Fifth PrepCom Meeting.

19. The Representative of **Pakistan** informed the Council that invitations for the 30th COM Meeting were already extended to Member States, while the agenda and hospitality arrangements are being finalized. He noted that, except for Türkiye and Turkmenistan, comments on the draft Islamabad Communiqué were still awaited and urged Member States to provide their feedback before the Fifth PrepCom Meeting, to facilitate timely finalization of the document.

- ***Convening the 27th Informal Meeting of the ECO Council of Ministers and the 17th Joint ECO-ASEAN Ministerial Meeting on the sidelines of the 81st Session of the United Nations General Assembly;***

20. The **Chairperson** requested the status of preparations for the 27th Informal Meeting of the ECO Council of Ministers and the 17th ECO–ASEAN Ministerial Meeting, proposed to be held on the sidelines of the 81st Session of the UN General Assembly.

21. The Representative of **Pakistan** informed the Council that both meetings would be held back-to-back on 25 September 2026, from 10:00–11:00 p.m., and that the venue had been confirmed, while the agendas were under preparation. The Secretary General confirmed that the logistical arrangements had been finalized in coordination with the ASEAN Secretariat and the Philippines, as ASEAN Coordinator in New York, and formally communicated to Member States. He encouraged delegations to facilitate early confirmation of participation.

22. The Representative of **Türkiye** proposed the participation of ECO Observers, including the Turkish Republic of Northern Cyprus, in the meetings. The Representative of **Pakistan** sought clarification on past practice, while the Secretariat clarified that ECO Observers had participated in Informal COM Meetings in the past, subject to the concurrence of the CPR. The Representative of **Uzbekistan** requested formal circulation of the proposal for consultations with its capital.

23. **Iranian delegation** sought further clarification on the applicable rules and past practice concerning the participation of ECO Observers in Informal COM Meetings. It emphasized that, if such participation was in line with established practice, all ECO Observers should be treated equally rather than singling out one. It also underscored the importance of participation at the highest possible level in both the Informal COM and the ECO–ASEAN Ministerial Meeting, noting the need for an appropriate balance in the level of representation between ECO and ASEAN. The **ECO Secretary General** recalled the past participation of the Turkish Republic of Northern Cyprus in the Informal COM and clarified that participation of Observers remained subject to the concurrence of the Council.

24. The **Council** agreed that, upon receipt, Türkiye's formal request concerning the participation of the Turkish Republic of Northern Cyprus in both meetings would be circulated by the Secretariat amongst Member States under a one-week silence procedure for securing CPR's endorsement.

Agenda Item No. 4

Consideration of the List of Events for 2026 to be covered out of Special Support Fund (SSF)

25. The **Chairperson** recalled that, in accordance with the modalities for utilization of the ECO Special Support Fund (SSF), the Secretariat prepared a prioritized list of meetings proposed for SSF support during 2026 within the framework of the 36th RPC Meeting. She invited the Secretariat to brief the Council on the proposed list.

26. The **Deputy Secretary General (TC & HRSD)** explained that the events under SSF were arranged on the basis priority, with particular emphasis on major ministerial meetings. He further informed that the 14th ECO Ministerial Meeting on Transport, scheduled to be held on 15 October in Astana, along with the Senior Officials Meeting (SOM) to finalize the ministerial outcome documents, was currently not included in the provided list. With a view to ensuring the participation of technical experts from Member States in its preparatory process, he proposed extending SSF support to one delegate from each Member State attending the Senior Officials Meeting. To comply with the SSF modalities, the Secretariat proposed that the CPR might designate the SOM as a high-level expert meeting, thereby enabling it to qualify for SSF support and be included in the eligible list of events.

27. The Representative of **Kazakhstan** sought clarification regarding the adequacy of SSF resources to cover the proposed events and the need for prioritization, as well as information on past practice. The Secretariat reiterated that the events were ranked according to priority, with major ministerial meetings receiving particular attention, and confirmed that there was established practice in this regard.

28. The **ECO Secretary General** explained that SSF support was provided on a prioritized basis and could not cover every meeting. He recalled that financial and procedural constraints had often affected Member States' participation and quorum, contributing to long gaps in convening several important ECO meetings. He emphasized that supporting participation through the SSF was an effective use of Member States' contributions, as the resources directly facilitated their participation and helped revive important ministerial processes. He therefore supported strengthening this budget line, including through available savings where possible.

29. The **Council** recognized the importance of prioritizing Special Support Fund (SSF) to facilitate Member States' participation and ensure the required quorum for important ECO meetings, and approved the proposed List of Events for 2026 to be covered from the SSF. In light of the clarification provided by the Secretariat, the Council considered that Senior Officials Meetings are, in technical terms, Expert Group Meetings and may accordingly be covered under the SSF.

Agenda Item No. 5:
ECO Relationship with Other Regional Organizations

- ***Gulf Cooperation Council (GCC)***

30. The Chairperson recalled the ongoing engagement between ECO and the GCC since 2024, including the meeting between the ECO Secretary General and GCC Assistant Secretary General in November 2025, and invited the Secretariat to brief the Council on progress and the proposed way forward.

31. The Deputy Secretary General (Admn & IR), **Mr. Cagatay Emrah,** recalled that ECO's engagement with the GCC had intensified since 2024 and that, following consultations and the Secretary General's meeting in Riyadh in November 2025, both sides expressed readiness to explore practical cooperation. He informed the Council that the Secretariat had prepared and circulated a concept note, incorporating inputs from Türkiye and Pakistan, for consideration by Member States.

32. The **ECO Secretary General** clarified that the concept note was prepared at the GCC's request to identify possible areas of cooperation and sought the Council's approval for its transmission to the GCC. He emphasized that this would not entail any immediate commitment to substantive cooperation or a formal agreement, but would constitute an initial step towards institutionalizing the relationship and exploring areas of mutual interest, in line with the Council's earlier concurrence for engagement with the GCC.

33. **In** regard to cooperation with the GCC, the Representative of **Iran** emphasized that, in view of the prevailing regional instability, a cautious and phased approach was required. He stated that Iran did not support further cooperation with the Persian GCC at the present stage and requested the Secretariat to prepare a concept note on the possible future course of cooperation.

34. The **ECO Secretary General** explained that the engagement with the GCC had commenced well before the recent regional developments and that the concept note did not envisage the immediate initiation of a formal agreement, but was intended as an ECO proposal to identify areas of possible mutual cooperation. He added that, if Iran wished to further consider the matter, ECO would fully respect its position.

35. The Permanent Representative of **Iran** reiterated that, at this stage, he was not in a position to support enhancing or continuing cooperation with the GCC and that the matter could be revisited in the future.

36. The **Chairperson** noted the views expressed by Member States and concluded that the matter of cooperation with the GCC would be considered further in a staggered and stage-by-stage manner, with a view to developing the necessary understanding among Member States before proceeding further.

- ***Shanghai Cooperation Organization (SCO)***

37. The **Chairperson** introduced the proposal concerning ECO's Observership Status at the Shanghai Cooperation Organization (SCO) and invited the Council to consider and approve the initiation of formal negotiations with the SCO for acquiring Observer Status for ECO.

38. The **Deputy Secretary General (Admn & IR)** informed the Council that the Secretariat sought Member States' approval to initiate formal negotiations with the SCO for acquiring Observer Status for ECO, as part of the Organization's efforts to strengthen cooperation with relevant regional organizations.

39. The **ECO Secretary General** recalled that ECO's engagement with the SCO had been pursued with the concurrence of the Council. He described the SCO as an important partner, referred to ECO's participation in SCO Summits and ongoing efforts to strengthen engagement with China, including in connection with the proposed International Conference on Financing Transport Connectivity, and emphasized the importance of formalizing the existing relationship with the SCO.

40. The Representative of **Iran** emphasized that cooperation with regional organizations should be pursued within the mandate authorized by the CPR. He expressed support for proceeding with the SCO proposal, noting that ECO's engagement with the Organization had already received the Council's concurrence

41. Taking into account the discussion and the support expressed, the **Chairperson** concluded that the Council endorsed the initiation of formal negotiations with the SCO for acquiring Observer Status for ECO.

- ***Cooperation with the Eurasian Economic Commission (EEC)***

42. The **Chairperson** introduced the matter regarding cooperation with the Eurasian Economic Commission (EEC) and invited the Secretariat to brief the Council on the proposed further engagement with the EEC, including the possible development of a Memorandum of Understanding.

43. The **Deputy Secretary General (Admn & IR)** informed the Council that the Secretariat sought its approval to proceed with further coordination with the EEC. He clarified that discussions on a possible Memorandum of Understanding would continue and that, once a draft was finalized, it would be circulated to Member States for their consideration.

44. Providing further background, the **ECO Secretary General** highlighted the growing relevance of the EEC for ECO, noting that several ECO Member States were already associated with, or pursuing engagement with, its economic arrangements. He recalled that, with the Council's concurrence, he had met the Chairman of the Eurasian Economic Commission, who had responded positively to exploring cooperation with ECO. He supported further engagement with the EEC and reiterated that any proposed MoU would be brought before the Council.

45. The Representative of **Türkiye** sought clarification as to whether the draft MoU proposed to be concluded with the EEC would be submitted to the CPR for consideration.

The **Secretariat** clarified that, once finalized, the draft MoU would be circulated among all Member States.

46. The Representative of **Iran** supported further engagement with the EEC, noting that the initiative had already been pursued within the mandate provided by the CPR.

47. The **Chairperson** concluded that the Council approved further coordination with the EEC, with the understanding that Member States would be kept duly informed and any draft MoU would be submitted to the CPR for consideration in due course.

- ***Trilateral MoU among ECO, ECO TDB and IsDB***

48. The Legal Advisor, **Mr.** Hojjat **Moghavem**, introduced the draft trilateral MoU among ECO, ECO TDB and IsDB, which had already been circulated among Member States. He noted that the proposed instrument would establish a framework for the identification, preparation and implementation of potential projects, building on the existing bilateral cooperation between ECO and IsDB. He further informed that the initiative had been discussed during the Secretary General's recent visit to ECO TDB and informally shared with IsDB, and sought the Council's concurrence to proceed formally in accordance with the relevant modalities.

49. The **ECO Secretary General** recalled that ECO's existing MoU with IsDB dated back to 1993, when the Bank had not yet evolved into its present Group structure. He highlighted the need to update the existing framework to reflect the current structure of the IsDB Group, thereby enabling broader cooperation with its relevant entities, and requested Member States to take this aspect into account while considering the proposed trilateral MoU.

50. The Representative of **Türkiye** informed the Council that consideration of the proposal by its capital was still ongoing.

51. The Representative of **Iran** emphasized that the proposed MoU should ensure that all Member States of ECO TDB benefit from the envisaged cooperation without exclusion, and requested that this principle be appropriately reflected in the draft MoU by the Secretariat.

52. Noting that the proposal remained under consideration, including by Türkiye, the **Chairperson** concluded that no final decision would be taken at this stage, adding that the Secretariat would keep the Council informed of further developments, and the proposed MoU would be considered further at a future meeting.

Agenda Item No. 6
Consideration of Afghanistan's participation in ECO activities

53. The **Chairperson** recalled the 308th CPR's consideration of Afghanistan's participation in ECO activities. She invited the Secretariat to brief the Council on the communication received from Afghanistan regarding its participation in ECO activities and Specialized Institutions, as well as its offer to host the Fifth ECO Trade Promotion Organizations Forum in 2026.

54. The Deputy Secretary General (JPC & EAPA), **Amb. Yerzhan Mukash,** recalled that the Secretary General had sought clarification from the Afghan side on the modalities of its participation in CPR meetings, its voting rights in light of outstanding budgetary contributions and its participation in other international organizations. He informed that Afghanistan had subsequently conveyed its readiness to expand cooperation with ECO and pay its outstanding contributions, while requesting resumption of formal participation **on par** with other Member States, including representation at the ECO Secretariat and the use of the flag of the Islamic Emirate of Afghanistan at official ECO meetings. He further informed the Council of Afghanistan's requests to host the **Fifth ECO Trade Promotion Organizations Forum** and the **First Technical Consultative Meeting on Visa Facilitation for Business Persons** in 2026, as well as to participate in the **Technical Negotiations Committee for revision of ECOTA**, relevant Regional Institutions and other upcoming ECO activities. He sought the Council's guidance on the modalities of Afghanistan's participation, its hosting of ECO events and engagement in relevant technical and regional mechanisms.

55. The **ECO Secretary General** recalled that, with the Council's concurrence, ECO had followed a gradual and incremental approach towards Afghanistan, progressively expanding its engagement from technical-level participation to selected high-level meetings and interaction with its representatives. He noted Afghanistan's growing interest in participating in ECO policy, technical and working-level mechanisms, as well as its repeated offers to host ECO meetings. Given Afghanistan's status as a Member State and its importance for regional connectivity, he considered it appropriate to bring these developments, particularly its requests to host ECO events, to the Council's attention for consideration.

56. The **Deputy Secretary General (TC & HRSD)** highlighted Afghanistan's key role in ECO regional connectivity, particularly its participation in the KTAI (Kyrgyz Republic–Tajikistan–Afghanistan–Iran) and proposed KTAP (Kazakhstan–Turkmenistan–Afghanistan–Pakistan) corridors. He noted that effective implementation of ECO transport corridors required the involvement of all en-route countries and referred to growing transport cooperation between Afghanistan and other Member States. He invited the Council to take these considerations into account in its deliberations on Afghanistan's engagement with ECO.

57. The Permanent Representative of **Iran** welcomed the gradual and step-by-step approach towards Afghanistan's reintegration into ECO and emphasized its importance as a Member State. Regarding Afghanistan's offers to host ECO events, he highlighted the need to address the issues of its official title and flag, particularly where meetings would be held in Afghanistan. He further emphasized that ECO's engagement with Afghanistan should take into account developments at the bilateral, international and ECO levels, while reaffirming Iran's support for Afghanistan's full participation and contribution, subject to the agreed conditions.

58. The **Chairperson** took note of the observations made and the communications circulated by the Secretariat concerning Afghanistan's participation in ECO activities. She concluded that the Secretariat would remain engaged with the Afghan side within the ongoing gradual approach, while the Council would continue its consideration of the matter at future meetings

Agenda Item No. 7
Administrative and Budgetary Matters

- ***Follow-up on the proposed amendment to Article 18 of the ECO Financial Regulations concerning the composition and quorum of the Audit Board;***

59. The **Deputy Secretary General (Administration & IR)** informed the Council that, pursuant to the amended Article 18.1 of the ECO Financial Regulations, the Audit Board would comprise four Member States for a three-year term. In light of Kazakhstan's request, the Secretariat proposed the composition of **Iran, Kazakhstan, Pakistan and Türkiye** and sought the Council's endorsement for submission to the Council of Ministers through a two-week silence procedure.

60. The Council endorsed the proposed composition of the Audit Board comprising **Iran, Kazakhstan, Pakistan and Türkiye**, and authorized the Secretariat to initiate a **two-week silence procedure** for securing the approval of the Council of Ministers.

- **Status of Member States' assessed contributions;**

61. The **Deputy Secretary General** (**Admn & IR**) informed the Council that the Secretariat had received 2026 assessed contributions from three Member States and expressed appreciation for the payments. He emphasized the importance of timely contributions for the Organization's financial stability and uninterrupted implementation of its programmes and activities, and encouraged the remaining Member States to remit their contributions at an early convenience.

62. The **Chairperson** took note of the Secretariat's request and encouraged Member States to take the necessary action with regard to transfer of their annual contributions to ECO.

- ***Draft ECO Budget for 2027 and follow-up to the Council's decision to establish a Working Group to examine the draft budget and submit its recommendations to the Council;***

63. The **Deputy Secretary General** (**Admn & IR**) informed the Council that, pursuant to the decision of the 308th CPR**,** the draft ECO Budget 2027 had been considered by the Budget Working Group on August 18, 2026**.** He noted that the Secretariat would circulate a revised draft, together with the relevant explanations and supporting information, for further consideration by Member States.

64. The Chairperson took note of the briefing and invited Member States to consider the revised draft upon its circulation.

- ***Recommendations of the Selection Panel***

65. The **Deputy Secretary General** (**Administration**) informed the Council that the Selection Panel, comprising representatives of Iran and Türkiye and supported by the relevant Secretariat officials, had met earlier that day to consider the nomination for the position of Desk Officer (Category-II/P2). The Panel recommended the appointment of Mr. Mushtaq Ahmed, a Pakistani national, for the full four-year tenure effective from the

date of joining, against the position falling vacant upon completion of the tenure of Mr. Javed Ali on November 9, 2026, for consideration by the CPR.

66. The Council approved the recommendation of the Selection Panel for the appointment of Mr. Mushtaq Ahmed, a Pakistani national, as Desk Officer (Category-II/P2) for a full four-year tenure, effective from the date of joining the ECO Secretariat.

- ***HLC Working Group***

67. The **Deputy Secretary General** (**Admn & IR**) recalled that the 307th CPR had tasked the Secretariat with preparing and circulating draft concrete proposals based on the recommendations of the High-Level Committee (HLC)**.** He informed the Council that the Secretariat accordingly circulated proposals covering the first three chapters of the HLC recommendations and would convene the Third Meeting of the HLC Working Group on September 1, 2026**.** He encouraged Member States to consider the proposals at the earliest to facilitate their timely finalization.

- ***Financial compensation for ECO Staff arising from exceptional circumstances***

68. The **ECO Secretary General** recalled the extraordinary circumstances faced by the Secretariat during the conflict affecting the host country, during which international staff had to evacuate with their families, in some cases relocating their children and arranging temporary accommodation while continuing to maintain their residences in Tehran. Local Iranian staff had also faced considerable hardship, with some having to relocate their families, while a core group continued to maintain the Secretariat's operations. Despite these challenges, he emphasized that the work of the Organization never stopped. The Secretariat continued functioning remotely and successfully supported two Ministerial Meetings, Trade Negotiations Committee meetings, ETB Board of Governors and various expert and specialized meetings. He commended the exceptional commitment of the staff in keeping the Secretariat functioning throughout this difficult period.

69. In recognition of both the additional financial burden incurred by staff and their exceptional performance, the **Secretary General** proposed a special bonus, without distinction among categories, nationalities, or between local and international staff. While noting that the applicable rules authorized him for giving a bonus of up to one month's salary for certain categories, he proposed a more modest half-month salary, subject to a maximum ceiling of USD 4,000 for all the staff, including in Category-I, II and III . He further assured the Council that the expenditure would be accommodated, to the extent possible, within the existing budget without additional financial implications for Member States, and sought the Council's concurrence.

70. The **Chairperson** appreciated that, despite the exceptional challenges during the conflict, the Organization remained operational in Iran and continued to implement its mandated activities. She noted that the proposal had been provided to the delegations and, as highlighted by the Secretary General, entailed no additional budgetary implications, and invited comments from the representatives.

71. The Representative of **Kazakhstan** sought clarification on the amount and application of the proposed special bonus, including whether it would be uniform or differentiated among staff, and on the specific source of financing, particularly whether resources from the General Reserve Fund (GRF) would be used.

72. The **Secretariat** clarified that the proposed bonus would amount to half of each staff member's salary, from the Secretary General down to the lowest staff categories, subject to a maximum ceiling of USD 4,000. The Secretariat emphasized that the proposal covered all staff categories and had been brought before the Council in the interest of transparency and keeping Member States fully informed. The Secretariat further clarified that the expenditure would be met from unused resources and savings within the approved 2026 budget, through necessary re-appropriations between budget chapters, without recourse to the General Reserve Fund or any additional financial implications for Member States.

73. The Representative of **Kazakhstan** indicated the need to consult its capital before taking a position.

74. The **Secretary General** emphasized that the proposal represented a minimal compensatory measure to recognize the hardship and additional costs borne by Secretariat staff and their families during the exceptional circumstances. He recalled that the applicable rules allowed for a higher special bonus, while the present proposal had deliberately been kept limited and entailed no additional budgetary implications for Member States. He therefore sought the understanding and support of all Member States for its approval.

75. The **Chairperson** noted the Secretariat's clarification that the proposal would be financed within the existing budget without additional budgetary implications and invited the Council to consider its approval. She accordingly noted that feedback from Kazakhstan, as well as any other Member States, would be awaited, and that the matter would be considered for a final decision at the next CPR Meeting.

Agenda Item No. 8
Any other business

76. The Representative of Kazakhstan proposed inviting the Coordination Council of Prosecutors General of the Commonwealth of Independent States (CIS) as a special guest to the 7th Meeting of Attorneys/Prosecutors General of ECO Member States, noting that the proposal had already been circulated for Member States' concurrence. The Representative of **Türkiye** separately proposed inviting the Turkish Republic of Northern Cyprus (TRNC), as an ECO Observer, to the same meeting.

77. The Representative of **Kazakhstan** sought clarification on the procedure and past practice concerning the participation of ECO Observers. The ECO **Secretary General** clarified that a distinction existed between **special guests**, whose invitation may be proposed by the host subject to CPR's concurrence, and ECO Observers**,** whose participation could be proposed either by an Observer itself or by any Member State, subject to consensus in the CPR. **Iranian delegation** emphasized that participation of Observers should be considered in accordance with the relevant ECO modalities. The

Legal Advisor confirmed that ECO Observers may be invited, without voting rights, to sectoral ministerial or high-level meetings subject to prior consensus of the CPR.

78. Regarding Türkiye's proposal for TRNC's participation in the Attorneys/Prosecutors General Meeting, the Representative of **Kazakhstan** indicated that it would need to consult the relevant authorities in Astana and requested information on past practice before taking a position. It was therefore understood that the matter would remain under consideration pending Kazakhstan's response. On Kazakhstan's proposal concerning the CIS Coordination Council of Prosecutors General's invitation, Türkiye indicated that it would need to consult its capital before conveying its position. The Representative of **Türkiye** further proposed inviting the TRNC to the forthcoming Fourth ECO Ministerial Meeting on Industry in Tajikistan.

79. The **Secretary General** informed the Council that a review of record confirmed that the TRNC, as an ECO Observer, had previously been invited to the 2nd Meeting of Attorneys/Prosecutors General of ECO Member States held in Türkiye, thereby establishing a precedent for Observer participation in such meetings.

80. The **Chairperson** concluded that the proposal concerning participation of the TRNC in the 7th Meeting of Attorneys/Prosecutors General would remain under consideration pending consultations by Kazakhstan, while Türkiye would consult its capital on Kazakhstan's proposal to invite the CIS Coordination Council of Prosecutors General as a special guest. She further noted, in the absence of objections, the Council's concurrence with Türkiye's proposal concerning the participation of the TRNC in the Fourth ECO Ministerial Meeting on Industry in Tajikistan**.**

81. The **Deputy Secretary General** (**Admn & IR**) sought the Council's approval to increase the accommodation ceiling for the Secretary General and the Head of International Relations attending the Informal COM and 17th ECO–ASEAN Ministerial Meeting in New York on September 25, 2026. In view of exceptionally high hotel rates during the UN General Assembly, he proposed a ceiling of USD 600 per night for up to three nights, specifically for this visit. The **ECO Secretary General** recalled that, during the 2024 UNGA visit, accommodation costs had exceeded the prescribed ceiling, requiring ex-post facto approval by the Council. He clarified that USD 600 represented the maximum ceiling, efforts would be made to secure accommodation at a lower rate, and the request was limited to this particular visit.

82. In the absence of any objection, the **Council** approved, on an exceptional and one-time basis, the accommodation ceiling of up to USD 600 per night and per ECO delegate for a maximum of three nights for the visit.

83. The **Deputy Secretary General (TC & HRSD)** briefed the Council on preparations for a kick-off meeting on the implementation of the Awaza Programme of Action in the ECO region, proposed to be held on the sidelines of the ESCAP Ministerial Conference on Transport in Bangkok in November 2026. He recalled that the initiative followed ECO's side event at the Third UN Conference on Landlocked Developing Countries in August 2025, and was subsequently considered by the CPR and included in the 2026 Calendar of Events. He informed that consultations with relevant UN entities and development partners had received positive support, including following the Secretary General's meeting with UN Under-Secretary-General Ms. Rabab Fatima. Given the

expected participation of ECO Member States in the ESCAP Ministerial Conference, the sidelines were considered a suitable opportunity to launch the initiative. The Secretariat was preparing the concept paper and had sought information from Member States on their level of participation. He requested Member States' support in facilitating participation of their Transport Ministers and proposed that the Secretary General would lead the ECO delegation.

84. The **Council** endorsed the proposal for the Secretary General to lead the ECO delegation to the ESCAP Ministerial Conference on Transport and the proposed side event in Bangkok.

85. The **Deputy Secretary General** (**Admn & IR**) informed the Council that the ECO–UNESCO Memorandum of Understanding had expired in December 2025. Following consultations with Member States and incorporation of inputs received from Türkiye and Kazakhstan, the draft MoU had been revised and re-circulated. As no further comments were received, he informed that the final text was being shared with UNESCO.

86. The **ECO Secretary General** informed the Council that H.E. Ambassador Hicabi **Kırlangıç,** the Permanent Representative of Türkiye was nearing completion of his tenure in Tehran and that the meeting could be his last CPR. He expressed appreciation for the Ambassador's distinguished contribution to the work of the Council and ECO, as well as his support for regional cooperation, and wished him success in his future assignments.

87. The **Participating delegations** joined the **Secretary General** in appreciating the Ambassador's valuable contribution to the Council and regional cooperation and conveyed their best wishes for his future endeavours.

88. The Permanent Representative of **Türkiye**, in his farewell remarks, expressed appreciation to Member States, the Secretary General and the Secretariat for their cooperation during his tenure and highlighted the cordial and family spirit within ECO. He also thanked the host country, the Islamic Republic of Iran, for its hospitality and expressed hope for a peaceful and prosperous future for the ECO region.

Agenda Item No. 9
Date of the next CPR Meeting

89. The Council decided to hold its next **(310th)** Meeting on **September 15, 2026** at 10:00 a.m. at the ECO Secretariat.

Economic Cooperation Organization
ECO

No: CFU /2026/1035

Priority: Normal
Date: 17/9/2026
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 for consideration therewith the Draft Report of 310th Meeting of the ECO Council of Permanent Representatives (CPR), held on September 15, 2026, 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.

ECONOMIC COOPERATION ORGANIZATION

All ECO Member States, Tehran

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Economic Cooperation Organization
ECO

310th Meeting of the Council of Permanent Representatives (CPR)

Draft Report

September 15, 2026
ECO Secretariat - Tehran

Draft Report

Held on September 15, 2026 under the Chairmanship of the Islamic Republic of Pakistan, the 310th Meeting of the ECO Council of Permanent Representatives (CPR) was attended by distinguished Permanent Representatives/ Representatives of the ECO Member States, including from **Azerbaijan, Iran, Kazakhstan, Kyrgyzstan, 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.**

Agenda Item No. 1
Adoption of the Agenda

1. The **Council** adopted its following agenda for discussion and deliberations:

- Adoption of Draft Agenda of the 310th CPR Meeting;
- Adoption of Draft Report of the 309th CPR Meeting;
- Follow-up to the 5th Meeting of the Preparatory Committee (PrepCom):
  - ***Draft Strategic Goals of Economic Cooperation – 2035;***
  - ***Preparations for the 30th Council of Ministers (COM) Meeting and the 18th ECO Summit;***
- Preparations for the 27th Informal Meeting of the ECO Council of Ministers and the 17th Joint ECO-ASEAN Ministerial Meeting on the sidelines of the 81st Session of the United Nations General Assembly;
- Adoption of ECO Roadmap on the Expansion of Tourism Services – 2030;
- Adoption of the Concept Note for the "Honorary ECO Tourism Ambassadors";
- Endorsement of the ECO Statistics Interactive Dashboard (Single Digital Portal of Statistics of the ECO Countries);
- Administrative and Budgetary Matters;
- Any Other Business;
- Date of the next CPR Meeting.

Agenda Item No. 2
Adoption of Draft Report of the 309th CPR Meeting

2. The Chair/Permanent Representative of Pakistan, **Amb. Imran Ahmed Siddiqui,** invited comments on the draft Report of the 309th CPR Meeting, circulated by the Secretariat through Note Verbale dated August 28, 2026.

3. The Representative of Tajikistan, **Mr. Bahodur Nazir,** proposed reflecting in the report that the participation of the Turkish Cypriot State (TCS) in the forthcoming ECO Ministerial Meeting on Industry in Dushanbe was under consideration by their authorities. The Representative of Türkiye, **Mr. Murat Sogangoz**, did not support the proposal, maintaining that the draft Report accurately reflected the decision of previous meeting, where the Council's concurrence with the invitation had been sought and no objection was raised.

4. The Representative of Iran, **Mr. Behzad Azarsa**, requested incorporation of some amendments and corrections conveyed through Note Verbale dated September 15, 2026. The Representative of **Türkiye** required some additional time to consult its capital on the proposed amendments by Iranian delegation. The **ECO Secretariat** also proposed an amendment to paragraph 29 of the report to more clearly reflect the Council's earlier decision concerning the re-designation of the Senior Officials Meeting of the Transport Ministerial Meeting as a High-Level Expert Group Meeting and its eligibility for support from the Special Support Fund. The **Chair** noted that the Secretariat will shortly circulate its proposed amendment to indicated para for consideration by the member states.

5. In view of the need for further consultations on the proposed amendments, the **Council** deferred adoption of the Report of the 309th CPR Meeting to the next CPR Meeting.

Agenda Item No. 3
Follow-up to the 5th Meeting of the Preparatory Committee (PrepCom)

- ***Draft Strategic Goals of Economic Cooperation – 2035***

6. The **Chair** underscored the importance of finalizing the Draft Strategic Goals of Economic Cooperation – 2035, which would provide ECO with a forward-looking framework for the coming decade, and requested the Chair of the PrepCom/Representative of Pakistan and the Secretariat to brief the Council on the progress made.

7. The Chair of the PrepCom/Representative of Pakistan, **Mr. Kashif Ali**, informed the Council that the PrepCom had held six meetings on the Draft Strategic Goals. He stated that, notwithstanding the expiry of the deadline of July 9, 2026, additional proposals received from Member States were duly considered. He further informed that the Sixth PrepCom Meeting, held on September 14, 2026, reviewed the draft following the Secretariat's technical and editorial review and agreed on the finalized version without substantive changes. He stated that the document was ready for endorsement by CPR and submission to the forthcoming Council of Ministers Meeting in Islamabad.

8. The Representative of **Türkiye** appreciated the efforts undertaken by the Secretariat and requested that consideration of the document be deferred until the next CPR Meeting. The **Chair** emphasized the urgency of finalizing the document in view of the imminence of the forthcoming Council of Ministers Meeting and requested Türkiye to reconsider its position. The Representative of **Türkiye** acknowledged the time constraints and stated that Türkiye would make every effort to ensure that a final document could be recommended to the Council of Ministers by the next CPR Meeting.

9. The **Chair of the PrepCom** cautioned against reopening the text, which could further prolong the process, particularly in view of the limited time remaining before the Council of Ministers Meeting.

10. The Representative of **Iran** expressed appreciation for the work undertaken by the Chairmanship, PrepCom and Secretariat, but noted that the draft was considerably longer

than the previous version. He suggested consolidating the text where possible and proposed the inclusion of an executive summary and an implementation roadmap.

11. The Representative of **Iran** sought clarification whether the Draft Strategic Goals of Economic Cooperation 2035, following consideration by the Council of Ministers, would be submitted to the Summit. The Secretary General, **Amb. Asad M. Khan,** clarified that, under the rules of the Organization, formal adoption would be undertaken by the Council of Ministers, while the Summit could take note of and welcome the document.

12. The **Chair** stated that, following its adoption, the Secretariat could prepare a separate executive summary of the document for circulation amongst the Member States, while urging the Secretariat and Member States to maintain the necessary momentum towards finalization of the Draft Strategic Goals.

- ***Preparations for the 18th ECO Summit and the 30th Council of Ministers (COM) Meeting***

13. The **Chair** underscored the importance of timely finalization of the Draft Islamabad Communiqué as part of preparations for the forthcoming Council of Ministers Meeting and Summit and requested the Chair of the PrepCom to brief the Council.

14. The **Chair of the PrepCom** informed the Council that PrepCom reviewed the document in light of comments received from Member States, retaining the substantive proposed changes. He further informed that an updated draft was circulated and that the Seventh PrepCom Meeting would be held on September 30, 2026. He expressed concern over the low participation of Member States and called upon them to submit their comments and ensure adequate participation.

15. The **Chair** underscored the importance of Member States' participation at the expert level to facilitate resolution of outstanding issues before their consideration by the CPR. The Deputy Secretary General (TC & HRSD), **Amb. Silapberdi Nurberdiyev,** requested Member States to submit comments and proposals at least three days before the relevant meetings to allow sufficient time for their consideration.

16. The Representative of **Iran** briefed the Council on preparations for the 18th ECO Summit, to be held in Tehran on December 3–4, 2026. He informed that preparations were progressing and consultations were underway to ensure the highest possible level of participation. He stated that invitation letters and details of hospitality arrangements would be communicated to Member States shortly.

17. The Representative of **Türkiye** requested that an invitation be extended to the Turkish Cypriot State (TCS) to participate in the forthcoming Council of Ministers Meeting and Summit. The Representative of **Iran** requested additional time to consider the matter and proposed that the request be placed under a two-week silence procedure, with a view to obtaining the Council's approval.

18. The **Council** agreed to place Türkiye's request concerning the participation of the Turkish Cypriot State (TCS) in the forthcoming Council of Ministers Meeting and Summit under a one-week silence procedure for approval of the CPR.

Agenda Item No. 4

Preparations for the 27th Informal Meeting of the ECO Council of Ministers and the 17th Joint ECO-ASEAN Ministerial Meeting on the sidelines of the 81st Session of the United Nations General Assembly

19. The **Chair** requested the status of preparations for the 27th Informal Meeting of the ECO Council of Ministers and the 17th ECO–ASEAN Ministerial Meeting, proposed to be held on the sidelines of the 81st Session of the UN General Assembly.

20. The **Secretariat** informed the Council that no objections had been received under the silence procedure concerning the TCS participation in the forthcoming informal Council of Ministers Meeting. The **Secretary General** further informed that, to date, formal confirmations of participation had been received from Iran and Tajikistan, while informal indications had been received from Azerbaijan and Türkiye. He encouraged Member States to expedite confirmation of their participation.

21. The **Chair** underscored the importance of the informal meeting as an opportunity for ECO Member States to engage with other regional organizations and the United Nations on the margins of the UN General Assembly and to explore areas of cooperation and synergies. The Representative of **Türkiye** informed the Council that Türkiye would participate at the Deputy Foreign Minister level and that a Note Verbale confirming its participation would follow soon. The Permanent Representative of Kyrgyzstan, **Amb. Akylbek Kylychev** also confirmed that Kyrgyzstan would participate in the informal COM meeting.

22. The Representative of Azerbaijan, **Mr. Asgar Asgarov,** requested the Secretariat to circulate the detailed programme, including the timings of the Informal COM Meeting, to facilitate arrangements for bilateral and other meetings of the participating Ministers. The **Secretariat** clarified that the programme and timings had already been circulated and assured to re-circulate them, noting that the informal Council of Ministers Meeting was scheduled for 10:00 hours on September 25, 2026.

23. The Representative of Kazakhstan, **Mr. Kazbek Bokebayev,** informed the Council that its participation in the forthcoming informal Council of Ministers Meeting in New York remained under consideration and that Kazakhstan would communicate its decision once finalized.

Agenda Item No. 5
Adoption of ECO Roadmap on the Expansion of Tourism Services – 2030

24. The **Chair**, while introducing the matter, highlighted tourism as an important avenue for strengthening regional connectivity, economic activity and people-to-people contacts, and invited the Secretariat to brief the Council on the final status of the ECO Roadmap on Expansion of Tourism Services – 2030.

25. The Deputy Secretary General (JPC & EAPA), **Amb. Yerzhan Mukash**, informed the Council that the roadmap emanated from the proposal made by the President of Uzbekistan at the 17th ECO Summit in Khankendi in July 2025 and had subsequently undergone an inclusive consultative process incorporating comments and suggestions of Member States. Following circulation of the finalized draft through Note Verbale dated August 3, 2026, no objections were received by the stipulated deadline of September 1, 2026, except for a minor editorial suggestion from the Kyrgyz Republic. He further noted

that the roadmap, aligned with the Strategic Goals of Economic Cooperation – 2035, envisaged ten concrete initiatives across priority areas of the tourism sector through 2030 and sought the Council's endorsement.

26. The **Council** endorsed the ECO Roadmap on Expansion of Tourism Services – 2030. The **Chair** emphasized the importance of its effective implementation and the need for an appropriate implementation strategy to achieve the objectives of the roadmap.

Agenda Item No. 6:
Adoption of the Concept Note for the "Honorary ECO Tourism Ambassadors"

27. The **Chair** introduced the agenda item, noting that the initiative of Honorary ECO Tourism Ambassadors had been under consideration for some time, including by the Regional Planning Council, and invited the Secretariat to brief the Council on the finalization of the Concept Note.

28. The **Deputy Secretary General (JPC & EAPA)** informed the Council that the initiative aimed at engaging prominent personalities to promote ECO tourism destinations and enhance the visibility of ECO and its tourism brand. The draft Concept Note was circulated through Note Verbale dated July 14, 2026, with August 20, 2026 as the deadline for comments, and no objections or amendments were received within the stipulated period. The Secretariat therefore sought the Council's endorsement to initiate the selection process from 2027.

29. The Representative of **Iran** requested additional time to obtain the views of its Ministry of Tourism and indicated that it would communicate its comments to the Secretariat for consideration by the next CPR Meeting.

30. The **ECO Secretary General** recalled that the initiative had already received consideration by two RPC sessions and urged its early finalization. He clarified that the selection of Tourism Ambassadors would be undertaken transparently and in close consultation with, and with the express concurrence of, the concerned Member States.

31. While the **Council** deferred adoption of the Concept Note to the next CPR Meeting, pending receipt of Iran's comments, the Chair noted the Secretary General's assurances regarding transparency and consultation with the concerned Member States in the selection process.

Agenda Item No. 7:
Endorsement of the ECO Statistics Interactive Dashboard (Single Digital Portal of Statistics of the ECO Countries);

32. The **Chair** introduced the agenda item, emphasizing the importance of reliable and comparable statistics for evidence-based understanding and decision-making in the region, and invited the Secretariat to brief the Council on the proposal and its implementation arrangements.

33. The **Deputy Secretary General (JPC & EAPA)** informed the Council that the proposal, initiated by Kazakhstan, envisaged establishing a shared digital statistical platform to provide comparable and regularly updated regional data. He invited the Kazakhstan side to present the proposed Dashboard to the Council.

34. The **Kazakhstan** side, through an online presentation, briefed the Council on the concept and pilot version of the ECO Statistics Interactive Dashboard, aimed at replacing fragmented and static statistical information with a single, interactive platform for monitoring and comparing key regional indicators. The pilot covered all ten ECO Member States, around 30 indicators, with features enabling country profiles, cross-country comparisons and analysis of trends over time. It was clarified that the indicators used in the pilot were mainly based on internationally comparable World Bank data, while the final set of indicators would be refined and agreed by Member States in accordance with ECO priorities. It further outlined the proposed implementation process, comprising data preparation and integration, development, testing and validation in consultation with the Secretariat and users, integration with the ECO website, user training and post-launch technical support. The estimated development cost was USD 18,000, with full ownership and administration of the Dashboard to be transferred to the ECO Secretariat upon completion.

35. The Representative of **Iran** welcomed the initiative and emphasized the central role of the Secretariat in owning and managing the platform and ensuring that ECO data remained the reference for Member States. The ECO Secretary General confirmed that the Dashboard would be owned and managed by the Secretariat and explained that it would add value by addressing inconsistencies in available datasets and enabling data to be customized to ECO's regional requirements. The Chair stressed the importance of the quality, regularity and comparability of data provided by Member States.

36. The Representative of **Türkiye** supported the project and requested an update on the implementation of four transport-related projects earlier proposed by Kazakhstan. The Deputy Secretary General (TC & HRSD) informed that two of them were completed and their reports circulated, while the remaining two awaited interest/nominations from Member States. The relevant reports would be shared again with Türkiye, he said.

37. The Representative of **Pakistan** observed that maps used in the Dashboard should conform to the approved maps of Member States and relevant UN cartographic standards. The Chair underscored the sensitivity of the matter and requested that it be duly taken into account in the development of the platform.

38. The **Council** endorsed the ECO Statistics Interactive Dashboard project, with the understanding that the platform would be owned and managed by the ECO Secretariat and that the concerns expressed regarding the accuracy, comparability and regular updating of data, as well as the use of appropriate maps, would be duly taken into account during its development and implementation.

Agenda Item No. 8:
Administrative and Budgetary Matters

The **Chair** introduced the agenda item and invited the Secretariat to brief the Council on the proposals and matters requiring its consideration.

- ***Draft ECO Budget for 2027***

39. The **Deputy Secretary General (Admn & IR)**, Mr. Çağatay Emrah Ongut, informed the Council that, so far, two Working Group meetings were convened to

facilitate finalization of the Draft ECO Budget for 2027. Following the first meeting, the budget was further reviewed and reductions proposed by Kazakhstan were incorporated therein. The revised budget stood at USD 4,573,860, representing an increase of USD 36,533, or approximately 0.8%, over the approved 2026 budget. He explained that the modest increase was mainly attributable to unavoidable operational requirements, particularly anticipated staff turnover, while allocations under several budget heads were reduced despite inflationary pressures and rising costs in the host country. It further noted that participants in the second Working Group meeting raised no objection to the revised budget. The only outstanding issue concerned Kazakhstan's request to maintain its assessed contribution at the 2026 level, which could not be resolved at the Working Group level given the approved scale of assessment.

40. The Representative of **Türkiye** considered the proposed 0.8% increase modest and reasonable, but did not support maintaining Kazakhstan's contribution at the 2026 level, noting that this would have implications for the assessed contributions of other Member States. The Representative of Pakistan similarly emphasized that contributions should continue to be determined in accordance with the established scale of assessment and that the financial burden resulting from any deviation should not be shifted to other Member States.

41. The Representative of **Kazakhstan** reiterated its position that its assessed contribution should remain at the 2026 level. In response to the Chair's request for clarification on the implications of this position, the Secretary General stressed the importance of upholding the established principle of assessed contributions. He noted that the proposed increase was minimal, particularly in view of the Secretariat's longstanding financial restraint, including the absence of increases in salaries over the past five years and unchanged DSA, rental ceilings and annual increments for considerably longer periods. He indicated his readiness to engage bilaterally with Kazakhstan, including with Astana, if necessary, to seek a resolution, while clarifying that any resulting shortfall should not be transferred to other Member States.

42. The **Council** provisionally adopted the Draft ECO Budget for 2027 with the understanding that the Secretariat would further engage with Kazakhstan regarding its assessed contribution and revert to the Council on the outcome.

- ***Outcome of the Third Meeting of the HLC Working Group***

43. The **Deputy Secretary General (Admn & IR)** briefed the Council on the outcome of the Third Meeting of the HLC Working Group, held on September 2, 2026, which considered concrete proposals relating to the first three chapters of the HLC recommendations, namely: financial and budgetary matters; efficiency of the Secretariat and organizational structure; and recruitment and capacity building. He informed that the revised proposals, incorporating amendments agreed by the Working Group, had been circulated amongst Member States on September 7, 2026 for comments and that no objections were received so far. He, therefore, sought the Council's approval of the proposals, following which it would proceed with preparation of concrete proposals on the next three chapters of the HLC recommendations.

44. The Representative of **Kazakhstan** informed that the revised proposals were still under consideration in Astana and that it was awaiting its capital's position.

45. The **Secretary General**, while acknowledging the need for further consultations, drew the Council's attention to certain aspects of the proposals concerning recruitment and capacity building. In particular, he emphasized the merit of allowing Member States to nominate multiple candidates for vacant positions so that the established selection process could operate meaningfully. He also highlighted the need for a practical mechanism to address positions remaining vacant for prolonged periods due to non-nomination by the concerned Member State, without affecting that Member State's entitlement to the position in the longer term. He further called for greater clarity and a more definite timeframe regarding the development of formal internship programmes, stressing that the overall objective of the HLC exercise was to enhance the efficiency and capacity of the Secretariat.

46. The **ECO Legal Advisor**, Mr. Hojjat Moghavem, clarified that the proposal concerning several nominees was consistent with the existing Staff Regulations, particularly Article 6.7, which envisaged preparation of a shortlist of candidates based on job requirements, qualifications and experience, followed by interviews through the Selection Panel.

47. The Representative of **Iran** supported the observations of the Secretary General concerning the need to enhance the efficiency and visibility of the Secretariat. It considered the Secretariat's proposals on recruitment valid, while recognizing that changes to longstanding recruitment practices would require further consultations by Member States with their respective capitals. He encouraged Member States to reconsider their positions with a view to strengthening the efficiency of the Secretariat.

48. The **Council** took note of the outcome of the Third Meeting of the HLC Working Group and the observations made during the discussion. In view of Kazakhstan's indication that the revised concrete proposals remained under consideration by its capital, their final approval remained pending further consultations. The Chair encouraged Member States to take into account the suggestions and clarifications made by the Secretariat in finalizing their positions.

- ***Financial Compensation for ECO Staff arising from exceptional circumstances***

49. The **Secretary General** recalled the Secretariat's proposal for granting financial compensation to the staff of the Secretariat, in recognition of the hardships faced by them, including two evacuations, as well as their diligent efforts to maintain the functionality of the Organization during the difficult circumstances. He noted that Kazakhstan had earlier been awaiting instructions from its capital on the proposal and invited its position.

50. The Representative of **Kazakhstan** informed the Council that they had no objection to the Secretariat's proposal and would support the consensus.

51. In the absence of any objection, the Council approved the Secretariat's proposal for exceptional financial compensation to the ECO staff, as proposed by the Secretariat.

Agenda Item No. 9
Any Other Business

52. The Representative of **Kazakhstan** reported intermittent technical difficulties in receiving Notes Verbales through the Didgah system. The Secretariat acknowledged that recent internet disruptions and data-related issues might have affected transmission and undertook to examine the matter and revert bilaterally to Kazakhstan.

53. The **Deputy Secretary General (TC & HRSD)** briefed the Council on preparations for the 14th ECO Ministerial Meeting on Transport, scheduled to be held on October 15, 2026 on the sidelines of the New Silk Road Forum in Astana, preceded by the High-Level Expert Group Meeting on October 14 and followed by a dialogue with the private sector on digitalization and financing of the transport sector. He informed that the draft agendas had already been circulated to Member States and, given the one-hour time slot allocated to the Ministerial Meeting, its agenda had been streamlined and statements by Ministers/Heads of Delegation were expected to be limited to three minutes. The Astana Declaration and the Draft ECO Transport Strategy 2035 would constitute the two principal outcome documents, to be considered and further finalized through an online preparatory meeting.

54. The **Deputy Secretary General (TC & HRSD)** further informed that the Secretariat had received an expression of interest from the Turkish Cypriot side to participate in the Ministerial Meeting and sought the Council's consideration of its participation, including the possibility of making a statement, subject to the CPR's approval and in accordance with the established modalities. He also noted that no request had been received from the host country concerning the invitation of non-ECO countries as guests. In line with established practice and ECO's cooperation with international partners, he proposed inviting selected partner organizations, including IRU and IsDB, to the Ministerial Meeting, without the opportunity to make statements, and also envisaged their participation in the subsequent dialogue with the private sector on digitalization and financing, in view of their relevance as important ECO partners in these areas.

55. The **Deputy Secretary General (TC & HRSD)** further noted that the hospitality arrangements had already been circulated and informed that, thus far, Turkmenistan had formally confirmed participation at the level of Deputy Minister of Railway. In view of the need to finalize logistical and organizational arrangements, he urged Member States to communicate their participation and level of representation at the earliest.

56. The Representative of **Iran** emphasized the importance of using the exact nomenclature and references concerning observers as stipulated in the established ECO modalities and relevant documents. Recalling Iran’s support for granting observer status to the Turkish Cypriot side, it stressed that references thereto should strictly conform to the terminology agreed and reflected in ECO documents, so as to avoid introducing political considerations and to ensure consistency with the established modalities.

57. The **Chair**, referring to the participation of the Turkish Cypriot side in the Transport Ministerial Meeting, recalled his understanding that the Council had approved its participation in the absence of any objection. The delegation of Kazakhstan, however, clarified that it had not received instructions from its capital regarding acceptance of the proposal and, therefore, was not in a position to convey its approval.

58. The **Secretary General**, referring to the proposed participation of IRU and IsDB, noted their importance as ECO partner organizations and clarified that, while they would already be participating in the New Silk Road Forum in their respective capacities, the

Secretariat proposed inviting them to the dialogue on digitalization and financing of the transport sector. He added that the matter could be further coordinated with Kazakhstan as the host country.

59. The **Council** took note of the briefing and agreed to proceed with the proposed organizational arrangements, while maintaining the established ECO nomenclature and modalities concerning observers. On the participation of the Turkish Cypriot side, the Chair noted Kazakhstan's indication that it was awaiting instructions from its capital.

60. The **Deputy Secretary General (JPC & EAPA)** informed the Council that the Secretary General had been invited to the International Festival in Urmia on September 19, 2026 and would be represented by a delegation led by the Deputy Secretary General. As the host authorities would cover travel and accommodation expenses, the Secretariat sought the Council's approval for the mission and payment of the applicable two-day DSA. The Council approved the proposed mission of the Secretariat delegation to the International Festival in Urmia and payment of the applicable two-day DSA, as proposed.

61. The **Deputy Secretary General (TI & AI)** briefed the Council on preparations for the forthcoming Ministerial Meeting on Industry in Dushanbe, noting that the required quorum had been attained while confirmations from some Member States remained pending. Pakistan side informed that its confirmation had just been received and would be shared with the Secretariat. Member States yet to confirm were urged to do so expeditiously to facilitate the host country's preparations.

62. The Representative of **Tajikistan** as the host country, highlighted the significance of convening the ECO Ministerial Meeting on Industry after a gap of almost two decades and informed the Council of the advanced preparations and substantive agenda for the meeting. It urged the remaining Member States to confirm their participation at the earliest to facilitate finalization of the necessary protocol and organizational arrangements

63. **Türkiye** also recalled the decision of the previous CPR concerning the invitation of the Turkish Cypriot side to the Industry Ministerial Meeting and requested that the invitation be issued promptly. **Tajikistan** reiterated that the matter had been referred to Dushanbe and that it is under consideration pending capital's official response.

64. **Agenda Item No. 10**

Date of the next CPR Meeting

65. The Council decided to hold its next (311th) Meeting on October 21, 2026 at 10:00 a.m. at the ECO Secretariat.

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

Economic Cooperation Organization
ECO

No: ECO /2026/1016

Priority: Most Urgent
Date: 14/9/2026
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 Report of the 6th PrepCom Meeting, held on September 14, 2026, together with the **finalized version of the Draft Strategic Goals of Economic Cooperation 2035**, and the **updated Draft Islamabad Communiqué** in track-changes format.

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

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Report of the Sixth PrepCom Meeting
September 14, 2026

The Sixth Meeting of the Preparatory Committee (PrepCom) was held on September 14, 2026, under the chairmanship of the representative of Pakistan and coordinated by the ECO Deputy Secretary General (TC & HRSD). The meeting was attended by representatives of the ECO Member States including Iran, Kazakhstan, Türkiye, Turkmenistan and Uzbekistan, as well as relevant staff of the ECO Secretariat.

2. The Meeting considered the Draft Strategic Goals of Economic Cooperation – 2035, and in line with the mandate of the Fifth PrepCom and 308th Meeting of CPR meetings, the Secretariat undertook an editorial review of the document and introduced minor technical and linguistic adjustments, without affecting its substance. Following its review, the Committee agreed to submit the finalized document to the 310th CPR meeting, scheduled for September 15, 2026, for consideration and endorsement, and subsequent referral to the Council of Ministers (COM) for adoption.

3. The Meeting also considered the Draft Islamabad Communiqué concerning the 30th COM, scheduled to be held in Islamabad on November 15–16, 2026. The Committee reviewed the draft in light of the comments and suggestions received from Member States. Following discussions, it was agreed that any substantive changes proposed by Member States would be retained in track-changes format and the updated draft be circulated among Member States for their further consideration.

4. The Committee further agreed that certain paragraphs concerning ECO meetings held recently and those scheduled to take place in the near future, which contained similar or repetitive formulations, would be consolidated into two paragraphs, as appropriate, with a view to avoiding repetition and improving the coherence of the Communiqué.

5. The Committee agreed to convene its next (7th) Session on September 30, 2026 (1000 hours) in hybrid format at the ECO Secretariat.

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Economic Cooperation Organization
ECO

FINAL VERSION
(Updated by 6th PrepCom)

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

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.

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.

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, employment 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 concerns 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, it is important to further strengthen and expand mutual trade and economic cooperation, including efforts to update and implement ECO Trade Agreement (ECOTA), implement and advance trade facilitation initiatives, such as ECO Trade Facilitation Strategy and Draft Trade Facilitation Agreement, enhance cooperation in the field of standardization, improve trade payment systems, and promote foreign direct investment 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 program, 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.

At the same time, due consideration should be given to the membership of ECO Member States in other international economic integration arrangements and the international obligations arising there from with regard to the conduct of their foreign trade policies, including the conclusion of free trade agreements. Accordingly, the participation of individual ECO Member States in the implementation of institutional aspects of the preferential trading system within the ECO shall be undertaken in accordance with their respective international obligations.

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 of 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 inclusive and rules-based growth in intra-regional trade and investment through deeper regional integration, enhanced trade facilitation and effective preferential trading framework and contribute to the global trade and investment commensurate to the potential of the region.

Strategic Objectives

- To ensure sustainable growth in intra-regional trade through an efficient and operational preferential trading system, including its progressive modernization among Member States, with the aim of promoting regional trade, increasing ECO's share in global trade, attracting greater investment to the region to unlock its trade and investment potential, and diversifying the exports of Member States.

- 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 identifying and reducing technical and non-tariff barriers to trade. Building on the modernization of the ECOTA, promote the gradual development of an efficient, inclusive and operational preferential trading framework with broader participation of all ECO Member States, while encouraging accession to the revised ECOTA upon its finalization.

  - Strengthen regional economic cooperation within the ECO framework, in accordance with the goals of ECO Vision. 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. Identifying and reducing unnecessary technical barriers to trade.

    b. Reducing unnecessary non-tariff barriers through simplification and digitalization of trade procedures and enhancing cooperation among Member States.

    c. Strengthening cooperation in practical digital solutions, artificial intelligence and use of digital technologies, and e-commerce.

    d. Finalize ongoing negotiations on 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.

  - Development of regional energy supply chains, including refining and petrochemical industries, shall be promoted to enhance value-added opportunities. Member States with

downstream processing capacity shall be supported in strengthening linkages with upstream hydrocarbon producers within the ECO region, fostering mutual industrial development and economic diversification.

- 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' 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, taking into account Member States' existing obligations under international and regional standardization and accreditation frameworks

- Implement joint trade promotion activities in the ECO by organizing meaningful trade promotion events in the region, including organization of trade exhibitions, trade fairs and expos, 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:

- Facilitate the development of 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 modernize ECOTA followed by its progressive implementation and broader participation of ECO Member States through accession to the revised Agreement.

ii) Implementation of the adopted ECO Trade Facilitation Strategy to improve trade facilitation in the region.

iii) Finalization of negotiations on the draft ECO Trade Facilitation Agreement.

iv) Effective implementation of ECO agreements on customs i.e. ECO Agreement on Smuggling and Customs Offences Data Bank, and ECO Agreement on Mutual Administrative Assistance in Custom Matters, encourage wider use of EDI and digital trade.

v) Full operationalization of ECO-RISCAM and adoption of the 'Quality Policy' to streamline conformity assessment and boost trade in industrial and agricultural products.

vi) 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.

vii) 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'.

viii) 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.

ix) Operationalize the ECO Re-Insurance Company for secure trade in the region.

x) Initiate technical discussions on establishing trade in national currencies among ECO Member States and/or on other payment mechanisms.

xi) Stronger coordination mechanisms involving the ECO Secretariat, Member States, and private sector stakeholders for effective policy implementation and initiative ownership.

xii) Enhanced cooperation with tangible results among Member States in the field of investment promotion, attraction and facilitation.

xiii) Strengthening tax cooperation by following up on holding ECOTAX meetings.

xiv) Establishment of ECO Clearing Union.

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, 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 State to expedite and facilitate the assigned duties, it is necessary to create some changes in the structure and function of Transport and Communications Directorate 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 countries 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.

ECO cooperation in artificial intelligence should/will promote innovation, productivity and public value, and support the development and use of safe, secure and trustworthy artificial intelligence systems, including through capacity-building, joint research and the sharing of best practices among Member States, while respecting the sovereignty, national legislation, cybersecurity requirements, personal data protection rules, intellectual property rights and national development priorities of 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 among the interested Member States, implementing the roadmap of each corridor and supporting the role of the transport operators and private sector in promotion of transit and trade, and extending ECO corridors beyond 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, with its mandate, operational scope, and data governance arrangements to be further clarified in line with applicable laws of Member States.

- 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 Member States without prejudice to their applicable laws.

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

- Encourage experience and mutual knowledge sharing among technology park companies operating in the ICT sector.

- Apply 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 in a manner that supports innovation while ensuring risk-based AI governance, cybersecurity, data protection and model security safeguards.

- Expand the ECO regional cooperation 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.

- Further develop ECO Gates initiative- multimodal logistic hubs, Caspian ports, open seaports and inland dry ports, encourage interoperability in transport systems and equipment, enhance the logistical interconnectivity 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 their capital cities and cultural and touristic centers.

- 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.

- Encourage exchanging best practices, technical guidelines and capacity-building activities on cybersecurity, secure data exchange and personal data protection, in line with national legislations and institutional mandates of Member States.

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

- Support the development of strategic railway links, with a view to strengthening the ECO region's access to China and South Asia and enhancing its role as a major transit bridge between Asia and Europe. (Moved from below]

- Prioritized, as part of regional energy diversification and connectivity, the north–south corridors linking Central Asia with South Asia. In this context, development of regional ports and logistics hubs may be supported through enhanced investment facilitation and regional cooperation.

- 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 throughout the ECO 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 corridor and supporting the role of the transport operators and private sector in promotion of transit and trade extending ECO corridors beyond 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) Achieving deep/wide broadband internet penetration across ECO Member States by 2030, with improved digital access in rural areas.

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

vii) Enhanced cooperation and exchange of best practices on cybersecurity and data protection standards to secure -electronic data exchange contributing to the development of a more secure and efficient regional digital ecosystem.

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 among the interested Member States 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 committees and technical supervision in field of transport and transit, including civil aviation, rail, road and maritime, among the interested Member States.

xiv) Establishing 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 regulating 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. Mineral resources cooperation is important given the strategic role of critical minerals in the energy transition. Significant untapped mineral resources across the ECO region, including copper, gold, and rare earth elements, offer substantial development potential. The ECO Roadmap on Mineral Cooperation shall prioritize regional value chains, sustainable mining practices, and investment frameworks to attract domestic and international capital. 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 just, orderly and sustainable energy transitions in accordance with national circumstances 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.

- Regional energy connectivity shall be advanced through mutually beneficial cross-border projects, to enhance energy security, economic integration, and sustainable development. A consensus-based approach supporting the gradual reintegration of all countries into ECO energy frameworks and infrastructure projects, recognizing its importance for regional stability and cooperation.

- 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.

- Recognizing the challenges of harmonizing grid codes, regulatory frameworks, and tariff structures among Member States, a phased approach shall be pursued, beginning with bilateral and sub-regional electricity trade and progressively advancing toward a more integrated regional electricity market. Existing cross-border transmission interconnections shall be recognized as foundational elements of the regional power architecture.

- 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.

- A balanced and just energy transition approach shall be adopted, taking into account the diverse energy endowments and development levels of Member States. Natural gas may be recognized as a transitional fuel in support of energy security, alongside the expansion of renewable and other low-emission energy sources, ensuring that the transition does not compromise energy security, affordability, or economic growth.

- 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 climate change, pollution and biodiversity loss: ECO will develop regional regulations to improve resource efficiency promoting circular economy principles and zero-waste approaches, including the reuse of treated wastewater 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 strengthen regional cooperation and partnerships on environment and sustainable development.

- 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, including through application of zero-

waste approaches and implementation of climate action on adaptation and greenhouse gas emission mitigation with enhanced inclusion of businesses, women and youth.

- Promotion of local manufacturing of high-tech energy equipment, including solar panels, wind turbines, and batteries, through joint ventures, technology transfer, and harmonized standards across the region shall be supported.

- 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, strengthening regional cooperation and joint operational capacity for combating forest fires and land degradation

- Enhance regional climate resilience by establishing an ECO Drought Monitoring and Early Warning Mechanism to safeguard agricultural productivity, water security, and forestry ecosystems against extreme weather events.

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) Integrated ECO strategies with relevant internationally agreed sustainable development and climate agendas and established monitoring systems for transparent progress tracking.

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

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 investment, promoting technology-based improvements, strengthening cooperation in artificial intelligence, biotechnology, nanotechnology, and digital agricultural and advanced industrial technologies, while encouraging appropriate cybersecurity, data protection, and risk management measures to ensure their secure and resilient application, and fostering partnerships and FDI within a supportive environment are crucial for expanding A&I sectors. A substantial increase in targeted investment remains one of the key requirements for sustainable agricultural and industrial 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 the 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 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 by promoting quality infrastructure, nanotechnology utilization, industrial property rights, MSMEs and entrepreneurship, and private sector engagement by 2035.
- Establish and develop regional agricultural supply chains among Member states.
- Enhance Research and Development (R&D) capacity in agriculture by strengthening the research and development infrastructure sector to foster innovation and improve sustainable agriculture technology by 2035. This will involve promoting collaboration among agricultural universities, research institutions, and rural industries to develop new and sustainable practices that enhance productivity, food security, and resilience in rural communities.
- To promote regional research cooperation in priority domains such as artificial intelligence, biotechnology, the 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.
  - Facilitating trade in animals and animal products and strengthening veterinary services
  - Promoting efficient water utilization in agriculture, in light of water scarcity in the arid and semi-arid region of the Member States.
  - Encouraging the adoption of agri-technologies.
  - Fostering regional meteorological cooperation to mitigate agriculture-related risks and shocks.
  - Encouraging the application of agricultural biotechnology for increased productivity and sustainability.
  - Building stronger collaborative relationships with relevant international and regional organizations.
  - Mainstreaming climate adaptation into agriculture policies to enhance resilience within the ECO region
- Enhanced Regional Industrial Cooperation Capabilities through:
  - Establishing a robust quality infrastructure across the region by fully operationalizing ECO-RISCAM, facilitating the establishment of its Technical Management Boards (TMBs), and developing structured technical discussion platforms for exploring the possibility of regional standards alignment.
  - Promoting the development and application of advanced, digital and green technologies, including nanotechnology.
  - Strengthening industrial property rights.
  - Supporting MSMEs, start-ups and entrepreneurship, while promoting digital inclusion and effective private-sector participation.
  - Developing permanent mechanisms among the chambers of commerce and industry of Member States to coordinate business community activities.
  - Supporting access of women and youth to innovation ecosystems.
  - Encouraging the creation of a common certification system for key export sectors such as agriculture, textiles, machinery, and industrial goods in accordance with Member States' national and international regulatory commitments.
  - Enhancing transparency in business regulation drafting and publication to support start-up and MSME compliance.
  - Building stronger collaborative relationships with relevant international and regional organizations to leverage synergies and best practices.

- Enhanced Regional Industrial Cooperation Capabilities through:

    - Strengthening collaboration among relevant institutions
    - Promoting innovation in sustainable agriculture practices
    - Enhancing access to research outputs
    - Encouraging sustainable practice through appropriate funding and incentives.
    - Establishing 5 joint regional research centers by 2030.
    - Forming a regional university network with a minimum of 20 member universities by 2032.
    - Expanding 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 advanced 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) Five regional research centers 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, employment generation, foreign exchange earnings, 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 such as adopting common quality standards and enhancing visitor experiences. 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.

- Promote sustainable tourism practices with a primary focus on adopting eco-friendly policies where special emphasis will be placed on climate change adaptation, environmental conservation and regulation of activities in ecologically sensitive areas, 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, including joint participation in international tourism fairs and exhibitions.

  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, with specific focus on climate resilience and ecological protection

  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, development ensuring further benefits for underrepresented groups from tourism revenues.

  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, labour market needs, as well as disaster risk reduction (DRR). Aligned with the UN Sustainable Development Goals, 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, create employment opportunities, 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, employment 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 sustainable development goals challenges and enhance regional cooperation.

- Promote employment opportunities, including through dialogue between competent authorities, public employment services and other relevant institutions, exchange best practices and information about labour market needs, skills, legislation and labour migration procedures.

- 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 create a social environment that enables people to establish and sustain families in accordance with their aspirations and values and promote policies and programmes that support family well-being, demographic sustainability and the preservation and sustainable strengthening of the population structure.

- 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 conducive 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, STEM-related fields, 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.

- Sharing good practices of member states on culture-centered recovery, uniting physical reconstruction, social and cultural revitalization, and legal and institutional frameworks in conflict-affected and post-crisis settings.

- 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 all learners.

- 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 teaching and learning.

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

- Develop disaggregated data systems, that are in conformity with data protection principles and, in particular, safeguards aimed at protecting vulnerable groups, 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, individualized education planning, 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 sustainable development goals-aligned policy coherence and adopt voluntary monitoring and reporting mechanisms for sustainable development goals, human capital and inclusive development performance, taking into account, the different national circumstances, priorities, and capacities of ECO Member States.

  - 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, and demographic trends and their socioeconomic implications in accordance with national priorities

    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 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 sustainable development goals 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 Sustainable Development Goals monitoring framework - a benchmark mechanism, supported by Pakistan, to encourage data-driven reforms and transparent showcased via an ECO Dashboard.

  - Establish an ECO Sustainable Development Goals Accelerator Labs which designs cross-border solutions to common regional challenge

  - Establish an ECO Collaboration Taskforce, coordinated through the ECO Framework, with the participation of interested member states to facilitate the exchange of experience and best practice in sustainable development goals' 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 enhance coordination among existing ECO institutions and mechanisms working on climate resilience 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 action, climate resilience and DRR and encourage private sector for green investment.
- Ensure disability and age-inclusive disaster risk reduction policies, including accessible early warning systems and evacuation plans for persons with disabilities, and older persons.

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 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, and older persons 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 and children.
- Promote curriculum enhancement by integrating climate resilience, digital skills, and entrepreneurship.
- Encourage youth, women and children participation in science, technology, engineering, and math (STEM) fields

- Prioritize 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.

- 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.

- 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 sustainable development goals through actionable frameworks and coordinated implementation mechanisms.

ii) Development of a scorecard mechanism to track the performance of member states on inclusive development, sustainable development goals, 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, children and women's participation and institutional cooperation.

vi) Greater inclusion of youth, children 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 sustainable development goals 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, children 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, 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, without prejudice to national security legislation and constitutional requirements of each Member State.

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.

Economic Cooperation Organization
ECO

No: ECO /2026/1086

Priority: Most Urgent
Date: 30/9/2026
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 ECO Member States in Tehran and has the honour to circulate herewith, for their information and consideration, Note Verbale No. Z-2026/99530379/42652649 dated September 28, 2026, received from the Embassy of the Republic of Türkiye in Tehran, along with its attachments containing comments on the Draft Islamabad Communiqué, the Strategic Goals of Economic Cooperation – 2035, and the GCC Concept Note.

In this connection, the Secretariat wishes to clarify that the text of the Draft Strategic Goals of Economic Cooperation – 2035 was finalized by the Preparatory Committee (PrepCom) and has since been submitted to the Council of Permanent Representatives (CPR) for its consideration. Accordingly, the PrepCom process for receiving and incorporating further proposals on the said document stands concluded.

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 ECO Member States in Tehran the assurances of its highest consideration.

ECONOMIC COOPERATION ORGANIZATION

All ECO Member States - Tehran

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Z-2026/99530379/42652649 -

The Embassy of the Republic of Türkiye presents its compliments to the Secretariat of the Economic Cooperation Organization (ECO) has the honor to present enclosed herewith the recent comments of the relevant Turkish authorities regarding the Islamabad Communiqué, Strategic Goals of Economic Cooperation 2035 (ECO Vision 2035) and OIC Concept Note.

The Embassy kindly requests the attached Turkish comments to be reflected in the documents.

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, 28 September 2026

Encl: As stated.

Secretariat of the
Economic Cooperation Organization
Tehran

Economic Cooperation Organization
ECO

FINAL VERSION
(Updated by 6th PrepCom)

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

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.

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.

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, employment 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 concerns 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, it is important to further strengthen and expand mutual trade and economic cooperation, including efforts to update and implement ECO Trade Agreement (ECOTA), implement and advance trade facilitation initiatives, such as ECO Trade Facilitation Strategy and Draft Trade Facilitation Agreement, enhance cooperation in the field of standardization, improve trade payment systems, and promote foreign direct investment 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 program, 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.

At the same time, due consideration should be given to the membership of ECO Member States in other international economic integration arrangements and the international obligations arising there from with regard to the conduct of their foreign trade policies, including the conclusion of free trade agreements. Accordingly, the participation of individual ECO Member States in the implementation of institutional aspects of the preferential trading system within the ECO shall be undertaken in accordance with their respective international obligations.

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 of 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 inclusive and rules-based growth in intra-regional trade and investment through deeper regional integration, enhanced trade facilitation and effective preferential trading framework and contribute to the global trade and investment commensurate to the potential of the region.

Strategic Objectives

- To ensure sustainable growth in intra-regional trade through an efficient and operational preferential trading system, including its progressive modernization among Member States, with the aim of promoting regional trade, increasing ECO's share in global trade, attracting greater investment to the region to unlock its trade and investment potential, and diversifying the exports of Member States.

- 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 identifying and reducing technical and non-tariff barriers to trade. Building on the modernization of the ECOTA, promote the gradual development of an efficient, inclusive and operational preferential trading framework with broader participation of all ECO Member States, while encouraging accession to the revised ECOTA upon its finalization.

  - Strengthen regional economic cooperation within the ECO framework, in accordance with the goals of ECO Vision. 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. Identifying and reducing unnecessary technical barriers to trade.

    b. Reducing unnecessary non-tariff barriers through simplification and digitalization of trade procedures and enhancing cooperation among Member States.

    c. Strengthening cooperation in practical digital solutions, artificial intelligence and use of digital technologies, and e-commerce.

    d. Finalize ongoing negotiations on 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.

  - Development of regional energy supply chains, including refining and petrochemical industries, shall be promoted to enhance value-added opportunities. Member States with

downstream processing capacity shall be supported in strengthening linkages with upstream hydrocarbon producers within the ECO region, fostering mutual industrial development and economic diversification.

- 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' 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, taking into account Member States' existing obligations under international and regional standardization and accreditation frameworks

- Implement joint trade promotion activities in the ECO by organizing meaningful trade promotion events in the region, including organization of trade exhibitions, trade fairs and expos, 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:

- Facilitate the development of 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 modernize ECOTA followed by its progressive implementation and broader participation of ECO Member States through accession to the revised Agreement.

ii) Implementation of the adopted ECO Trade Facilitation Strategy to improve trade facilitation in the region.

iii) Finalization of negotiations on the draft ECO Trade Facilitation Agreement.

iv) Effective implementation of ECO agreements on customs i.e. ECO Agreement on Smuggling and Customs Offences Data Bank, and ECO Agreement on Mutual Administrative Assistance in Custom Matters, encourage wider use of EDI and digital trade.

v) Full operationalization of ECO-RISCAM and adoption of the 'Quality Policy' to streamline conformity assessment and boost trade in industrial and agricultural products.

vi) 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.

vii) 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'.

viii) 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.

ix) Operationalize the ECO Re-Insurance Company for secure trade in the region.

x) Initiate technical discussions on establishing trade in national currencies among ECO Member States and/or on other payment mechanisms.

xi) Stronger coordination mechanisms involving the ECO Secretariat, Member States, and private sector stakeholders for effective policy implementation and initiative ownership.

xii) Enhanced cooperation with tangible results among Member States in the field of investment promotion, attraction and facilitation.

xiii) Strengthening tax cooperation by following up on holding ECOTAX meetings.

xiv) Establishment of ECO Clearing Union.

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, 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 State to expedite and facilitate the assigned duties, it is necessary to create some changes in the structure and function of Transport and Communications Directorate 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 countries 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.

ECO cooperation in artificial ~~intelligence should/~~will promote innovation, productivity and public value, and support the development and use of safe, secure and trustworthy artificial intelligence systems, including through capacity-building, joint research and the sharing of best practices among Member States, while respecting the sovereignty, national legislation, cybersecurity requirements, personal data protection rules, intellectual property rights and national development priorities of Member States.

Commented [HİU1]: We support this paragraph and suggest resolving the bracket in favour of 'will'.

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 among the interested Member States, implementing the roadmap of each corridor and supporting the role of the transport operators and private sector in promotion of transit and trade, and extending ECO corridors beyond 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, with its mandate, operational scope, and data governance arrangements to be further clarified in line with applicable laws of Member States.

- Achieve deep/wide broadband internet penetration across all ECO Member States by 2030, with special focus on rural and underserved areas; while enhancing the resilience, network

security, and critical information infrastructure protection (CIIP) of the electronic communications sector.

- Develop and launch a regional digital platform for trade, e-governance, and knowledge-sharing, enabling secure data exchange and fostering digital entrepreneurship across ECO Member States without prejudice to their applicable laws.
- Strengthen cooperation among national IT parks, promote mutual exchange of experiences and best practices, and support IT companies' access to the markets of ECO Member States.
- Encourage experience and mutual knowledge sharing among technology park companies operating in the ICT sector.
- Apply emerging technologies such as Internet of Things (IoT), Artificial Intelligence (AI), Big Data, Blockchain, Machine learning, Quantum Computing, 5G, Digital Twin, along with robust telecom network security protocols and end-to-end cryptographic safeguards.
- -
- Establish an AI Cooperation Platform within the ECO framework, without establishing new instutional structure, to promote joint AI projects, technology exchange and regional coordination among Member States in a manner that supports innovation while ensuring risk-based AI governance, cybersecurity, data protection and model security safeguards.
- Expand the ECO regional cooperation in digital skills development and IT education to strengthen human capital, support AI capacity-building, and enhance regional collaboration among Member States.

Commented [HİU2]: We support an AI Cooperation Platform as a programme-type mechanism. To keep it consistent with the AI paragraph under the Vision Statement, we suggest clarifying that it does not establish a new institutional structure.

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.
- Further develop ECO Gates initiative- multimodal logistic hubs, Caspian ports, open seaports and inland dry ports, encourage interoperability in transport systems and equipment, enhance the logistical interconnectivity 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 their capital cities and cultural and touristic centers.
- 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.
- Encourage exchanging best practices, technical guidelines and capacity-building activities on cybersecurity, secure data exchange and personal data protection, in line with national legislations and institutional mandates of Member States.

- Prioritize the corridors connecting the ECO region to China, Persian Gulf and Europe.
- Support the development of strategic railway links, with a view to strengthening the ECO region's access to China and South Asia and enhancing its role as a major transit bridge between Asia and Europe. (Moved from below]
- Prioritized, as part of regional energy diversification and connectivity, the north–south corridors linking Central Asia with South Asia. In this context, development of regional ports and logistics hubs may be supported through enhanced investment facilitation and regional cooperation.
- 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 throughout the ECO 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.
- Explore cooperation in the peaceful uses of outer space and space-based applications, including earth observation, satellite navigation and communication, and disaster management, in support of the sectoral priorities of this document.

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Commented [TPGM3]: Optional addition. Space-based applications are not currently reflected in the document although they underpin several sectoral priorities (agriculture, disaster risk reduction, connectivity).

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 corridor and supporting the role of the transport operators and private sector in promotion of transit and trade extending ECO corridors beyond 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) Achieving deep/wide broadband internet penetration across ECO Member States by 2030, with improved digital access in rural areas.

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

vii) Enhanced cooperation and exchange of best practices on cybersecurity and data protection standards to secure -electronic data exchange contributing to the development of a more secure and efficient regional digital ecosystem.

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 among the interested Member States 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 committees and technical supervision in field of transport and transit, including civil aviation, rail, road and maritime, among the interested Member States.

~~xiv) Establishing regional standards in artificial intelligence to accelerate the creation of the ECO AI Centre.~~ Enhanced regional cooperation on safe, secure and trustworthy artificial intelligence through capacity-building, joint research and the sharing of best practices, including through the ECO Science Foundation, with any institutional arrangements to be considered at a later stage on the basis of consensus among Member States.

~~xv)~~xiv) Creation of a ~~unified~~ collaborative regional AI ecosystem, expansion of cross-border cooperation, implementation of joint AI initiatives, and ~~regulating~~ responsible and safe use of artificial intelligence technologies, in line with the national legislation of Member States.~~,~~

~~xvi)~~xv) 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.

Commented [HİU4]: For the same reason as above, we propose deleting the reference to the establishment of new ECO bodies/centers on applied AI. Collaboration in the application of emerging technologies is fully supported.

Commented [TPGM5]: The concept paper on the proposed ECO AI Center (Note TC/2026/790) is still under consideration by Member States and no decision on its establishment has been taken. A strategic document running to 2035 should not prejudge that outcome. We therefore propose replacing this expected outcome with language centred on capacity-building and best-practice sharing, including through the ECO Science Foundation, and leaving any institutional arrangement to a later consensus decision.

Commented [HİU6]: 'Unified' and 'regulating' could be read as implying regional regulatory harmonisation of AI, which falls within the national competence of Member States. We propose 'collaborative' and 'responsible and safe use ... in line with the national legislation of Member States', consistent with the AI paragraph under the Vision Statement.

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. Mineral resources cooperation is important given the strategic role of critical minerals in the energy transition. Significant untapped mineral resources across the ECO region, including copper, gold, and rare earth elements, offer substantial development potential. The ECO Roadmap on Mineral Cooperation shall prioritize regional value chains, sustainable mining practices, and investment frameworks to attract domestic and international capital. 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 just, orderly and sustainable energy transitions in accordance with national circumstances 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.

- Regional energy connectivity shall be advanced through mutually beneficial cross-border projects, to enhance energy security, economic integration, and sustainable development. A consensus-based approach supporting the gradual reintegration of all countries into ECO energy frameworks and infrastructure projects, recognizing its importance for regional stability and cooperation.

- 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.

- Recognizing the challenges of harmonizing grid codes, regulatory frameworks, and tariff structures among Member States, a phased approach shall be pursued, beginning with bilateral and sub-regional electricity trade and progressively advancing toward a more integrated regional electricity market. Existing cross-border transmission interconnections shall be recognized as foundational elements of the regional power architecture.

- 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.

- A balanced and just energy transition approach shall be adopted, taking into account the diverse energy endowments and development levels of Member States. Natural gas may be recognized as a transitional fuel in support of energy security, alongside the expansion of renewable and other low-emission energy sources, ensuring that the transition does not compromise energy security, affordability, or economic growth.

- 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 climate change, pollution and biodiversity loss: ECO will develop regional regulations taking into account the national circumstances, priorities and legislation of Member States, to improve resource efficiency by promoting circular economy principles and zero-waste approaches, including the reuse of treated wastewater 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 change, biodiversity, desertification and other relevant areas will be achieved to strengthen regional cooperation and partnerships on environment and sustainable development.

- 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, including through application of zero-

Commented [HİU7]: Considering the different national circumstances, priorities and legislation of Member States, it is proposed to include language focusing on the development of common principles and technical cooperation frameworks rather than binding regional regulations.

waste approaches and implementation of climate action on adaptation and greenhouse gas emission mitigation with enhanced inclusion of businesses, women and youth.

- Promotion of local manufacturing of high-tech energy equipment, including solar panels, wind turbines, and batteries, through joint ventures, technology transfer, and harmonized standards across the region shall be supported.

- 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, strengthening regional cooperation and joint operational capacity for combating forest fires and land degradation

- Enhance regional climate resilience by establishing an ECO ~~Drought Monitoring and~~ Early Warning ~~Mechanism~~ Systems to safeguard agricultural productivity, ~~water security~~, and forestry ecosystems against extreme weather events.

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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.

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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) Integrated ECO strategies with relevant internationally agreed sustainable development and climate agendas and established monitoring systems for transparent progress tracking.

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

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.

~~xvi)~~

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 investment, promoting technology-based improvements, strengthening cooperation in artificial intelligence, biotechnology, nanotechnology, and digital agricultural and advanced industrial technologies, while encouraging appropriate cybersecurity, data protection, and risk management measures to ensure their secure and resilient application, and fostering partnerships and FDI within a supportive environment are crucial for expanding A&I sectors. A substantial increase in targeted investment remains one of the key requirements for sustainable agricultural and industrial 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 the 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 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 by promoting quality infrastructure, nanotechnology utilization, industrial property rights, MSMEs and entrepreneurship, and private sector engagement by 2035.
- Establish and develop regional agricultural supply chains among Member states.
- Enhance Research and Development (R&D) capacity in agriculture by strengthening the research and development infrastructure sector to foster innovation and improve sustainable agriculture technology by 2035. This will involve promoting collaboration among agricultural universities, research institutions, and rural industries to develop new and sustainable practices that enhance productivity, food security, and resilience in rural communities.
- To promote regional research cooperation in priority domains such as artificial intelligence, biotechnology, the circular economy, green technologies, and smart cities through the establishment of joint centers of excellence, coordinated by the ECO Science Foundation, on a voluntary basis, subject to consensus among Member States and within existing resources.

Commented [TPGM8]: Establishment of joint centres of excellence and five regional research centres by 2030 would entail hosting, financing and governance arrangements that are not yet defined. We suggest qualifying these targets so that they proceed on a voluntary basis, by consensus of Member States and within existing resources, without prejudice to their eventual consideration.

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.
  - Facilitating trade in animals and animal products and strengthening veterinary services
  - Promoting efficient water utilization in agriculture, in light of water scarcity in the arid and semi-arid region of the Member States.
  - Encouraging the adoption of agri-technologies.
  - Fostering regional meteorological cooperation to mitigate agriculture-related risks and shocks.
  - Encouraging the application of agricultural biotechnology for increased productivity and sustainability.
  - Building stronger collaborative relationships with relevant international and regional organizations.
  - Mainstreaming climate adaptation into agriculture policies to enhance resilience within the ECO region
- Enhanced Regional Industrial Cooperation Capabilities through:
  - Establishing a robust quality infrastructure across the region by fully operationalizing ECO-RISCAM, facilitating the establishment of its Technical Management Boards (TMBs), and developing structured technical discussion platforms for exploring the possibility of regional standards alignment.
  - Promoting the development and application of advanced, digital and green technologies, including nanotechnology.
  - Strengthening industrial property rights.
  - Supporting MSMEs, start-ups and entrepreneurship, while promoting digital inclusion and effective private-sector participation.
  - Developing permanent mechanisms among the chambers of commerce and industry of Member States to coordinate business community activities.
  - Supporting access of women and youth to innovation ecosystems.
  - Encouraging the creation of a common certification system for key export sectors such as agriculture, textiles, machinery, and industrial goods in accordance with Member States' national and international regulatory commitments.
  - Enhancing transparency in business regulation drafting and publication to support start-up and MSME compliance.
  - Building stronger collaborative relationships with relevant international and regional organizations to leverage synergies and best practices.

- Enhanced Regional Industrial Cooperation Capabilities through:

  - Strengthening collaboration among relevant institutions
  - Promoting innovation in sustainable agriculture practices
  - Enhancing access to research outputs
  - Encouraging sustainable practice through appropriate funding and incentives.
  - Establishing 5 joint regional research centers by 2030, on a voluntary basis, subject to consensus among Member States and within existing resources.
  - Forming a regional university network with a minimum of 20 member universities by 2032.
  - Expanding 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 advanced 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) Five regional research centers operational by 2030., in accordance with the modalities agreed by Member States.

xi) A 20% improvement in the ECO region's Global Innovation Index (GII) ranking by 2035.

Commented [TPGM9]: Please see the comment on the corresponding objective under Priority Areas. The same qualification should apply here for consistency.

Commented [HİU10]: The Global Innovation Index ranks individual economies; there is no aggregate ranking for the ECO region. We suggest the Secretariat either reformulates this target (e.g. improvement in the average GII score of Member States) or replaces it with a measurable regional indicator.

TOURISM

Introduction

Tourism plays a significant role within ECO framework, significantly contributing to economic growth, employment generation, foreign exchange earnings, 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 such as adopting common quality standards and enhancing visitor experiences. 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.

- Promote sustainable tourism practices with a primary focus on adopting eco-friendly policies where special emphasis will be placed on climate change adaptation, environmental conservation and regulation of activities in ecologically sensitive areas, 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, including joint participation in international tourism fairs and exhibitions.

  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, with specific focus on climate resilience and ecological protection

  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, development ensuring further benefits for underrepresented groups from tourism revenues.

  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.

Commented [HİU11]: Each Member State has its own national tourism marketing strategy and an established calendar of international tourism trade fairs. Therefore, the feasibility of implementing a joint regional tourism marketing strategy should be carefully evaluated, taking into existing national strategies and practices.

Commented [HİU12]: Each Member State has its own established tourism financing mechanisms and priorities. Therefore, the feasibility of diversifying tourism financing sources, including the reactivation of a Tourism Promotion Fund, should be assessed in light of existing national mechanisms and practices.

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, labour market needs, as well as disaster risk reduction (DRR). Aligned with the UN Sustainable Development Goals, 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, create employment opportunities, 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, employment 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 sustainable development goals challenges and enhance regional cooperation.
- Promote employment opportunities, including through dialogue between competent authorities, public employment services and other relevant institutions, exchange best practices and information about labour market needs, skills, legislation and labour migration procedures.
- 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 create a social environment that enables people to establish and sustain families in accordance with their aspirations and values and promote policies and programmes that support family well-being, demographic sustainability and the preservation and sustainable strengthening of the population structure.
- 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, STEM-related fields, 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.

- Sharing good practices of member states on culture-centered recovery, uniting physical reconstruction, social and cultural revitalization, and legal and institutional frameworks in conflict-affected and post-crisis settings.

- 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 all learners.

- 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 teaching and learning.

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

- ~~Develop disaggregated data systems, that are in conformity with data protection principles and, in particular, safeguards aimed at protecting vulnerable groups, including disability data, to ensure evidence-based policymaking and inclusive progress monitoring across the ECO region.~~

- Develop disaggregated data systems, including disability data, in accordance with applicable data protection principles and safeguards for vulnerable groups, to support evidence-based policymaking, targeted interventions 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, individualized education planning, and collaborative teaching. In line with international standards, aims, objectives and policies regarding inclusive education such as OECD, CRDP, UNESCO and Salamanca statements. As well as main standards of Universal Learning Design to meet all the needs of special education needs students.

- 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.

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Commented [HİU13]: The two consecutive objectives substantially overlap in scope and content. To avoid duplication, it is suggested that they be consolidated into a single objective while retaining the references to data protection principles and safeguards for vulnerable groups.

Proposed text "Develop disaggregated data systems, including disability data, in accordance with applicable data protection principles and safeguards for vulnerable groups, to support evidence-based policymaking, targeted interventions and inclusive progress monitoring across the ECO region."

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- 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 sustainable development goals-aligned policy coherence and adopt voluntary monitoring and reporting mechanisms for sustainable development goals, human capital and inclusive development performance, taking into account, the different national circumstances, priorities, and capacities of ECO Member States.

  - 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, and demographic trends and their socioeconomic implications in accordance with national priorities

    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~~ in ECO Member States 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 sustainable development goals 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 Sustainable Development Goals monitoring framework - a benchmark mechanism, supported by Pakistan, to encourage data-driven reforms and transparent showcased via an ECO Dashboard.

  - Establish an ECO Sustainable Development Goals Accelerator Labs which designs cross-border solutions to common regional challenge

  - Establish an ECO Collaboration Taskforce, coordinated through the ECO Framework, with the participation of interested member states to facilitate the exchange of experience and best practice in sustainable development goals' implementation.

- **Disaster Risk Reduction (DRR)**

Commented [HİU14]: For the effective implementation of the proposed monitoring framework and ECO Dashboard, it may be useful to establish a common set of indicators, with clearly defined concepts, data sources and methodologies, to ensure comparability across Member States.

- 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 enhance coordination among existing ECO institutions and mechanisms working on climate resilience 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 action, climate resilience and DRR and encourage private sector for green investment.
- Ensure disability and age-inclusive disaster risk reduction policies, including accessible early warning systems and evacuation plans for persons with disabilities, and older persons.

- **Health**

  - Update and implement the ECO Health Action Plan based on Member States' needs and priorities, with clearly defined areas of cooperation, including health technologies, research and development (R&D), and innovation.
  - Build strong partnerships with WHO and other key organizations for technical and financial support.
  - Strengthen regional cooperation on digital health by promoting the exchange of experience and best practices in national health information systems, telemedicine, artificial intelligence-enabled health solutions, health data governance and interoperable digital health infrastructure, in accordance with Member States' national legislation and data protection frameworks.
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  - Establish a Regional Consultation Mechanism for better cooperation on communicable diseases.
  - Promote health cooperation in line with the United Nations Sustainable Development Goals 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, and older persons 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 and children.
- Promote curriculum enhancement by integrating climate resilience, digital skills, and entrepreneurship.
- Encourage youth, women and children participation in science, technology, engineering, and math (STEM) fields
- Prioritize 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.
- 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.
- 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~~.~~ by sharing good practices in inclusive education among member states.
  - 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 sustainable development goals through actionable frameworks and coordinated implementation mechanisms.

ii) Development of a scorecard mechanism to track the performance of member states on inclusive development, sustainable development goals, 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, children and women's participation and institutional cooperation.

vi) Greater inclusion of youth, children 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 sustainable development goals 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, children 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.

Commented [HİU15]: To ensure consistency and comparability across Member States, the indicators used in the proposed scorecard mechanism should be based, where applicable, on commonly agreed definitions and internationally recognized statistical methodologies.

Commented [HİU16]: For this target to be measurable, the baseline year and baseline value against which the 60% increase will be calculated should be specified.

Commented [HİU17]: For this target to be measurable, the baseline year and baseline value against which the 50% increase will be calculated should be specified.

Commented [HİU18]: For monitoring purposes, it may be useful to clarify the definition of "underserved areas" and specify how the 80% coverage target will be measured.

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, 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, without prejudice to national security legislation and constitutional requirements of each Member State.

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.

Economic Cooperation Organization
ECO

No: ECO /2026/1143

Priority: Most Urgent
Date: 12/10/2026
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 ECO Member States in Tehran and has the honour to circulate herewith the copy of Note Verbale dated October 11, 2026, received from the Embassy of the Republic of Türkiye in Tehran, along with its attachments containing comments on the Draft Islamabad Communiqué and the 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 ECO Member States in Tehran the assurances of its highest consideration.

ECONOMIC COOPERATION ORGANIZATION

All ECO Member States - Tehran

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Z-2026/99530379/42727396 -

The Embassy of the Republic of Türkiye presents its compliments to the Secretariat of the Economic Cooperation Organization (ECO) and with reference to the Embassy's Note Verbale No: Z-2026/99530379/42652649 dated 28 September 2026, has the honor to present enclosed herewith the recent comments of the relevant Turkish authorities regarding the Islamabad Communiqué and Strategic Goals of Economic Cooperation 2035 (ECO Vision 2035).

The Embassy kindly requests the attached Turkish comments to be reflected in the documents.

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, 11 October 2026

Encl: As stated.

Secretariat of the
Economic Cooperation Organization
Tehran

Economic Cooperation Organization
ECO

FINAL VERSION
(Updated by 6th PrepCom)

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

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.

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.

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, employment 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 concerns 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, it is important to further strengthen and expand mutual trade and economic cooperation, including efforts to update and implement ECO Trade Agreement (ECOTA), implement and advance trade facilitation initiatives, such as ECO Trade Facilitation Strategy and Draft Trade Facilitation Agreement, enhance cooperation in the field of standardization, improve trade payment systems, and promote foreign direct investment 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 program, 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.

At the same time, due consideration should be given to the membership of ECO Member States in other international economic integration arrangements and the international obligations arising there from with regard to the conduct of their foreign trade policies, including the conclusion of free trade agreements. Accordingly, the participation of individual ECO Member States in the implementation of institutional aspects of the preferential trading system within the ECO shall be undertaken in accordance with their respective international obligations.

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 of 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 inclusive and rules-based growth in intra-regional trade and investment through deeper regional integration, enhanced trade facilitation and effective preferential trading framework and contribute to the global trade and investment commensurate to the potential of the region.

Strategic Objectives

- To ensure sustainable growth in intra-regional trade through an efficient and operational preferential trading system, including its progressive modernization among Member States, with the aim of promoting regional trade, increasing ECO's share in global trade, attracting greater investment to the region to unlock its trade and investment potential, and diversifying the exports of Member States.

- 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 identifying and reducing technical and non-tariff barriers to trade. Building on the modernization of the ECOTA, promote the gradual development of an efficient, inclusive and operational preferential trading framework with broader participation of all ECO Member States, while encouraging accession to the revised ECOTA upon its finalization.

  - Strengthen regional economic cooperation within the ECO framework, in accordance with the goals of ECO Vision. 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. Identifying and reducing unnecessary technical barriers to trade.

    b. Reducing unnecessary non-tariff barriers through simplification and digitalization of trade procedures and enhancing cooperation among Member States.

    c. Strengthening cooperation in practical digital solutions, artificial intelligence and use of digital technologies, and e-commerce.

    d. Finalize ongoing negotiations on 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.

  - Development of regional energy supply chains, including refining and petrochemical industries, shall be promoted to enhance value-added opportunities. Member States with downstream processing capacity shall be supported in strengthening linkages with upstream

hydrocarbon producers within the ECO region, fostering mutual industrial development and economic diversification.

- 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' 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, taking into account Member States' existing obligations under international and regional standardization and accreditation frameworks

- Implement joint trade promotion activities in the ECO by organizing meaningful trade promotion events in the region, including organization of trade exhibitions, trade fairs and expos, 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:

- Facilitate the development of 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 modernize ECOTA followed by its progressive implementation and broader participation of ECO Member States through accession to the revised Agreement.

ii) Implementation of the adopted ECO Trade Facilitation Strategy to improve trade facilitation in the region.

iii) Finalization of negotiations on the draft ECO Trade Facilitation Agreement.

iv) Effective implementation of ECO agreements on customs i.e. ECO Agreement on Smuggling and Customs Offences Data Bank, and ECO Agreement on Mutual Administrative Assistance in Custom Matters, encourage wider use of EDI and digital trade.

v) Full operationalization of ECO-RISCAM and adoption of the 'Quality Policy' to streamline conformity assessment and boost trade in industrial and agricultural products.

vi) 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.

vii) 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'.

viii) 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.

ix) Operationalize the ECO Re-Insurance Company for secure trade in the region.

x) Initiate technical discussions on establishing trade in national currencies among ECO Member States and/or on other payment mechanisms.

xi) Stronger coordination mechanisms involving the ECO Secretariat, Member States, and private sector stakeholders for effective policy implementation and initiative ownership.

xii) Enhanced cooperation with tangible results among Member States in the field of investment promotion, attraction and facilitation.

xiii) Strengthening tax cooperation by following up on holding ECOTAX meetings.

xiv) Establishment of ECO Clearing Union.

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, 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 State to expedite and facilitate the assigned duties, it is necessary to create some changes in the structure and function of Transport and Communications Directorate 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 countries 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.

ECO cooperation in artificial intelligence should/will promote innovation, productivity and public value, and support the development and use of safe, secure and trustworthy artificial intelligence systems, including through capacity-building, joint research and the sharing of best practices among Member States, while respecting the sovereignty, national legislation, cybersecurity requirements, personal data protection rules, intellectual property rights and national development priorities of 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 among the interested Member States, implementing the roadmap of each corridor and supporting the role of the transport operators and private sector in promotion of transit and trade, and extending ECO corridors beyond 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, with its mandate, operational scope, and data governance arrangements to be further clarified in line with applicable laws of Member States.

- 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 Member States without prejudice to their applicable laws.

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

- Encourage experience and mutual knowledge sharing among technology park companies operating in the ICT sector.

- Apply 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 in a manner that supports innovation while ensuring risk-based AI governance, cybersecurity, data protection and model security safeguards.

- Expand the ECO regional cooperation 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.

- Further develop ECO Gates initiative- multimodal logistic hubs, Caspian ports, open seaports and inland dry ports, encourage interoperability in transport systems and equipment, enhance the logistical interconnectivity 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 their capital cities and cultural and touristic centers.

- 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.

- Encourage exchanging best practices, technical guidelines and capacity-building activities on cybersecurity, secure data exchange and personal data protection, in line with national legislations and institutional mandates of Member States.

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

- Support the development of strategic railway links, with a view to strengthening the ECO region's access to China and South Asia and enhancing its role as a major transit bridge between Asia and Europe. (Moved from below]

- Prioritized, as part of regional energy diversification and connectivity, the north–south corridors linking Central Asia with South Asia. In this context, development of regional ports and logistics hubs may be supported through enhanced investment facilitation and regional cooperation.
- 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 throughout the ECO 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 corridor and supporting the role of the transport operators and private sector in promotion of transit and trade extending ECO corridors beyond 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) Achieving deep/wide broadband internet penetration across ECO Member States by 2030, with improved digital access in rural areas.

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

vii) Enhanced cooperation and exchange of best practices on cybersecurity and data protection standards to secure -electronic data exchange contributing to the development of a more secure and efficient regional digital ecosystem.

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 among the interested Member States 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 committees and technical supervision in field of transport and transit, including civil aviation, rail, road and maritime, among the interested Member States.

xiv) Establishing 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 regulating 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. Mineral resources cooperation is important given the strategic role of critical minerals in the energy transition. Significant untapped mineral resources across the ECO region, including copper, gold, and rare earth elements, offer substantial development potential. The ECO Roadmap on Mineral Cooperation shall prioritize regional value chains, sustainable mining practices, and investment frameworks to attract domestic and international capital. 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 just, orderly and sustainable energy transitions in accordance with national circumstances 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.

- Regional energy connectivity shall be advanced through mutually beneficial cross-border projects, to enhance energy security, economic integration, and sustainable development. A consensus-based approach supporting the gradual reintegration of all countries into ECO energy frameworks and infrastructure projects, recognizing its importance for regional stability and cooperation.

- 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.

- Recognizing the challenges of harmonizing grid codes, regulatory frameworks, and tariff structures among Member States, a phased approach shall be pursued, beginning with bilateral and sub-regional electricity trade and progressively advancing toward a more integrated regional electricity market. Existing cross-border transmission interconnections shall be recognized as foundational elements of the regional power architecture.

- 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.

- A balanced and just energy transition approach shall be adopted, taking into account the diverse energy endowments and development levels of Member States. Natural gas may be recognized as a transitional fuel in support of energy security, alongside the expansion of renewable and other low-emission energy sources, ensuring that the transition does not compromise energy security, affordability, or economic growth.

- 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.

- Promote regional cooperation in energy technologies, including research and development, technology demonstration, knowledge exchange and capacity building in emerging and strategic energy technologies, with a view to supporting sustainable energy systems and technological self-reliance among ECO Member States.

- 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 climate change, pollution and biodiversity loss: ECO will develop regional regulations to improve resource efficiency promoting circular economy principles and zero-waste approaches, including the reuse of treated wastewater 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 strengthen regional cooperation and partnerships on environment and sustainable development.

- Promote cooperation among ECO Member States in nuclear science and technology strictly for peaceful purposes, including research, capacity building, scientific exchange and the development and application of nuclear technologies in energy, health, agriculture, industry and other relevant fields, in accordance with national priorities and international obligations.

- ~~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.

Commented [EE1]: Electricity network operation conventions are a set of standardized technical rules, guidelines, and protocols that ensure the safe, reliable, and efficient operation of power grids. These conventions govern how transmission and distribution systems are managed, how generation meets demand, and how networks recover from incidents.

"Implementing Electricity Networks Operation Convention(ECO-ENOC) is a strategic objective and its scope needs to be defined carefully. Its importance is more visible especially when neighbouring electrical power systems are working in synchronous mode.

After all the studies are completed within the ECO region, it could be evaluated again if there is a need to define it as a strategic objective.

- 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.

- Promote regional value chains and the development of resilient value chains for rare earth elements and other strategic mineral resources, including cooperation in resource assessment, beneficiation, separation and purification, recycling, advanced materials and other value-added technologies, taking into account the respective national capacities and priorities of ECO Member States.

- 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, including through application of zero-waste approaches and implementation of climate action on adaptation and greenhouse gas emission mitigation with enhanced inclusion of businesses, women and youth.

- Promotion of local manufacturing of high-tech energy equipment, including solar panels, wind turbines, and batteries, through joint ventures, technology transfer, and harmonized standards across the region shall be supported.

- 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, strengthening regional cooperation and joint operational capacity for combating forest fires and land degradation

- Enhance regional climate resilience by establishing an ECO Drought Monitoring and Early Warning Mechanism to safeguard agricultural productivity, water security, and forestry ecosystems against extreme weather events.

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) Integrated ECO strategies with relevant internationally agreed sustainable development and climate agendas and established monitoring systems for transparent progress tracking.

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

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.

Commented [EE2]: This expected outcome is related to ECO-ENOC objective. In line with the removal of the objective, this phrase has also been deleted.

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.

xvii) Strengthened regional scientific and technological cooperation by knowledge exchange, capacity building and access to international research infrastructures in strategic areas.

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 investment, promoting technology-based improvements, strengthening cooperation in artificial intelligence, biotechnology, nanotechnology, and digital agricultural and advanced industrial technologies, while encouraging appropriate cybersecurity, data protection, and risk management measures to ensure their secure and resilient application, and fostering partnerships and FDI within a supportive environment are crucial for expanding A&I sectors. A substantial increase in targeted investment remains one of the key requirements for sustainable agricultural and industrial 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 the 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 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 by promoting quality infrastructure, nanotechnology utilization, industrial property rights, MSMEs and entrepreneurship, and private sector engagement by 2035.
- Establish and develop regional agricultural supply chains among Member states.
- Enhance Research and Development (R&D) capacity in agriculture by strengthening the research and development infrastructure sector to foster innovation and improve sustainable agriculture technology by 2035. This will involve promoting collaboration among agricultural universities, research institutions, and rural industries to develop new and sustainable practices that enhance productivity, food security, and resilience in rural communities.
- To promote regional research cooperation in priority domains such as artificial intelligence, biotechnology, the 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.
  - Facilitating trade in animals and animal products and strengthening veterinary services
  - Promoting efficient water utilization in agriculture, in light of water scarcity in the arid and semi-arid region of the Member States.
  - Encouraging the adoption of agri-technologies.
  - Fostering regional meteorological cooperation to mitigate agriculture-related risks and shocks.
  - Encouraging the application of agricultural biotechnology for increased productivity and sustainability.
  - Building stronger collaborative relationships with relevant international and regional organizations.
  - Mainstreaming climate adaptation into agriculture policies to enhance resilience within the ECO region
- Enhanced Regional Industrial Cooperation Capabilities through:
  - Establishing a robust quality infrastructure across the region by fully operationalizing ECO-RISCAM, facilitating the establishment of its Technical Management Boards (TMBs), and developing structured technical discussion platforms for exploring the possibility of regional standards alignment.
  - Promoting the development and application of advanced, digital and green technologies, including nanotechnology.
  - Strengthening industrial property rights.
  - Supporting MSMEs, start-ups and entrepreneurship, while promoting digital inclusion and effective private-sector participation.
  - Developing permanent mechanisms among the chambers of commerce and industry of Member States to coordinate business community activities.
  - Supporting access of women and youth to innovation ecosystems.
  - Encouraging the creation of a common certification system for key export sectors such as agriculture, textiles, machinery, and industrial goods in accordance with Member States' national and international regulatory commitments.
  - Enhancing transparency in business regulation drafting and publication to support start-up and MSME compliance.
  - Building stronger collaborative relationships with relevant international and regional organizations to leverage synergies and best practices.
- Enhanced Regional Industrial Cooperation Capabilities through:

- Strengthening collaboration among relevant institutions
- Promoting innovation in sustainable agriculture practices
- Enhancing access to research outputs
- Encouraging sustainable practice through appropriate funding and incentives.
- Establishing 5 joint regional research centers by 2030.
- Forming a regional university network with a minimum of 20 member universities by 2032.
- Expanding 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 advanced 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) Five regional research centers 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, employment generation, foreign exchange earnings, 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 such as adopting common quality standards and enhancing visitor experiences. 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.

- Promote sustainable tourism practices with a primary focus on adopting eco-friendly policies where special emphasis will be placed on climate change adaptation, environmental conservation and regulation of activities in ecologically sensitive areas, 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, including joint participation in international tourism fairs and exhibitions.

  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, with specific focus on climate resilience and ecological protection

  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, development ensuring further benefits for underrepresented groups from tourism revenues.

  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, labour market needs, as well as disaster risk reduction (DRR). Aligned with the UN Sustainable Development Goals, 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, create employment opportunities, 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, employment 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 sustainable development goals challenges and enhance regional cooperation.
- Promote employment opportunities, including through dialogue between competent authorities, public employment services and other relevant institutions, exchange best practices and information about labour market needs, skills, legislation and labour migration procedures.
- 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 create a social environment that enables people to establish and sustain families in accordance with their aspirations and values and promote policies and programmes that support family well-being, demographic sustainability and the preservation and sustainable strengthening of the population structure.
- 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, STEM-related fields, 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.
- Sharing good practices of member states on culture-centered recovery, uniting physical reconstruction, social and cultural revitalization, and legal and institutional frameworks in conflict-affected and post-crisis settings.
- 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 all learners.
- 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 teaching and learning.
- Develop disaggregated data systems, including disability data, to ensure evidence-based policymaking, targeted interventions, and inclusive progress monitoring across the ECO region.
- Develop disaggregated data systems, that are in conformity with data protection principles and, in particular, safeguards aimed at protecting vulnerable groups, 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, individualized education planning, 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 sustainable development goals-aligned policy coherence and adopt voluntary monitoring and reporting mechanisms for sustainable development goals, human capital and inclusive development performance, taking into account, the different national circumstances, priorities, and capacities of ECO Member States.

- 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, and demographic trends and their socioeconomic implications in accordance with national priorities

  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 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 sustainable development goals 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 Sustainable Development Goals monitoring framework - a benchmark mechanism, supported by Pakistan, to encourage data-driven reforms and transparent showcased via an ECO Dashboard.

- Establish an ECO Sustainable Development Goals Accelerator Labs which designs cross-border solutions to common regional challenge

- Establish an ECO Collaboration Taskforce, coordinated through the ECO Framework, with the participation of interested member states to facilitate the exchange of experience and best practice in sustainable development goals' 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 enhance coordination among existing ECO institutions and mechanisms working on climate resilience 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 action, climate resilience and DRR and encourage private sector for green investment.
- Ensure disability and age-inclusive disaster risk reduction policies, including accessible early warning systems and evacuation plans for persons with disabilities, and older persons.

- **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 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, and older persons 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 and children.
  - Promote curriculum enhancement by integrating climate resilience, digital skills, and entrepreneurship.
  - Encourage youth, women and children participation in science, technology, engineering, and math (STEM) fields
  - Prioritize 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.

- 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.
- 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 sustainable development goals through actionable frameworks and coordinated implementation mechanisms.

ii) Development of a scorecard mechanism to track the performance of member states on inclusive development, sustainable development goals, 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, children and women's participation and institutional cooperation.

vi) Greater inclusion of youth, children 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 sustainable development goals 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, children 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, 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, without prejudice to national security legislation and constitutional requirements of each Member State.

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 Item No. 4
Preparations for the 30th Council of Ministers (COM) Meeting and the 18th ECO Summit

Economic Cooperation Organization
ECO

No: CFU /2026/1092

Priority: Most Urgent
Date: 1/10/2026
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 Report of the 7th PrepCom Meeting, held on September 30, 2026, and the **updated version of Draft Islamabad Communiqué** in track-changes format.

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

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Report of the Seventh PrepCom Meeting
September 30, 2026
ECO Secretariat – Tehran

The Seventh Meeting of the Preparatory Committee (PrepCom) was held on September 30, 2026, under the chairmanship of the representative of Pakistan and coordinated by the ECO Deputy Secretary General (TC & HRSD). The meeting was attended by representatives of the ECO Member States including Azerbaijan, Iran, Kazakhstan, Tajikistan, Türkiye, Turkmenistan and Uzbekistan, as well as relevant staff of the ECO Secretariat.

The Meeting considered the Draft Islamabad Communiqué concerning the 30th Council of Ministers (COM), scheduled to be held in Islamabad on November 15–16, 2026. The Committee reviewed the draft in light of the comments and suggestions received from Member States and held discussions on the proposed changes.

Following its review, the Committee accepted ad-ref the paragraphs on which consensus was reached at the PrepCom level, while the paragraphs that remained unsettled were retained in track-changes format. The Secretariat was accordingly tasked to prepare and circulate the updated version of the Draft Communiqué among Member States for their further consideration.

The Committee agreed to convene its next (8th) Session on October 12, 2026 at 1000 hours, to continue consideration of the Draft Islamabad Communiqué, as well as to consider the Draft Agendas and Annotated Draft Agendas of the SoM and 30th COM.

***

Zero Draft
(Updated by 7th PrepCom)

30th Meeting of the Council of Ministers (COM) of the Economic Cooperation Organization (ECO)
Islamabad, Pakistan
(*November 16, 2026*)

Islamabad Communiqué

We, the Ministers of Foreign Affairs and Heads of Delegation of the ECO Member States, convened for the 30th Meeting of the ECO Council of Ministers (COM) on November 16, 2026 in Islamabad under the Chairmanship of H.E. Mr. Mohammad Ishaq Dar, Deputy Prime Minister and Minister of Foreign Affairs of the Islamic Republic of Pakistan, and while:

1. **Recalling** the principles enshrined in the Treaty of Izmir and the goals set within the ECO framework, as well as the shared resolve of our Heads of State and Government to strengthen regional cooperation, advance sustainable development and foster inclusive economic growth; **(Ad-ref)**

2. ~~**Expressing** concern over the challenging geopolitical environment in the region as a result of the unprovoked external aggression against the Islamic Republic of Iran, and expressing solidarity with the government and people of the Islamic Republic of Iran, a founding ECO Member State whose contributions have been central to the development of the ECO; with a view to finding a peaceful settlement of the crisis through peaceful/diplomatic means (Türkiye August 30)~~

   Expressing concern over the challenging geopolitical environment in the region following the recent military crisis involving the Islamic Republic of Iran, emphasizing the importance of restraint, peaceful dialogue and diplomatic engagement, and recognizing the important role of the Islamic Republic of Iran as a founding Member State of the ECO and its significant contributions to the development of the Organization; (Proposed by Uzbekistan - 31.08.2026) (Deletion proposed by Iran dated 14.09.2026) Retention proposed by Uzbekistan

   Expressing concern over the challenging geopolitical environment in the region, **condemning** military strikes on the territory of the

Islamic Republic of Iran that caused numerous civilian casualties and significant infrastructure damage, violated international law and the UN Charter, and pose serious risks to international peace, security and stability; **expressing solidarity** with the government and people of the Islamic Republic of Iran and **emphasizing** restraint, peaceful dialogue and diplomatic engagement, support for a peaceful settlement through diplomatic means; (Iran 29.9.2026)

3. Appreciating and commending the Islamic Republic of Pakistan's consistent and constructive diplomatic support for ECO Member States and its mediation efforts towards de-escalation during the recent Iran-United States crisis, including the Islamabad Peace Talks and the resulting Islamabad MoU, as well as its participation in the post-agreement negotiations in Burgenstock, Switzerland; reaffirming the importance of dialogue, diplomacy, respect for international law and promoting mutual trust, stability and the peaceful resolution of disputes, and calling for continued cooperation within the ECO framework towards lasting peace and stability in the region. ; in addition to Pakistan's commendable efforts, highly appreciating the State of Qatar for its important role as a trusted facilitator of international diplomacy, most notably demonstrated by its mediation efforts at the 81st United Nations General Assembly. **(Ad-ref)**

4. **Commending** the Organization for demonstrating that regionalism can remain effective and operational even under conditions of acute geopolitical stress; **(Ad-ref)**

5. **Underscoring** the importance of convening regular and timely in-person meetings of the ECO Council of Ministers (COM) and other high-level meetings as essential mechanisms for strengthening policy coordination, providing strategic guidance, advancing regional cooperation and ensuring the effective implementation of ECO decisions, priorities and joint initiatives. **(Ad-ref)**

6. Recalling the adoption of ECO Vision 2025 at the 13th ECO Summit in Islamabad in 2017, and welcoming the Strategic Goals of Economic Cooperation 2035, to be adopted at the 18th ECO Summit in Tehran in 2026, as a comprehensive framework building upon the achievements and guiding principles of ECO Vision 2025

to further advance regional integration, connectivity, resilience and sustainable prosperity, and resolving that Member States and ECO institutions take the necessary steps for its timely and effective implementation. **(Ad-ref)**

7. **Reaffirming** the significance of the "Ashgabat Consensus for Action" adopted at the 15th ECO Summit in Ashgabat on November 28, 2021, as a mainline document that provides a comprehensive framework for cooperation across all key areas, including trade, transport, connectivity, energy, industry, economic growth, social welfare, environment, and climate change; **Emphasizing** its continued relevance as a roadmap for realizing the principal goal of sustainable socio-economic development and prosperity in the ECO region; **Commending** the ECO Secretariat for its effective measures to fulfil the goals and objectives arising from the Ashgabat Consensus for Action, and resolving to further strengthen our collective efforts to implement its provisions for the benefit of all Member States; **(Ad-ref)**

8. **Recalling** the successful holding of the 29th COM Meeting chaired by the Republic of Kazakhstan in an online format on November 28, 2025; **(Ad-ref)**

9. **Recalling** the successfully organized 17th ECO Summit in Khankendi, Azerbaijan and organizing the first-ever ECO Week, held from July 1–4, 2025, which included the ECO Youth Forum, ECO Women's Forum and the 6th ECO Business Forum, providing an invaluable platform to strengthen dialogue, cooperation and partnerships among the youth, women and business communities across the ECO region; **(Ad-ref)**

10. **Acknowledging** with deep appreciation the assumption by the Islamic Republic of Pakistan of the ECO Chairmanship for 2026-2027 under the newly established two-year Chairmanship formula; welcoming its theme, "Reviving Regionalism for a Resilient ECO," and expressing full support for the Chairmanship's efforts to advance this theme through enhanced dialogue, strengthened multilateral cooperation, expanded regional connectivity and greater people-to-people exchanges, with a view to furthering the Organization's shared regional objectives; **(Ad-ref)**

11. **Welcoming** the unanimous adoption by the United Nations General Assembly on July 24, 2026, of the resolution entitled "Year of International Law, 2028," initiated by Turkmenistan and co-sponsored by 78 UN Member States, **recognizing** the strategic importance of this initiative for strengthening the rule of law, promoting peaceful resolution of disputes, and enhancing international legal cooperation, and **expressing** sincere appreciation to all ECO Member States that co-sponsored this significant resolution; **(Ad-ref)**

12. **Acknowledging** the need for continuous reforms of institutional, regulatory and operational frameworks of the ECO aimed at enhancing the efficiency, transparency and effectiveness of the Organization, so that it remains responsive to the evolving challenges and needs of the ECO Member States; Highlighting the important role by the High-Level Committee (HLC) in this regard; **(Ad-ref)**

13. **Recognizing** the central role of the Regional Planning Council (RPC) in advancing the objectives of the Organization through programme planning, implementation review and sectoral coordination, and emphasizing the importance of further strengthening its role, in line with the ECO reform process, as an effective mechanism for coordination and engagement between the Secretariat and relevant national institutions of Member States; **(Ad-ref)**

14. **Welcoming** the continued momentum in ECO sectoral cooperation through the planned convening of next ministerial meetings on commerce and foreign trade and agriculture in the Islamic Republic of Iran, energy in the Republic of Türkiye; interior and ICT in the Islamic Republic of Pakistan, as well as ministerial meetings on finance/economy and health, and Expressing confidence that these engagements will further strengthen policy coordination and the implementation of the Strategic Goals of Economic Cooperation – 2035; **(Ad-ref)**

15. **Stressing** the vital importance of the collective adoption and implementation of ECO agreements and frameworks by all Member States to promote uniformity, strengthen institutional cohesion and ensure the effective achievement of the Organization's shared development goals; **(Ad-ref)**

16. **Recognizing** the essential contribution of trade and investment to economic prosperity and sustainable development; Stressing the importance of strengthening intra-regional economic cooperation and enhancing the region's participation in international trade and global value chains; Emphasizing that deeper regional integration and broader market connectivity are critical to enhancing competitiveness, productivity and long-term economic resilience; while taking into account the different levels of development and national circumstances of Member States; **(Ad-ref)**

17. Acknowledging the outcomes of relevant United Nations processes on artificial intelligence, including General Assembly resolutions 78/265 and 78/311 adopted by consensus, as well as the convening of the first Global Dialogue on Artificial Intelligence Governance in Geneva on 6–7 July 2026 pursuant to resolution 79/325, and underlining the importance of bridging the artificial intelligence capacity gap among and within countries and of promoting safe, secure and trustworthy artificial intelligence systems in the non-military domain for sustainable development; **(Ad-ref)**

18. **Underlining** the important role of small and medium-sized enterprises (SMEs) as drivers of innovation, employment and inclusive economic growth, highlighting the need to create an enabling environment for their development through fair competition, technological advancement, entrepreneurship, improved access to finance, business opportunities and professional networks, while promoting sustainable and environmentally responsible trade practices; **(Ad-ref)**

19. **Welcoming** the outcomes of the 5th ECO Ministerial Meeting on Commerce and Foreign Trade, hosted by the Republic of Türkiye on November 26, 2025; Commending the adoption of the Trade Negotiation Strategy and Roadmap for amending the ECO Trade Agreement (ECOTA) and the recommendation to establish a Technical Negotiation Committee (TNC); Appreciating the convening of the First Meeting of the Technical Negotiation Committee (TNC) on April 15, 2026, and encouraging the maintenance of the momentum generated towards the advancement of the ECOTA amendment process and regional trade integration; **Recognizing** the importance of a flexible, inclusive, and phased negotiation approach that takes into account

the diverse economic development levels and national priorities of all ECO Member States, including those not yet Party to ECOTA, to ensure broad and meaningful participation in the amendment process; **(Ad-ref)**

20. **Acknowledging** the strategic significance of the "ECO Sustainable and Resilient Transport Strategy for 2026–2035" and the "ECO Regional ICT Strategy for 2026–2030" in enhancing connectivity, trade facilitation and digital transformation within the ECO Region; Recognizing the importance of strengthening institutional and human capacity across the ECO Region to accelerate connectivity initiatives and implement transport and ICT strategies effectively; **(Ad-ref)**

21. **Confident** that the 14th ECO Ministerial Meeting on Transport, held in October 2026 in the Republic of Kazakhstan, will further strengthen regional cooperation on transport-related matters; Expressing appreciation to the Islamic Republic of Pakistan for hosting the upcoming 4th ECO Ministerial Meeting on ICT in Islamabad and for its active role in preparing the new ECO Regional ICT Strategy for 2026–2030; **(Ad-ref)**

22. **Fully** aware of the transformative potential of emerging technologies, including artificial intelligence, blockchain, quantum computing, 5G, robotics, and others — and the need to harness these technologies to foster sustainable economic development, inclusive growth, and regional prosperity, taking into account the associated risks and the need to exchange experience on ways to mitigate such risks; **(Ad-ref)**

23. **Recognizing** the critical role of quality education, technical and vocational education and training (TVET), digital skills, research, innovation and lifelong learning in promoting human capital development, youth empowerment and sustainable economic growth across the ECO region; **(Ad-ref)**

24. **Attaching** increasing importance to sustained ECO multilateral engagement and diplomacy with existing and prospective partners in transport and ICT, including UNESCAP, UNECE, UN-OHRLLS, IsDB, AIIB, ADB, SCO, OTS, ITU, DCO, IRU, OSJD, OTIF, and other relevant regional and global organizations; **(Ad-ref)**

25. **Recognizing** the steady developments in the ECO region towards enhancement of energy security and sustainability via stronger energy connectivity, diversification of energy mix and supplies, as well as advancement of clean energy and regional electricity market agendas; **(Ad-ref)**

26. **Appreciating** the Republic of Uzbekistan for hosting the 6th ECO Ministerial Meeting on Environment on 3 June 2026 in Samarkand, which provided a valuable platform to reaffirm the critical importance of enhanced regional environmental coordination, collaborative policy-making, shared innovation, and inclusive multilateralism in safeguarding our common future, as reflected in the outcomes of Ministerial Meeting and the First Meeting of the ECO High-Level Dialogue Platform on Environmental Cooperation held in Astana in April 2026; **(Ad-ref)**

27. **Recognizing** the vital role of agriculture in ensuring food security, supporting rural livelihoods, generating employment, and promoting environmental sustainability, and underscoring the importance of enhanced investment, innovation, climate-resilient agricultural systems, and sustainable water use through strengthened regional cooperation; **(Ad-ref)**

28. **Reaffirming** the strategic importance of sustainable industrial development as a key driver of economic growth, productivity, economic diversification, and regional competitiveness, and emphasizing the role of technological innovation, industrial modernization, aligned standards taking into account Member States' international obligations and enhanced regional cooperation in advancing the common development objectives of ECO Member States; **(Ad-ref)**

29. **Taking** note of tourism as an important driver of regional integration, sustainable development and cultural connectivity, and emphasizing the importance of advancing collaborative efforts in this sector; Welcoming the successful holding of the 7th ECO Ministerial Meeting on Tourism in Shusha, Azerbaijan, on April 29, 2026, as well as the inauguration of Shusha as the ECO Tourism Capital 2026 and the associated year-long programme of activities, which together contributed to enhancing the visibility of the ECO brand and promoting the region's tourism destinations; **(Ad-ref)**

30. Commending the Republic of Uzbekistan for hosting the 1st Meeting of the ECO Advisory Committee on Tourism on 26–27 November 2025 in Tashkent, which provided an important platform for enhancing regional cooperation, raising the profile of the ECO region, and advancing sustainable and inclusive tourism development; **(Ad-ref)**

31. **Welcoming** the launch and advancement of key tourism policy initiatives, including the Compendium of Best Practices for Ecotourism in the ECO Region, the Policy Brief on Diversifying Intra-Regional Tourism, and the finalization of the 2026–2030 Roadmap for Expansion of Tourism Services (RETS-2030) by the ECO Advisory Committee on Tourism, as important contributions to the sustainable development and competitiveness of the tourism sector in the ECO region; **(Ad-ref)**

32. **Recognizing** inclusive and sustainable development as essential to regional integration and prosperity, with youth, women and families serving as key drivers of social, economic and cultural progress; Acknowledging education, health, disaster resilience, sustainable water cooperation, access to finance, and technology transfer on mutually agreed terms as important enablers for achieving sustainable development goals and advancing the long-term priorities of the ECO region; Underscoring the importance of promoting sustainable approaches and public procurement practices in the sectors of disaster risk reduction, education, healthcare and water cooperation; **(Ad-ref)**

33. **Emphasizing** the significance of the First ECO Forum on Sustainable Development, held in Arkadag, Turkmenistan, on April 28–29, 2025, and the First ECO Women and Youth Forum held in Azerbaijan on the sidelines of the 17th ECO Summit; Recognizing these initiatives as important steps towards strengthening regional cooperation and promoting the participation, skills development and empowerment of young people, while giving due attention to their physical, psychosocial and digital well-being, including through preventive approaches to substance use and behavioural addictions; Reaffirming the commitment of Member States to advancing the Strategic Goals of Economic Cooperation 2035; **(Ad-ref)**

34. **Reaffirming** the critical importance of robust regional cooperation against illicit drugs and transnational organized crime as a core pillar of the ECO Strategic Goals and Objectives (Vision 2035), and emphasizing the necessity of enhanced synergy among judicial, law enforcement, and parliamentary institutions; **(Ad-ref)**

35. **Recognizing** the important role of parliamentary diplomacy in advancing the objectives of the Organization and deepening cooperation among Member States, notably through the active engagement of the Parliamentary Assembly of ECO Member States (PAECO); **(Ad-ref)**

36. **Acknowledging** the importance of continued consultations with Member States to facilitate Afghanistan's engagement with the Organization in relevant areas, with a view to achieving the country's full and effective participation once circumstances permit; **(Ad-ref)**

37. **Emphasizing** the importance of enhancing scientific, educational and technological, as well as industrial cooperation among the Member States; **Recognizing** the role of ECO Subsidiary Bodies in advancing the Organization's multifaceted agenda; **(Ad-ref)**

38. **Commending** the work of the ECO Secretariat in monitoring, coordinating and implementing ECO projects, and underscoring the importance of accelerating the implementation of priority initiatives; Emphasizing the urgent need for diversified financing mechanisms – ~~including resources from the ECO Trade and Development Bank (ETDB)~~ and other international financial institutions – for robust research and statistical data ecosystems, and for enhanced institutional collaboration to drive evidence-based policymaking and to deliver tangible regional outcomes aligned with the Monitoring and Evaluation framework of the "Strategic Goals of Economic Cooperation – 2035"; (Turkey August 8) (Iran proposes to keep in track-change)

39. **Welcoming** the successful outcome of the 2nd Meeting of the Sub-Working Group on the Establishment of the ECO Joint Trade Zones, held in Gorgan, Iran, on November 3, 2025, and the subsequent endorsement by the Council of Permanent Representatives in February 2026 of the initiative of the President of Turkmenistan to develop a feasibility study for the creation of

joint trade zones in the ECO region; **Recognizing** the critical importance of actively leveraging the potential of cross-border and regional trade to consistently increase trade turnover between ECO Member States; **Underscoring** the need to create a comfortable cross-border environment and stimulate regional cooperation through a system of agreed priorities and mutual benefits; **Encouraging** all Member States to actively participate in the formulation of this initiative to support the development of joint trade zones, drawing on successful examples, such as the joint trade zone established between Turkmenistan and the Republic of Uzbekistan, and the proposed trade market at the "Altyn Asyr (Turkmenistan) – Incheh Boroun (Islamic Republic of Iran)" border crossing, with a view to creating a modern infrastructure for efficient trade and increasing intra-regional trade volumes; **(Ad-ref)**

Have decided to:

1. **Underscore** the pivotal role of sectoral ministerial engagement in advancing ECO agenda; Welcome the renewed momentum in the Organization's ministerial processes, marked by the convening of several long-pending meetings in 2025, including the Ministerial Meetings on Commerce and Foreign Trade and on Interior, as well as a number of other important ministerial meetings held in 2026; Encourage all Member States to ensure the timely hosting of and highest-level participation in the ministerial meetings scheduled for 2027, with a view to facilitating the effective implementation of joint ECO initiatives; **(Ad-ref)**

2. **Request** ECO Member States to participate at the highest level in 18th ECO Summit in Tehran in which the Strategic Goals of Economic Cooperation 2035 to be adopted? as a roadmap for advancing regional integration, connectivity and prosperity; (Iran – 14.09.2026)

   Request ECO Member States to participate at the highest level in the 18th ECO Summit in Tehran, which will provide an important opportunity to endorse the Strategic Goals of Economic Cooperation – 2035 as a roadmap for advancing regional integration, connectivity and shared prosperity; Secretariat's alternative version to preceding para as mandated by PrepCom

3. **Welcome** the convening of the first High-Level Committee (HLC) Meeting on ECO Reforms on February 3, 2025 and its outcomes, followed by the development of concrete proposals by the relevant Working Group for the implementation of the HLC recommendations; Encourage the continued active engagement of Member States in the reform process and underscore the importance of sustaining this momentum through regular and substantive HLC meetings; **(Ad-ref)**

4. **Support** the accelerated amendment and implementation of the ECO Trade Agreement (ECOTA), in accordance with the Trade Negotiation Strategy and Roadmap adopted by the 5th ECO Ministerial Meeting on Commerce and Foreign Trade, through an inclusive technical negotiation process open to all ECO Member States, with a view to aligning ECOTA with contemporary trade agreements and evolving developments in international trade, while taking into account the respective international obligations and commitments, national circumstance and development priorities of Member States; **(Ad-ref)**

5. **Encourage** Member States to actively participate in the ongoing ECOTA amendment process and invite those Member States that are not yet parties to ECOTA to engage in consultations, taking into account national development levels, economic priorities, and flexible accession mechanisms, with a view to advancing trade liberalization and regional market integration **(Ad-ref)**

6. **Call** for the timely implementation of the feasibility study on the establishment of joint trade zones within the ECO region, as proposed by the President of Turkmenistan and unanimously supported by the ECO Council of Permanent Representatives in February 2026, recognizing that such zones represent a practical and effective mechanism for increasing intra-regional trade turnover, strengthening cross-border cooperation, and creating a favorable environment for business contacts through a system of agreed priorities and mutual benefits; **Encourage** Member States to consider replicating the successful model of the joint trade zone established between Turkmenistan and the Republic of Uzbekistan, which has demonstrated clear benefits for trade growth and business confidence; **(Ad-ref)**

7. **Welcome** the adoption of the ECO Trade Facilitation Strategy, endorsed by the 5th ECO Ministerial Meeting on Commerce and Foreign Trade, as a key framework for facilitating intra-regional trade, reducing trade costs, improving customs and border procedures, and advancing regional economic integration within the ECO region; **(Ad-ref)**

8. **Further underscore** the importance of the expeditious conclusion of the draft ECO Trade Facilitation Agreement, and tasked the Joint Working Group with intensifying its technical negotiations toward the Agreement's early finalization and submission for adoption; and in this regard, noted with appreciation the offer of the Islamic Republic of Pakistan, made during the 36th Meeting of the Regional Planning Council, to host the 4th Meeting of the Joint Working Group in the third quarter of 2026. **(Ad-ref)**

9. **Urge** the Member States to fully implement the ECO Transit Transport Framework Agreement (TTFA) to unlock the region's full potential and enhance regional connectivity, trade, and economic development; **(Ad-ref)**

10. **Encourage** Member States to accord priority and urgency to ECO connectivity initiatives, including transport, transit and digital connectivity projects, in their national and regional development agendas, and to strengthen coordination through the Council of Ministers and relevant technical and ministerial forums to ensure their effective and timely implementation, and in this regard; Highlight the importance of the timely finalization and operationalization of the ECO Sustainable and Resilient Transport Strategy 2026–2035 and the ECO Regional ICT Strategy 2026–2030 as flagship frameworks for advancing regional connectivity, trade facilitation and digital transformation; **(Ad-ref)**

11. **Encourage** Member States to deepen cooperation on artificial intelligence and other emerging technologies, including through the exchange of experiences and best practices on national strategies, joint capacity-building, training and research programmes under the auspices of the ECO Science Foundation and other relevant ECO bodies, with a view to bridging the digital and artificial intelligence divide and harnessing these technologies for inclusive and sustainable development across the ECO region; **(Ad-ref)**

12. Encourage interested Member States to explore cooperation on the peaceful uses of outer space, including satellite technologies and space-based services in support of regional connectivity, disaster risk reduction and environmental monitoring; **(Ad-ref)**

13. Underline the importance of strengthening the security and resilience of critical digital infrastructure and essential services across the ECO region, and encourage enhanced cooperation amongst Member States in the field of ICT security including through capacity-building and voluntary exchange of information and best practices, cooperation amongst the relevant national relevant bodies and joint training and exercises for preparedness in accordance with national legislation and relevant international frameworks. **(Ad-ref)**

14. **Emphasize** the importance of ensuring equal, fair, transparent and non-discriminatory access, particularly for developing countries, to global markets for ICT security products, technologies and services, as a confidence-building measure to address security capability gaps, strengthen supply chain resilience and integrity, and enhance mutual trust among Member States. **Encourage** international cooperation, including the exchange of knowledge and best practices, capacity-building and technology transfer, as appropriate, while avoiding unjustified restrictions and unnecessary barriers that impede access to ICT security tools. **(Ad-ref)**

15. **Stress** the need for strengthened and diversified ECO multilateral diplomacy and outreach as a catalyst for connectivity and ICT development, and encourage results-oriented cooperation and partnerships with existing and prospective partners, and in this context; Note the importance of exploring and advancing cooperation mechanisms with relevant partners to enhance transport, transit corridors and ICT initiatives in the ECO Region; **(Ad-ref).**

16. **Take** note with appreciation the intention of the Republic of Türkiye to host the 5th ECO Ministerial Meeting on Energy in 2026; Call upon the Member States to enhance their ownership in the ECO's major energy projects while doubling support to the ECO

Clean Energy Centre (CECECO) and earliest launching of the ECO Regional Electricity Market (ECO-REM); **(Ad-ref)**

17. **Welcome** the operationalization of the ECO Clean Energy Centre (CECECO) in Baku, which will contribute to paving the way for regional sustainable energy transition in the ECO region, expressing conviction that it will evolve into a pivotal mechanism to ramp up the industrialization, energy and climate goals in the ECO region and beyond; **(Ad-ref)**

18. **Welcome** the adoption of "ECO Five-Year Roadmap on minerals cooperation for 2026– 2030" as the first ever overarching and inclusive framework document for regional cooperation in the field of minerals, including critical minerals essential for advanced and emerging technologies, and, in this regard; Reaffirm the commitment to promoting the sustainable management of mineral resources across the region; **(Ad-ref)**

19. Reiterate the resolve to support stronger regional action for addressing climate change, desertification, by promoting a transition towards resource efficient and low emission while underscoring the need to secure adequate means of implementation, including financing, technology transfer, and capacity building **(Ad-ref)**

20. **Emphasize** with satisfaction the milestone decisions on adoption of the ECO Cooperation Framework on the Environment (2026–2030) and its thematic Work Programs on Climate Change and Biodiversity, as well as on the successful follow-up of the Regional Initiative on Resource Efficiency, Sustainability, and Circular Economy (RESCUE), taken at the 6th ECO Ministerial Meeting on Environment held in Samarkand on June 3, 2026; Encourage all Member States to actively participate in the implementation of these frameworks and initiatives, and to contribute to the High Level Dialogue Platform, thereby transforming the ECO region into a leading example of climate smart and resilient regional cooperation; **(Ad-ref)**

21. **Recognize** the High-Level Dialogue Platform on Environmental Cooperation, initiated by the President of the Republic of Uzbekistan, as a mechanism for bringing together all relevant stakeholders to exchange knowledge, share best practices, identify

practical solutions, and advance coordinated regional environmental action; **(Ad-ref)**

22. **Call** upon Member States to further strengthen regional cooperation in the agriculture and industry sectors through focusing on effective implementation of already existing and/or agreed upon frameworks, programmes, and initiatives, with a view to enhancing food security, promoting sustainable industrial development, fostering innovation, facilitating technology transfer, and advancing economic integration within the ECO region; **(Ad-ref)**

23. **Express** sincere appreciation to the Republic of Tajikistan for hosting the 4th ECO Ministerial Meeting on Industry and the 3rd Meeting of the High-Level Experts Group on Industry on September 22–23, 2026 in Dushanbe, providing a valuable opportunity to renew high-level policy dialogue, oversight, and advance industrial development trajectory in the region; **(Ad-ref)**

24. **Encourage** all ECO Member States to strengthen regional efforts in tourism investment, promote sustainable tourism practices, expand digital outreach, and enhance capacity building initiatives through the newly established ECO Tourism Educational Network; **(Ad-ref)**

25. **Urge** active participation of relevant stakeholders in ECO's tourism cooperation mechanisms, including the ECO Advisory Committee on Tourism, the ECO Tour Operators' Network, the ECO Silk Road Task Force, and other relevant sub-committees, to foster a vibrant and resilient tourism sector across the region; **(Ad-ref)**

26. **Welcome** the continued implementation of the ECO Tourism Capital initiative and encouraging all Member States to actively support and participate in the programme, recognizing its contribution to cultural exchange, local economic development and the preservation of cultural heritage, and note with appreciation the designated ECO Tourism Capitals, commencing with Lahore in 2027, followed by Mary in 2028, Karakol in 2029 and Aktau in 2030; **(Ad-ref)**

27. **Support** ECO activities on sustainable development aimed at fostering collaboration and coherence among the ECO Member

States; Acknowledge the recommendations of the 1st ECO Forum on Sustainable Development, the ECO Youth Forum and the ECO Women Forum; Encourage the institutionalization of these forums and the development, within the ECO Youth Forum, of thematic workshops, experience-sharing and capacity-building initiatives in areas of common interest, including entrepreneurship, innovation, sustainable development and technology; Call upon Member States to consider, subject to their national legislation, priorities and available resources, allocating appropriate financial resources to support youth engagement in regional economic integration **(Ad-ref)**

28. **Welcome** the outcomes of the 10th ECO Ministerial Meeting on Disaster Risk Reduction hosted by the Islamic Republic of Pakistan in January 2026, especially updating the ECO Regional Framework on Disaster Risk Reduction (ECORFDRR); Invite Member States to give due priority to the effective implementation of the updated Framework; **(Ad-ref)**

29. **Encourage** the Member States and the Secretariat to strengthen their coordinated efforts in combating illicit drugs and transnational organized crime through enhanced judicial, law-enforcement and parliamentary cooperation, complemented, as appropriate, by evidence-based prevention, early intervention and referral to treatment; **(Ad-ref)**

30. **Urge** the Member States to further strengthen parliamentary cooperation within the ECO framework, including through active engagement with the Parliamentary Assembly of ECO Countries (PAECO), urging those Member States that have not yet done so to complete the necessary procedures for signing and/or ratifying the PAECO Charter at the earliest opportunity; **(Ad-ref)**

31. **Understand** that achieving meaningful progress on the concerns of Member States would contribute toward creating an enabling environment and conductive conditions for fostering regional cooperation and lay the basis for Afghanistan's full and effective participation in ECO activities and processes; **(Ad-ref)**

32. **Acknowledge** the ECO Secretariat's efforts for consolidating cooperation with other regional and international organizations, as well as ECO Observers; Welcome the adoption of the United

Nations General Assembly Resolution A/RES/79/330 entitled "Cooperation between the United Nations and the Economic Cooperation Organization" during the 79th Session of the United Nations General Assembly on September 5, 2025; **(Ad-ref)**

33. **Commend** Pakistan's efforts, as current ECO Chair, to spearhead the convening of the inaugural meeting of the ECO–ASEAN Contact Group, with the Ambassador of Pakistan in Jakarta leading coordination efforts; **(Ad-ref)**

34. **Urge** Member States to actively engage with and support the ECO Educational Institute, ECO Cultural Institute and ECO Science Foundation through broader participation, enhanced collaboration and greater ownership; Commend their continued efforts in advancing the work of the Organization across the region, encouraging them to further strengthen mutual coordination and develop complementary programmes, joint initiatives and thematic events that effectively promote ECO priorities, objectives and regional cooperation agenda; **(Ad-ref)**

35. **Underscore** the importance of enhancing ECO's global visibility and, to this end, encourage Member States to observe ECO Day in a coordinated manner, including through gatherings of ECO Ambassadors, particularly when it coincides with UN or other international events, to strengthen the Organization's profile and visibility; **(Ad-ref)**

36. **Encourage** the ECO Secretariat to intensify engagement with the United Nations, regional and international organizations, development banks, with the aim of advancing priority initiatives, leveraging comparative strengths and generating tangible socio-economic benefits across the region; **(Ad-ref)**

37. **Urge** the ECO Member States to support the Secretariat in its efforts to engage with International Financial Institutions (IFIs), Multilateral Development Banks ~~(notably the ECO Trade and Development Bank, the Islamic Development Bank and the Asian Infrastructure Investment Bank),~~ in order to secure grant and concessional financing for regional initiatives, including: (i) grants for the implementation of sustainable and green tendering procedures; (ii) co-financing of the transformation of the ECO Economic Journal (Scopus/Web of Science indexing); (iii) capacity-

building of National Statistical Offices in the field of Smart Statistics; and (iv) pre-feasibility studies for projects originating from the Member States; (Turkey August 8) (Iran proposes to keep in track-change) (Turkiye 29.09.2026)

38. ~~**Reiterate** the need to strengthen the ECO Trade and Development Bank (ECO TDB), including through the expansion of its membership to all ECO Member States~~; **Reiterate** the need to strengthen the ECO Trade and Development Bank (ECO TDB), including through the expansion of its membership to a broader range of interested ECO Member States; (Proposed by Kazakhstan) **(Ad-ref)** ~~Encourage the Bank to play a more active role in financing priority regional projects and programmes, as well as in mobilizing resources and forging partnerships with international financial and development institutions in support of ECO objectives.~~ (Turkey August 8) (Iran proposes to keep in track-change)

Commented [MM1]: We support ECO Secretariat in its efforts to engage with IFIs and MDBs. However we are not in favor of explicitly naming any specific MDB in reference to cooperation with the ECO Secretariat. Thus, it is preferable to refer to MDBs and IFIs in general terms.

39. **Foster** vibrant and resilient media cooperation across the region, recognizing the transformative impact of digital communication and emerging technologies. Strengthen coordinated efforts to promote the dissemination of factual information and responsible media reporting, contributing to the realization of the ECO Vision, regional solidarity and sustainable development; **(Ad-ref)**

40. **Call** upon ECO Member States and the ECO Secretariat to strengthen cooperation on sustainable use of water resources, capacity building in water-use efficiency, flood and drought management, groundwater recharge, water quality improvement, wastewater treatment and reuse, climate-resilient water infrastructure, , and early warning systems; and encourage the development of bankable regional water resilience projects supported by international financial institutions and multilateral development banks, in accordance with national priorities, national laws, and based on mutually agreed terms; **(Ad-ref)**

41. **Extend** deep appreciation to the Islamic Republic of Pakistan and to H.E. Mr. Mohammad Ishaq Dar, Deputy Prime Minister and Minister of Foreign Affairs, for the excellent arrangements and able chairmanship of the 30th Meeting of the Council of Ministers (COM); Express gratitude to all ECO Member States for their

participation in the Meeting, reflecting steadfast commitment to regional cooperation; **(Ad-ref)**

42. **Appreciate** the support of the ECO Secretary General, Dr. Asad M. Khan, and his team at the Secretariat in Tehran, whose dedicated efforts contributed significantly to the preparation and successful holding of the COM Meeting. **(Ad-ref)**

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Economic Cooperation Organization
ECO

No: CFU /2026/1161

Priority: Normal
Date: 13/10/2026
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 honor to enclose Report of the 8th PrepCom Meeting, held on October 12, 2026, and the **updated version of Draft Islamabad Communiqué** as of today, in track-changes format.

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

Report of the Eighth PrepCom Meeting
October 12, 2026
ECO Secretariat – Tehran

The Eighth Meeting of the Preparatory Committee (PrepCom) was held on October 12, 2026, under the chairmanship of the representative of Pakistan and coordinated by the ECO Legal Advisor. The meeting was attended by representatives of the ECO Member States including Azerbaijan, Iran, Türkiye, and Uzbekistan, as well as relevant staff of the ECO Secretariat.

The Meeting considered the Draft Agendas and Annotated Draft Agendas of the Senior Officials Meeting (SoM) and 30th Council of Ministers (COM) Meeting, scheduled to be held in Islamabad on November 15, 2026 and November 16, 2026 respectively.

The Meeting further considered the Draft Islamabad Communiqué concerning the 30th COM, with particular emphasis on the paragraphs on which consensus had yet to be reached. Following deliberations, the Committee requested the relevant ECO Member States to engage in bilateral and trilateral consultations, as appropriate, with a view to resolving the outstanding issues and reaching consensus on the disputed paragraphs.

The Secretariat was tasked to prepare and circulate the updated version of the Draft Islamabad Communiqué among Member States for their further consideration.

The Committee agreed to convene its next (9th) Session on October 26, 2026 at 10:00 hours in hybrid mode to continue consideration of the Draft Islamabad Communiqué.

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Economic Cooperation Organization
ECO

The Senior Officials Meeting (SOM)
(Preceding the 30th Meeting of the Council of Ministers)

Draft Agenda
And
Annotated Draft Agenda

November 15, 2026
Islamabad, Pakistan

Draft Agenda

1. Opening of the Meeting and Remarks by ECO Secretary General;
2. Remarks by the Chairman, the Islamic Republic of Pakistan;
3. Appointment of the Drafting Committee;
4. **Preparation for the 30th Meeting of the Council of Ministers (COM):**
   - **a)** Draft Agenda of the **30th** COM;
   - **b)** Consideration of the Report of ECO Secretary General on activities of the Organization;
   - **c)** Review and Approval of:
     - Reports of ECO Council of Permanent Representatives (CPR) Meetings;
     - Reports of Sectoral Ministerial Meetings;
     - Reports of Specialized Agencies/Regional Institutions/Affiliated Bodies;
       - Adoption of the appointment of the nominee of the Islamic Republic of Iran, for a further term of three (3) years as President of ECOSF;
   - **d)** Adoption of the Strategic Goals of Economic Cooperation – 2035;
   - **e)** Adoption of the Draft Decisions on 1st HLC Report
   - **f)** Administrative and Financial Matters of ECO Secretariat:
   - **g)** Adoption of Islamabad Communiqué;
   - **h)** Treaty Event;
   - **i)** Any other business;
   - **j)** Date and venue of the next COM meeting;
   - **k)** Finalization of Draft Report of the 30th Meeting of Council of Ministers.
5. Closing Remarks.

Economic Cooperation Organization
ECO

30th Meeting of the ECO Council of Ministers (COM)

Draft Agenda and Annotated Draft Agenda

November 16, 2026
Islamabad, Pakistan

Draft Agenda

Inaugural Ceremony

- Welcoming remarks by the Honourable Deputy Prime Minister and the Foreign Minister of the Islamic Republic of Pakistan;
- Family Photo

Opening Statements

- Statement by the Honourable Deputy Prime Minister and the Foreign Minister of the Islamic Republic of Pakistan as the host and current ECO Chair;
- Statement by the Honourable Foreign Minister of Republic of Kazakhstan as the ECO Chair in 2025;
- Statement by the distinguished ECO Secretary General.

1. Adoption of the Agenda;

2. Statements by Ministers/Heads of Delegation of Member States;
   Other statements:
   - Statements by the ECO Observers, if any.
   - Special Guest (s), if any.
   - Statement by the Heads of Regional and International Partners, if any.
   - Statement by Heads of ECO Bodies;

3. Consideration of the Report of ECO Secretary General on activities of the Organization;
4. Review and approval of:
   - Reports of ECO Council of Permanent Representatives (CPR) Meetings;
   - Reports of Sectoral Ministerial Meetings;
   - Reports of Specialized Agencies/Regional Institutions/Affiliated Bodies:
     - Adoption of the appointment of the nominee of the Islamic Republic of Iran, for a further term of three (3) years as President of ECOSF;
5. Adoption of the Strategic Goals of Economic Cooperation – 2035;
6. Adoption of the Draft Decisions on 1st HLC Report;
7. Administrative and Financial Matters of the ECO Secretariat;
8. Adoption of Islamabad Communiqué;
9. Treaty Event;
10. Any other business;
11. Date and venue of the next COM meeting;
12. Adoption of Report and closing of the Meeting.

Zero Draft
(Updated by 7th PrepCom)

30th Meeting of the Council of Ministers (COM) of the Economic Cooperation Organization (ECO)
Islamabad, Pakistan
(*November 16, 2026*)

Islamabad Communiqué

We, the Ministers of Foreign Affairs and Heads of Delegation of the ECO Member States, convened for the 30th Meeting of the ECO Council of Ministers (COM) on November 16, 2026 in Islamabad under the Chairmanship of H.E. Mr. Mohammad Ishaq Dar, Deputy Prime Minister and Minister of Foreign Affairs of the Islamic Republic of Pakistan, and while:

1. **Recalling** the principles enshrined in the Treaty of Izmir and the goals set within the ECO framework, as well as the shared resolve of our Heads of State and Government to strengthen regional cooperation, advance sustainable development and foster inclusive economic growth; **(Ad-ref)**

2. ~~**Expressing** concern over the challenging geopolitical environment in the region as a result of the unprovoked external aggression against the Islamic Republic of Iran, and expressing solidarity with the government and people of the Islamic Republic of Iran, a founding ECO Member State whose contributions have been central to the development of the ECO; with a view to finding a peaceful settlement of the crisis through peaceful/diplomatic means (Türkiye August 30)~~

Expressing concern over the challenging geopolitical environment in the region following the recent military crisis involving the Islamic Republic of Iran, emphasizing the importance of restraint, peaceful dialogue and diplomatic engagement, and recognizing the important role of the Islamic Republic of Iran as a founding Member State of the ECO and its significant contributions to the development of the Organization; (Proposed by Uzbekistan - 31.08.2026) (Deletion proposed by Iran dated 14.09.2026) Retention proposed by Uzbekistan (Turkiye 11.10.2026)

Expressing concern over the challenging geopolitical environment in the region, **condemning** military strikes on the territory of the

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Islamic Republic of Iran that caused numerous civilian casualties and significant infrastructure damage, violated international law and the UN Charter, and pose serious risks to international peace, security and stability; **expressing solidarity** with the government and people of the Islamic Republic of Iran and **emphasizing** restraint, peaceful dialogue and diplomatic engagement, support for a peaceful settlement through diplomatic means; (Iran 29.9.2026)

3. Appreciating and commending the Islamic Republic of Pakistan's consistent and constructive diplomatic support for ECO Member States and its mediation efforts towards de-escalation during the recent Iran-United States crisis, including the Islamabad Peace Talks and the resulting Islamabad MoU, as well as its participation in the post-agreement negotiations in Burgenstock, Switzerland; reaffirming the importance of dialogue, diplomacy, respect for international law and promoting mutual trust, stability and the peaceful resolution of disputes, and calling for continued cooperation within the ECO framework towards lasting peace and stability in the region. ; in addition to Pakistan's commendable efforts, highly appreciating the State of Qatar for its important role as a trusted facilitator of international diplomacy, most notably demonstrated by its mediation efforts at the 81st United Nations General Assembly. **(Ad-ref)**

4. **Commending** the Organization for demonstrating that regionalism can remain effective and operational even under conditions of acute geopolitical stress; **(Ad-ref)**

5. **Underscoring** the importance of convening regular and timely in-person meetings of the ECO Council of Ministers (COM) and other high-level meetings as essential mechanisms for strengthening policy coordination, providing strategic guidance, advancing regional cooperation and ensuring the effective implementation of ECO decisions, priorities and joint initiatives. **(Ad-ref)**

6. Recalling the adoption of ECO Vision 2025 at the 13th ECO Summit in Islamabad in 2017, and welcoming the Strategic Goals of Economic Cooperation 2035, to be adopted at the 18th ECO Summit in Tehran in 2026, as a comprehensive framework building upon the achievements and guiding principles of ECO Vision 2025

to further advance regional integration, connectivity, resilience and sustainable prosperity, and resolving that Member States and ECO institutions take the necessary steps for its timely and effective implementation. **(Ad-ref)**

7. **Reaffirming** the significance of the "Ashgabat Consensus for Action" adopted at the 15th ECO Summit in Ashgabat on November 28, 2021, as a mainline document that provides a comprehensive framework for cooperation across all key areas, including trade, transport, connectivity, energy, industry, economic growth, social welfare, environment, and climate change; **Emphasizing** its continued relevance as a roadmap for realizing the principal goal of sustainable socio-economic development and prosperity in the ECO region; **Commending** the ECO Secretariat for its effective measures to fulfil the goals and objectives arising from the Ashgabat Consensus for Action, and resolving to further strengthen our collective efforts to implement its provisions for the benefit of all Member States; **(Ad-ref)**

8. **Recalling** the successful holding of the 29th COM Meeting chaired by the Republic of Kazakhstan in an online format on November 28, 2025; **(Ad-ref)**

9. **Recalling** the successfully organized 17th ECO Summit in Khankendi, Azerbaijan and organizing the first-ever ECO Week, held from July 1–4, 2025, which included the ECO Youth Forum, ECO Women's Forum and the 6th ECO Business Forum, providing an invaluable platform to strengthen dialogue, cooperation and partnerships among the youth, women and business communities across the ECO region; **(Ad-ref)**

10. **Acknowledging** with deep appreciation the assumption by the Islamic Republic of Pakistan of the ECO Chairmanship for 2026-2027 under the newly established two-year Chairmanship formula; welcoming its theme, "Reviving Regionalism for a Resilient ECO," and expressing full support for the Chairmanship's efforts to advance this theme through enhanced dialogue, strengthened multilateral cooperation, expanded regional connectivity and greater people-to-people exchanges, with a view to furthering the Organization's shared regional objectives; **(Ad-ref)**

11. **Welcoming** the unanimous adoption by the United Nations General Assembly on July 24, 2026, of the resolution entitled "Year of International Law, 2028," initiated by Turkmenistan and co-sponsored by 78 UN Member States, **recognizing** the strategic importance of this initiative for strengthening the rule of law, promoting peaceful resolution of disputes, and enhancing international legal cooperation, and **expressing** sincere appreciation to all ECO Member States that co-sponsored this significant resolution; **(Ad-ref)**

12. **Acknowledging** the need for continuous reforms of institutional, regulatory and operational frameworks of the ECO aimed at enhancing the efficiency, transparency and effectiveness of the Organization, so that it remains responsive to the evolving challenges and needs of the ECO Member States; Highlighting the important role by the High-Level Committee (HLC) in this regard; **(Ad-ref)**

13. **Recognizing** the central role of the Regional Planning Council (RPC) in advancing the objectives of the Organization through programme planning, implementation review and sectoral coordination, and emphasizing the importance of further strengthening its role, in line with the ECO reform process, as an effective mechanism for coordination and engagement between the Secretariat and relevant national institutions of Member States; **(Ad-ref)**

14. **Welcoming** the continued momentum in ECO sectoral cooperation through the planned convening of next ministerial meetings on commerce and foreign trade and agriculture in the Islamic Republic of Iran, energy in the Republic of Türkiye; interior and ICT in the Islamic Republic of Pakistan, as well as ministerial meetings on finance/economy and health, and Expressing confidence that these engagements will further strengthen policy coordination and the implementation of the Strategic Goals of Economic Cooperation – 2035; **(Ad-ref)**

15. **Stressing** the vital importance of the collective adoption and implementation of ECO agreements and frameworks by all Member States to promote uniformity, strengthen institutional cohesion and ensure the effective achievement of the Organization's shared development goals; **(Ad-ref)**

16. **Recognizing** the essential contribution of trade and investment to economic prosperity and sustainable development; Stressing the importance of strengthening intra-regional economic cooperation and enhancing the region's participation in international trade and global value chains; Emphasizing that deeper regional integration and broader market connectivity are critical to enhancing competitiveness, productivity and long-term economic resilience; while taking into account the different levels of development and national circumstances of Member States; **(Ad-ref)**

17. Acknowledging the outcomes of relevant United Nations processes on artificial intelligence, including General Assembly resolutions 78/265 and 78/311 adopted by consensus, as well as the convening of the first Global Dialogue on Artificial Intelligence Governance in Geneva on 6–7 July 2026 pursuant to resolution 79/325, and underlining the importance of bridging the artificial intelligence capacity gap among and within countries and of promoting safe, secure and trustworthy artificial intelligence systems in the non-military domain for sustainable development; **(Ad-ref)**

18. **Underlining** the important role of small and medium-sized enterprises (SMEs) as drivers of innovation, employment and inclusive economic growth, highlighting the need to create an enabling environment for their development through fair competition, technological advancement, entrepreneurship, improved access to finance, business opportunities and professional networks, while promoting sustainable and environmentally responsible trade practices; **(Ad-ref)**

19. **Welcoming** the outcomes of the 5th ECO Ministerial Meeting on Commerce and Foreign Trade, hosted by the Republic of Türkiye on November 26, 2025; Commending the adoption of the Trade Negotiation Strategy and Roadmap for amending the ECO Trade Agreement (ECOTA) and the recommendation to establish a Technical Negotiation Committee (TNC); Appreciating the convening of the First Meeting of the Technical Negotiation Committee (TNC) on April 15, 2026, and encouraging the maintenance of the momentum generated towards the advancement of the ECOTA amendment process and regional trade integration; **Recognizing** the importance of a flexible, inclusive, and phased negotiation approach that takes into account

the diverse economic development levels and national priorities of all ECO Member States, including those not yet Party to ECOTA, to ensure broad and meaningful participation in the amendment process; **(Ad-ref)**

20. **Acknowledging** the strategic significance of the "ECO Sustainable and Resilient Transport Strategy for 2026–2035" and the "ECO Regional ICT Strategy for 2026–2030" in enhancing connectivity, trade facilitation and digital transformation within the ECO Region; Recognizing the importance of strengthening institutional and human capacity across the ECO Region to accelerate connectivity initiatives and implement transport and ICT strategies effectively; **(Ad-ref)**

21. **Confident** that the 14th ECO Ministerial Meeting on Transport, held in October 2026 in the Republic of Kazakhstan, will further strengthen regional cooperation on transport-related matters; Expressing appreciation to the Islamic Republic of Pakistan for hosting the upcoming 4th ECO Ministerial Meeting on ICT in Islamabad and for its active role in preparing the new ECO Regional ICT Strategy for 2026–2030; **(Ad-ref)**

22. **Fully** aware of the transformative potential of emerging technologies, including artificial intelligence, blockchain, quantum computing, 5G, robotics, and others — and the need to harness these technologies to foster sustainable economic development, inclusive growth, and regional prosperity, taking into account the associated risks and the need to exchange experience on ways to mitigate such risks; **(Ad-ref)**

23. **Recognizing** the critical role of quality education, technical and vocational education and training (TVET), digital skills, research, innovation and lifelong learning in promoting human capital development, youth empowerment and sustainable economic growth across the ECO region; **(Ad-ref)**

24. **Attaching** increasing importance to sustained ECO multilateral engagement and diplomacy with existing and prospective partners in transport and ICT, including UNESCAP, UNECE, UN-OHRLLS, IsDB, AIIB, ADB, SCO, OTS, ITU, DCO, IRU, OSJD, OTIF, and other relevant regional and global organizations; **(Ad-ref)**

25. **Recognizing** the steady developments in the ECO region towards enhancement of energy security and sustainability via stronger energy connectivity, diversification of energy mix and supplies, as well as advancement of clean energy and regional electricity market agendas; **(Ad-ref)**

26. **Appreciating** the Republic of Uzbekistan for hosting the 6th ECO Ministerial Meeting on Environment on 3 June 2026 in Samarkand, which provided a valuable platform to reaffirm the critical importance of enhanced regional environmental coordination, collaborative policy-making, shared innovation, and inclusive multilateralism in safeguarding our common future, as reflected in the outcomes of Ministerial Meeting and the First Meeting of the ECO High-Level Dialogue Platform on Environmental Cooperation held in Astana in April 2026; **(Ad-ref)**

27. **Recognizing** the vital role of agriculture in ensuring food security, supporting rural livelihoods, generating employment, and promoting environmental sustainability, and underscoring the importance of enhanced investment, innovation, climate-resilient agricultural systems, and sustainable water use through strengthened regional cooperation; **(Ad-ref)**

28. **Reaffirming** the strategic importance of sustainable industrial development as a key driver of economic growth, productivity, economic diversification, and regional competitiveness, and emphasizing the role of technological innovation, industrial modernization, aligned standards taking into account Member States' international obligations and enhanced regional cooperation in advancing the common development objectives of ECO Member States; **(Ad-ref)**

29. **Taking** note of tourism as an important driver of regional integration, sustainable development and cultural connectivity, and emphasizing the importance of advancing collaborative efforts in this sector; Welcoming the successful holding of the 7th ECO Ministerial Meeting on Tourism in Shusha, Azerbaijan, on April 29, 2026, as well as the inauguration of Shusha as the ECO Tourism Capital 2026 and the associated year-long programme of activities, which together contributed to enhancing the visibility of the ECO brand and promoting the region's tourism destinations; **(Ad-ref)**

30. Commending the Republic of Uzbekistan for hosting the 1st Meeting of the ECO Advisory Committee on Tourism on 26–27 November 2025 in Tashkent, which provided an important platform for enhancing regional cooperation, raising the profile of the ECO region, and advancing sustainable and inclusive tourism development; **(Ad-ref)**

31. **Welcoming** the launch and advancement of key tourism policy initiatives, including the Compendium of Best Practices for Ecotourism in the ECO Region, the Policy Brief on Diversifying Intra-Regional Tourism, and the finalization of the 2026–2030 Roadmap for Expansion of Tourism Services (RETS-2030) by the ECO Advisory Committee on Tourism, as important contributions to the sustainable development and competitiveness of the tourism sector in the ECO region; **(Ad-ref)**

32. **Recognizing** inclusive and sustainable development as essential to regional integration and prosperity, with youth, women and families serving as key drivers of social, economic and cultural progress; Acknowledging education, health, disaster resilience, sustainable water cooperation, access to finance, and technology transfer on mutually agreed terms as important enablers for achieving sustainable development goals and advancing the long-term priorities of the ECO region; Underscoring the importance of promoting sustainable approaches and public procurement practices in the sectors of disaster risk reduction, education, healthcare and water cooperation; **(Ad-ref)**

33. **Emphasizing** the significance of the First ECO Forum on Sustainable Development, held in Arkadag, Turkmenistan, on April 28–29, 2025, and the First ECO Women and Youth Forum held in Azerbaijan on the sidelines of the 17th ECO Summit; Recognizing these initiatives as important steps towards strengthening regional cooperation and promoting the participation, skills development and empowerment of young people, while giving due attention to their physical, psychosocial and digital well-being, including through preventive approaches to substance use and behavioural addictions; Reaffirming the commitment of Member States to advancing the Strategic Goals of Economic Cooperation 2035; **(Ad-ref)**

34. **Reaffirming** the critical importance of robust regional cooperation against illicit drugs and transnational organized crime as a core pillar of the ECO Strategic Goals and Objectives (Vision 2035), and emphasizing the necessity of enhanced synergy among judicial, law enforcement, and parliamentary institutions; **(Ad-ref)**

35. **Recognizing** the important role of parliamentary diplomacy in advancing the objectives of the Organization and deepening cooperation among Member States, notably through the active engagement of the Parliamentary Assembly of ECO Member States (PAECO); **(Ad-ref)**

36. **Acknowledging** the importance of continued consultations with Member States to facilitate Afghanistan's engagement with the Organization in relevant areas, with a view to achieving the country's full and effective participation once circumstances permit; **(Ad-ref)**

37. **Emphasizing** the importance of enhancing scientific, educational and technological, as well as industrial cooperation among the Member States; **Recognizing** the role of ECO Subsidiary Bodies in advancing the Organization's multifaceted agenda; **(Ad-ref)**

38. **Commending** the work of the ECO Secretariat in monitoring, coordinating and implementing ECO projects, and underscoring the importance of accelerating the implementation of priority initiatives; Emphasizing the urgent need for diversified financing mechanisms – ~~including resources from the ECO Trade and Development Bank (ETDB)~~ and other international financial institutions – for robust research and statistical data ecosystems, and for enhanced institutional collaboration to drive evidence-based policymaking and to deliver tangible regional outcomes aligned with the Monitoring and Evaluation framework of the "Strategic Goals of Economic Cooperation – 2035"; (Turkey August 8) (Iran proposes to keep in track-change)

39. **Welcoming** the successful outcome of the 2nd Meeting of the Sub-Working Group on the Establishment of the ECO Joint Trade Zones, held in Gorgan, Iran, on November 3, 2025, and the subsequent endorsement by the Council of Permanent Representatives in February 2026 of the initiative of the President of Turkmenistan to develop a feasibility study for the creation of

joint trade zones in the ECO region; **Recognizing** the critical importance of actively leveraging the potential of cross-border and regional trade to consistently increase trade turnover between ECO Member States; **Underscoring** the need to create a comfortable cross-border environment and stimulate regional cooperation through a system of agreed priorities and mutual benefits; **Encouraging** all Member States to actively participate in the formulation of this initiative to support the development of joint trade zones, drawing on successful examples, such as the joint trade zone established between Turkmenistan and the Republic of Uzbekistan, and the proposed trade market at the "Altyn Asyr (Turkmenistan) – Incheh Boroun (Islamic Republic of Iran)" border crossing, with a view to creating a modern infrastructure for efficient trade and increasing intra-regional trade volumes; **(Ad-ref)**

Have decided to:

1. **Underscore** the pivotal role of sectoral ministerial engagement in advancing ECO agenda; Welcome the renewed momentum in the Organization's ministerial processes, marked by the convening of several long-pending meetings in 2025, including the Ministerial Meetings on Commerce and Foreign Trade and on Interior, as well as a number of other important ministerial meetings held in 2026; Encourage all Member States to ensure the timely hosting of and highest-level participation in the ministerial meetings scheduled for 2027, with a view to facilitating the effective implementation of joint ECO initiatives; **(Ad-ref)**

~~2. **Request** ECO Member States to participate at the highest level in 18th ECO Summit in Tehran in which the Strategic Goals of Economic Cooperation 2035 to be adopted? as a roadmap for advancing regional integration, connectivity and prosperity; (Iran – 14.09.2026)~~

Request ECO Member States to participate at the highest level in the 18th ECO Summit in Tehran, which will provide an important opportunity to endorse ~~—~~the Strategic Goals of Economic Cooperation – 2035 as a roadmap for advancing regional integration, connectivity and shared prosperity; ~~Secretariat's alternative version to preceding para as mandated by PrepCom~~

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(Iran will come up with an alternative word to 'endorse' 12.10.2026)

3. **Welcome** the convening of the first High-Level Committee (HLC) Meeting on ECO Reforms on February 3, 2025 and its outcomes, followed by the development of concrete proposals by the relevant Working Group for the implementation of the HLC recommendations; Encourage the continued active engagement of Member States in the reform process and underscore the importance of sustaining this momentum through regular and substantive HLC meetings; **(Ad-ref)**

4. **Support** the accelerated amendment and implementation of the ECO Trade Agreement (ECOTA), in accordance with the Trade Negotiation Strategy and Roadmap adopted by the 5th ECO Ministerial Meeting on Commerce and Foreign Trade, through an inclusive technical negotiation process open to all ECO Member States, with a view to aligning ECOTA with contemporary trade agreements and evolving developments in international trade, while taking into account the respective international obligations and commitments, national circumstance and development priorities of Member States; **(Ad-ref)**

5. **Encourage** Member States to actively participate in the ongoing ECOTA amendment process and invite those Member States that are not yet parties to ECOTA to engage in consultations, taking into account national development levels, economic priorities, and flexible accession mechanisms, with a view to advancing trade liberalization and regional market integration **(Ad-ref)**

6. **Call** for the timely implementation of the feasibility study on the establishment of joint trade zones within the ECO region, as proposed by the President of Turkmenistan and unanimously supported by the ECO Council of Permanent Representatives in February 2026, recognizing that such zones represent a practical and effective mechanism for increasing intra-regional trade turnover, strengthening cross-border cooperation, and creating a favorable environment for business contacts through a system of agreed priorities and mutual benefits; **Encourage** Member States to consider replicating the successful model of the joint trade zone established between Turkmenistan and the Republic of Uzbekistan,

which has demonstrated clear benefits for trade growth and business confidence; **(Ad-ref)**

7. **Welcome** the adoption of the ECO Trade Facilitation Strategy, endorsed by the 5th ECO Ministerial Meeting on Commerce and Foreign Trade, as a key framework for facilitating intra-regional trade, reducing trade costs, improving customs and border procedures, and advancing regional economic integration within the ECO region; **(Ad-ref)**

8. **Further underscore** the importance of the expeditious conclusion of the draft ECO Trade Facilitation Agreement, and tasked the Joint Working Group with intensifying its technical negotiations toward the Agreement's early finalization and submission for adoption; and in this regard, noted with appreciation the offer of the Islamic Republic of Pakistan, made during the 36th Meeting of the Regional Planning Council, to host the 4th Meeting of the Joint Working Group in the third quarter of 2026. **(Ad-ref)**

9. **Urge** the Member States to fully implement the ECO Transit Transport Framework Agreement (TTFA) to unlock the region's full potential and enhance regional connectivity, trade, and economic development; **(Ad-ref)**

10. **Encourage** Member States to accord priority and urgency to ECO connectivity initiatives, including transport, transit and digital connectivity projects, in their national and regional development agendas, and to strengthen coordination through the Council of Ministers and relevant technical and ministerial forums to ensure their effective and timely implementation, and in this regard; Highlight the importance of the timely finalization and operationalization of the ECO Sustainable and Resilient Transport Strategy 2026–2035 and the ECO Regional ICT Strategy 2026–2030 as flagship frameworks for advancing regional connectivity, trade facilitation and digital transformation; **(Ad-ref)**

11. **Encourage** Member States to deepen cooperation on artificial intelligence and other emerging technologies, including through the exchange of experiences and best practices on national strategies, joint capacity-building, training and research programmes under the auspices of the ECO Science Foundation and other relevant ECO bodies, with a view to bridging the digital

and artificial intelligence divide and harnessing these technologies for inclusive and sustainable development across the ECO region; **(Ad-ref)**

12. Encourage interested Member States to explore cooperation on the peaceful uses of outer space, including satellite technologies and space-based services in support of regional connectivity, disaster risk reduction and environmental monitoring; **(Ad-ref)**

13. Underline the importance of strengthening the security and resilience of critical digital infrastructure and essential services across the ECO region, and encourage enhanced cooperation amongst Member States in the field of ICT security including through capacity-building and voluntary exchange of information and best practices, cooperation amongst the relevant national relevant bodies and joint training and exercises for preparedness in accordance with national legislation and relevant international frameworks. **(Ad-ref)**

14. **Emphasize** the importance of ensuring equal, fair, transparent and non-discriminatory access, particularly for developing countries, to global markets for ICT security products, technologies and services, as a confidence-building measure to address security capability gaps, strengthen supply chain resilience and integrity, and enhance mutual trust among Member States. **Encourage** international cooperation, including the exchange of knowledge and best practices, capacity-building and technology transfer, as appropriate, while avoiding unjustified restrictions and unnecessary barriers that impede access to ICT security tools. **(Ad-ref)**

15. **Stress** the need for strengthened and diversified ECO multilateral diplomacy and outreach as a catalyst for connectivity and ICT development, and encourage results-oriented cooperation and partnerships with existing and prospective partners, and in this context; Note the importance of exploring and advancing cooperation mechanisms with relevant partners to enhance transport, transit corridors and ICT initiatives in the ECO Region; **(Ad-ref).**

16. **Take** note with appreciation the intention of the Republic of Türkiye to host the 5th ECO Ministerial Meeting on Energy in 2026;

Call upon the Member States to enhance their ownership in the ECO's major energy projects while doubling support to the ECO Clean Energy Centre (CECECO) and earliest launching of the ECO Regional Electricity Market (ECO-REM); **(Ad-ref)**

17. **Welcome** the operationalization of the ECO Clean Energy Centre (CECECO) in Baku, which will contribute to paving the way for regional sustainable energy transition in the ECO region, expressing conviction that it will evolve into a pivotal mechanism to ramp up the industrialization, energy and climate goals in the ECO region and beyond; **(Ad-ref)**

18. **Welcome** the adoption of "ECO Five-Year Roadmap on minerals cooperation for 2026– 2030" as the first ever overarching and inclusive framework document for regional cooperation in the field of minerals, including critical minerals essential for advanced and emerging technologies, and, in this regard; Reaffirm the commitment to promoting the sustainable management of mineral resources across the region; **(Ad-ref)**

19. Reiterate the resolve to support stronger regional action for addressing climate change, desertification, by promoting a transition towards resource efficient and low emission while underscoring the need to secure adequate means of implementation, including financing, technology transfer, and capacity building **(Ad-ref)**

20. **Emphasize** with satisfaction the milestone decisions on adoption of the ECO Cooperation Framework on the Environment (2026–2030) and its thematic Work Programs on Climate Change and Biodiversity, as well as on the successful follow-up of the Regional Initiative on Resource Efficiency, Sustainability, and Circular Economy (RESCUE), taken at the 6th ECO Ministerial Meeting on Environment held in Samarkand on June 3, 2026; Encourage all Member States to actively participate in the implementation of these frameworks and initiatives, and to contribute to the High Level Dialogue Platform, thereby transforming the ECO region into a leading example of climate smart and resilient regional cooperation; **(Ad-ref)**

21. **Recognize** the High-Level Dialogue Platform on Environmental Cooperation, initiated by the President of the Republic of

Uzbekistan, as a mechanism for bringing together all relevant stakeholders to exchange knowledge, share best practices, identify practical solutions, and advance coordinated regional environmental action; **(Ad-ref)**

22. **Call** upon Member States to further strengthen regional cooperation in the agriculture and industry sectors through focusing on effective implementation of already existing and/or agreed upon frameworks, programmes, and initiatives, with a view to enhancing food security, promoting sustainable industrial development, fostering innovation, facilitating technology transfer, and advancing economic integration within the ECO region; **(Ad-ref)**

23. **Express** sincere appreciation to the Republic of Tajikistan for hosting the 4th ECO Ministerial Meeting on Industry and the 3rd Meeting of the High-Level Experts Group on Industry on September 22–23, 2026 in Dushanbe, providing a valuable opportunity to renew high-level policy dialogue, oversight, and advance industrial development trajectory in the region; **(Ad-ref)**

24. **Encourage** all ECO Member States to strengthen regional efforts in tourism investment, promote sustainable tourism practices, expand digital outreach, and enhance capacity building initiatives through the newly established ECO Tourism Educational Network; **(Ad-ref)**

25. **Urge** active participation of relevant stakeholders in ECO's tourism cooperation mechanisms, including the ECO Advisory Committee on Tourism, the ECO Tour Operators' Network, the ECO Silk Road Task Force, and other relevant sub-committees, to foster a vibrant and resilient tourism sector across the region; **(Ad-ref)**

26. **Welcome** the continued implementation of the ECO Tourism Capital initiative and encouraging all Member States to actively support and participate in the programme, recognizing its contribution to cultural exchange, local economic development and the preservation of cultural heritage, and note with appreciation the designated ECO Tourism Capitals, commencing with Lahore in 2027, followed by Mary in 2028, Karakol in 2029 and Aktau in 2030; **(Ad-ref)**

27. **Support** ECO activities on sustainable development aimed at fostering collaboration and coherence among the ECO Member States; Acknowledge the recommendations of the 1st ECO Forum on Sustainable Development, the ECO Youth Forum and the ECO Women Forum; Encourage the institutionalization of these forums and the development, within the ECO Youth Forum, of thematic workshops, experience-sharing and capacity-building initiatives in areas of common interest, including entrepreneurship, innovation, sustainable development and technology; Call upon Member States to consider, subject to their national legislation, priorities and available resources, allocating appropriate financial resources to support youth engagement in regional economic integration **(Ad-ref)**

28. **Welcome** the outcomes of the 10th ECO Ministerial Meeting on Disaster Risk Reduction hosted by the Islamic Republic of Pakistan in January 2026, especially updating the ECO Regional Framework on Disaster Risk Reduction (ECORFDRR); Invite Member States to give due priority to the effective implementation of the updated Framework; **(Ad-ref)**

29. **Encourage** the Member States and the Secretariat to strengthen their coordinated efforts in combating illicit drugs and transnational organized crime through enhanced judicial, law-enforcement and parliamentary cooperation, complemented, as appropriate, by evidence-based prevention, early intervention and referral to treatment; **(Ad-ref)**

30. **Urge** the Member States to further strengthen parliamentary cooperation within the ECO framework, including through active engagement with the Parliamentary Assembly of ECO Countries (PAECO), urging those Member States that have not yet done so to complete the necessary procedures for signing and/or ratifying the PAECO Charter at the earliest opportunity; **(Ad-ref)**

31. **Understand** that achieving meaningful progress on the concerns of Member States would contribute toward creating an enabling environment and conductive conditions for fostering regional cooperation and lay the basis for Afghanistan's full and effective participation in ECO activities and processes; **(Ad-ref)**

32. **Acknowledge** the ECO Secretariat's efforts for consolidating cooperation with other regional and international organizations, as well as ECO Observers; Welcome the adoption of the United Nations General Assembly Resolution A/RES/79/330 entitled "Cooperation between the United Nations and the Economic Cooperation Organization" during the 79th Session of the United Nations General Assembly on September 5, 2025; **(Ad-ref)**

33. **Commend** Pakistan's efforts, as current ECO Chair, to spearhead the convening of the inaugural meeting of the ECO–ASEAN Contact Group, with the Ambassador of Pakistan in Jakarta leading coordination efforts; **(Ad-ref)**

34. **Urge** Member States to actively engage with and support the ECO Educational Institute, ECO Cultural Institute and ECO Science Foundation through broader participation, enhanced collaboration and greater ownership; Commend their continued efforts in advancing the work of the Organization across the region, encouraging them to further strengthen mutual coordination and develop complementary programmes, joint initiatives and thematic events that effectively promote ECO priorities, objectives and regional cooperation agenda; **(Ad-ref)**

35. **Underscore** the importance of enhancing ECO's global visibility and, to this end, encourage Member States to observe ECO Day in a coordinated manner, including through gatherings of ECO Ambassadors, particularly when it coincides with UN or other international events, to strengthen the Organization's profile and visibility; **(Ad-ref)**

36. **Encourage** the ECO Secretariat to intensify engagement with the United Nations, regional and international organizations, development banks, with the aim of advancing priority initiatives, leveraging comparative strengths and generating tangible socio-economic benefits across the region; **(Ad-ref)**

37. **Urge** the ECO Member States to support the Secretariat in its efforts to engage with International Financial Institutions (IFIs), Multilateral Development Banks ~~(notably the ECO Trade and Development Bank, the Islamic Development Bank and the Asian Infrastructure Investment Bank),~~ in order to secure grant and

concessional financing for regional initiatives, including: (i) grants for the implementation of sustainable and green tendering procedures; (ii) co-financing of the transformation of the ECO Economic Journal (Scopus/Web of Science indexing); (iii) capacity-building of National Statistical Offices in the field of Smart Statistics; and (iv) pre-feasibility studies for projects originating from the Member States; (Turkey August 8) (Iran proposes to keep in track-change) (Turkiye 29.09.2026)

38. ~~**Reiterate** the need to strengthen the ECO Trade and Development Bank (ECO TDB), including through the expansion of its membership to all ECO Member States~~; **Reiterate** the need to strengthen the ECO Trade and Development Bank (ECO TDB), including through the expansion of its membership to a broader range of interested ECO Member States; (Proposed by Kazakhstan) **(Ad-ref)** ~~Encourage the Bank to play a more active role in financing priority regional projects and programmes, as well as in mobilizing resources and forging partnerships with international financial and development institutions in support of ECO objectives.~~ (Turkey August 8) (Iran proposes to keep in track-change)

~~38.~~**39.** **Re-emphasize the need to strengthen the ECO Trade and Development Bank (TDB) by both expanding its membership to all ECO Member States; Recommend also 5 strengthening the Bank's role in project financing and in fund raising from international partners for prioritized ECO projects. (proposed by Iran as alternate – agreed language from Mashhad Communique) 8th Prepcom 12.10.2026**

~~39.~~40. **Foster** vibrant and resilient media cooperation across the region, recognizing the transformative impact of digital communication and emerging technologies. Strengthen coordinated efforts to promote the dissemination of factual information and responsible media reporting, contributing to the realization of the ECO Vision, regional solidarity and sustainable development; **(Ad-ref)**

~~40.~~41. **Call** upon ECO Member States and the ECO Secretariat to strengthen cooperation on sustainable use of water resources, capacity building in water-use efficiency, flood and drought management, groundwater recharge, water quality improvement, wastewater treatment and reuse, climate-resilient water

Commented [MM2]: We support ECO Secretariat in its efforts to engage with IFIs and MDBs. However we are not in favor of explicitly naming any specific MDB in reference to cooperation with the ECO Secretariat. Thus, it is preferable to refer to MDBs and IFIs in general terms.

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infrastructure, , and early warning systems; and encourage the development of bankable regional water resilience projects supported by international financial institutions and multilateral development banks, in accordance with national priorities, national laws, and based on mutually agreed terms; **(Ad-ref)**

~~41.~~42. **Extend** deep appreciation to the Islamic Republic of Pakistan and to H.E. Mr. Mohammad Ishaq Dar, Deputy Prime Minister and Minister of Foreign Affairs, for the excellent arrangements and able chairmanship of the 30th Meeting of the Council of Ministers (COM); Express gratitude to all ECO Member States for their participation in the Meeting, reflecting steadfast commitment to regional cooperation; **(Ad-ref)**

~~42.~~43. **Appreciate** the support of the ECO Secretary General, Dr. Asad M. Khan, and his team at the Secretariat in Tehran, whose dedicated efforts contributed significantly to the preparation and successful holding of the COM Meeting. **(Ad-ref)**

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Economic Cooperation Organization
ECO

No: IR /2026/1032

Priority: Normal
Date: 17/9/2026
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, with reference to the decision of the 310th Meeting of the Council of Permanent Representatives (CPR), has the honor to enclose herewith Note Verbales No. TRNC/2026/437984 and TRNC/2026/437976 dated 10 September, 2026, received from the Ministry of Foreign Affairs of the Turkish Cypriot State (TCS) formally requesting that the TCS, an ECO Observer, be invited to participate in the 30th Council of Ministers Meeting scheduled for 15-16 November 2026 in Islamabad and 18th ECO Summit scheduled to be held on 3-4 December 2026 in Iran.

In accordance with the understanding reached at the 310th CPR Meeting, the Secretariat hereby initiates the one-week silence procedure seeking the concurrence of the Council of Permanent Representatives (CPR) to the participation of TCS in the aforementioned meetings.

Accordingly, unless an objection is received from any Member State by September 22, 2026, the request for participation of TCS in the above-mentioned meetings shall be considered approved by the CPR.

The Secretariat 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

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TURKISH REPUBLIC OF NORTHERN CYPRUS
MINISTRY OF FOREIGN AFFAIRS

Ref No: TRNC/2026/437976

The Ministry of Foreign Affairs of the Turkish Republic of Northern Cyprus presents its compliments to the Secretariat of the Economic Cooperation Organization (ECO) and, has the honour to inform the esteemed Secretariat that the Turkish Cypriot State, as an observer member of ECO, would like to participate in the "30th Council of Ministers Meeting" scheduled to be held on 15-16 November 2026 in Islamabad, Pakistan.

The Ministry would like to request from the Secretariat that the head of the Turkish Cypriot State delegation, is given the floor to address the Member States at an appropriate stage of the deliberations within the framework of Chapter IV, Rights and Obligations, ECO Modalities for Granting Observer and Dialogue Partnership Status at ECO.

The Ministry of Foreign Affairs of the Turkish Republic of Northern Cyprus avails itself of this opportunity to renew to the Secretariat of the Economic Cooperation Organization the assurances of its highest consideration.

Lefkoşa, 10 September 2026

Secretariat of the
Economic Cooperation Organization,
Tehran.

TURKISH REPUBLIC OF NORTHERN CYPRUS
MINISTRY OF FOREIGN AFFAIRS

Ref No: TRNC/2026/437984

The Ministry of Foreign Affairs of the Turkish Republic of Northern Cyprus presents its compliments to the Secretariat of the Economic Cooperation Organization (ECO) and, has the honour to inform the esteemed Secretariat that the Turkish Cypriot State, as an observer member of ECO, would like to participate in the "18th Summit of the ECO" scheduled to be held on 3-4 December 2026 in Iran.

The Ministry would like to request from the Secretariat that the head of the Turkish Cypriot State delegation, is given the floor to address the Member States at an appropriate stage of the deliberations within the framework of Chapter IV, Rights and Obligations, ECO Modalities for Granting Observer and Dialogue Partnership Status at ECO.

The Ministry of Foreign Affairs of the Turkish Republic of Northern Cyprus avails itself of this opportunity to renew to the Secretariat of the Economic Cooperation Organization the assurances of its highest consideration.

Lefkoşa, 10 September 2026

Secretariat of the
Economic Cooperation Organization,
Tehran.

Economic Cooperation Organization
ECO

No: IR /2026/1088

Priority: Normal
Date: 30/9/2026
Attachment: No

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 ECO Member States in Tehran and, with reference to the former's Note Verbale No. IR/2026/1032 dated September 17, 2026, has the honour to inform that the one-week silence procedure seeking the concurrence of the Council of Permanent Representatives (CPR) on the participation of the Turkish Cypriot State (TCS) in the 30th Meeting of the ECO Council of Ministers was concluded without objection from any Member States.

Accordingly, TCS, as an Observer of ECO, may participate in the 30th Meeting of the ECO Council of Ministers, scheduled to be held on November 15–16, 2026 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 the Embassies of ECO Member States in Tehran the assurances of its highest consideration.

ECONOMIC COOPERATION ORGANIZATION

All ECO Member States, Tehran

Cc.

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Economic Cooperation Organization
ECO

No: IR /2026/1062

Priority: Normal
Date: 22/9/2026
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 ECO Member States in Tehran and with reference to the Secretariat's Note Verbale No. IR/2026/1032 dated 17 September 2026, has the honor to enclose herewith a self-explanatory Note Verbale No. 531/3047012, dated 19th September 2026 received from the Ministry of Foreign Affairs of the Islamic Republic of Iran concerning the participation of the Turkish Cypriot State (TCS) in the 18th Summit.

The Islamic Republic of Iran has informed that its position regarding the invitation extended to the Turkish Cypriot State to participate in the 18th ECO Summit will be communicated at the forthcoming meeting of the ECO Council of Permanent Representatives.

In view of this, the silence procedure regarding participation of TCS in the 18th Summit is hereby terminated, and the matter shall now be discussed at the upcoming 311th CPR Meeting.

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

All ECO Member States, Tehran

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Islamic Republic of Iran
Ministry of Foreign Affairs

Unofficial Translation

In the Name of God

NOTE

No: **531 / 3047012**

The Ministry of Foreign Affairs of the Islamic Republic of Iran presents its compliments to the Secretariat of Economic Cooperation Organization in Tehran and, with reference to the Latter's Note Verbal No. IR/2026/1032 dated 17 September 2026, has the honor to inform that the Islamic Republic of Iran's position concerning the invitation extended to the Turkish Cypriot State to participate in the 18th ECO Summit will be communicated at the forthcoming meeting of the ECO Council of Permanent Representative.

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

19 September 2026

Secretariat of the Economic Cooperation Organization-Tehran

جمهوری اسلامی ایران
وزارت امور خارجه

شماره : ۵۳۱/۳۰۴۷۰۱۲
تاریخ : ۱۴۰۵/۰۶/۲۸
پیوست : دارد

خیلی فوری

به نام خدا

یادداشت

وزارت امور خارجه جمهوری اسلامی ایران با اظهار تعارفات خود به دبیرخانه سازمان همکاریهای اقتصادی (اکو) در تهران احتراماً اشعار می‌دارد:

بازگشت به یادداشت شماره IT / 2026 / 1032 مورخ ۱۷ سپتامبر ۲۰۲۶ به اطلاع می‌رساند نظر جمهوری اسلامی ایران در خصوص دعوت از قبرس ترک‌نشین جهت مشارکت در هجدهمین نشست سران اکو در جلسه آتی شورای نمایندگان دائم سازمان اعلام خواهد شد.

موقع را مغتنم شمرده، احترامات فائقه را تجدید می نماید.

دبیرخانه سازمان همکاریهای اقتصادی (اکو) - تهران

جمهوری اسلامی ایران
وزارت امور خارجه

شماره : ۵۳۱/۳۰۷۵۶۴۲
تاریخ : ۱۴۰۵/۰۷/۱۹
پیوست : دارد

خیلی فوری

به نام خدا

یادداشت

وزارت امور خارجه جمهوری اسلامی ایران با اظهار تعارفات خود به دبیرخانه سازمان همکاریهای اقتصادی (اکو) در تهران احتراماً اشعار می‌دارد:

پیرو یادداشت شماره ۵۳۱,۳۰۰۲۶۳۱ مورخ ۲۰ مرداد ۱۴۰۵، بدینوسیله دعوتنامه‌های «هجدهمین نشست سران اکو» که به میزبانی جمهوری اسلامی ایران در تاریخ ۱۲ و ۱۳ آذر ۱۴۰۵ برگزار خواهد شد به پیوست ارسال می‌گردد.

مزید امتنان است اطلاع‌رسانی لازم در این خصوص معمول و از نتیجه این وزارت را مطلع نمایند.

موقع را مغتنم شمرده، احترامات فائقه را تجدید می نماید.

دبیرخانه سازمان همکاریهای اقتصادی (اکو) - تهران

Islamic Republic of Iran
Ministry of Foreign Affairs

Unofficial Translation

In the Name of God

NOTE

No: **531 / 3075642**

The Ministry of Foreign Affairs of the Islamic Republic of Iran presents its compliments to the Secretariat of the Economic Cooperation Organization in Tehran and, with the reference to its Note No. 531.3002631 dated 11 August 2026, has the honor to enclose herewith the invitation letters for the "**18th ECO Summit**" to be hosted by the Islamic Republic of Iran on 3-4 December 2026.

It would be appreciated if Secretariat kindly transmits the enclosed invitations to their high destinations, and informs this Ministry of the results.

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

11 October 2026

Secretariat of the Economic Cooperation Organization-Tehran

Economic Cooperation Organization
ECO

No: CFU /2026/1170

Priority: Most Urgent
Date: 14/10/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization (ECO) presents its compliments to the Embassy of the Republic of Azerbaijan in Tehran and has the honour to enclose herewith a copy of the Invitation Letter from the Honourable President of the Islamic Republic of Iran addressed to the Honourable President of the Republic of Azerbaijan to attend the 18th ECO Summit, scheduled to be held on December 3-4, 2026, in Tehran. The original Invitation Letter has already been conveyed by the host country directly through diplomatic channels.

The Secretariat would highly appreciate it if the esteemed Member State could kindly confirm its participation and communicate the composition of its distinguished delegation for the said Summit at the earliest convenience.

The Secretariat avails itself of this opportunity to renew to the Embassy of the Republic of Azerbaijan in Tehran the assurances of its highest consideration.

Embassy of the Republic of Azerbaijan - Tehran

ECONOMIC COOPERATION ORGANIZATION

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Economic Cooperation Organization
ECO

No: CFU /2026/1169

Priority: Most Urgent
Date: 14/10/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization (ECO) presents its compliments to the Embassy of the Republic of Kazakhstan in Tehran and has the honour to enclose herewith a copy of the Invitation Letter from the Honourable President of the Islamic Republic of Iran addressed to the Honourable President of the Republic of Kazakhstan to attend the 18th ECO Summit, scheduled to be held on December 3-4, 2026, in Tehran. The original Invitation Letter has already been conveyed by the host country directly through diplomatic channels.

The Secretariat would highly appreciate it if the esteemed Member State could kindly confirm its participation and communicate the composition of its distinguished delegation for the said Summit at the earliest convenience.

The Secretariat avails itself of this opportunity to renew to the Embassy of the Republic of Kazakhstan in Tehran the assurances of its highest consideration.

ECONOMIC COOPERATION ORGANIZATION

Embassy of the Republic of Kazakhstan - Tehran

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Economic Cooperation Organization
ECO

No: CFU /2026/1167

Priority: Most Urgent
Date: 14/10/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization (ECO) presents its compliments to the Embassy of the Islamic Republic of Pakistan in Tehran and has the honour to enclose herewith a copy of the Invitation Letter from the Honourable President of the Islamic Republic of Iran addressed to the Honourable Prime Minister of the Islamic Republic of Pakistan to attend the 18th ECO Summit, scheduled to be held on 3–4 December 2026 in Tehran. The original Invitation Letter has already been conveyed by the host country directly through diplomatic channels.

The Secretariat would highly appreciate it if the esteemed Member State could kindly confirm its participation and communicate the composition of its distinguished delegation for the said Summit at the earliest convenience.

The Secretariat avails itself of this opportunity to renew to the Embassy of the Islamic Republic of Pakistan in Tehran the assurances of its highest consideration.

ECONOMIC COOPERATION ORGANIZATION

Embassy of the Islamic Republic of Pakistan - Tehran

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Economic Cooperation Organization
ECO

No: CFU /2026/1164

Priority: Most Urgent
Date: 14/10/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization (ECO) presents its compliments to the Embassy of the Republic of Tajikistan in Tehran and has the honour to enclose herewith a copy of the Invitation Letter from the Honourable President of the Islamic Republic of Iran addressed to the Honourable President of the Republic of Tajikistan to attend the 18th ECO Summit, scheduled to be held on December 3-4, 2026, in Tehran. The original Invitation Letter has already been conveyed by the host country directly through diplomatic channels.

The Secretariat would highly appreciate it if the esteemed Member State could kindly confirm its participation and communicate the composition of its distinguished delegation for the said Summit at the earliest convenience.

The Secretariat avails itself of this opportunity to renew to the Embassy of the Republic of Tajikistan in Tehran the assurances of its highest consideration.

Embassy of the Republic of Tajikistan - Tehran

ECONOMIC COOPERATION ORGANIZATION

ECO Secretariat - No. 1, Golbou Alley, Kamranieh, Tehran, Iran - Postal Code: 19519 33114 - P.O.Box: 14155-6176
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Economic Cooperation Organization
ECO

No: CFU /2026/1171

Priority: Most Urgent
Date: 14/10/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization (ECO) presents its compliments to the Embassy of the Republic of Türkiye in Tehran and has the honour to enclose herewith a copy of the Invitation Letter from the Honourable President of the Islamic Republic of Iran addressed to the Honourable President of the Republic of Türkiye to attend the 18th ECO Summit, scheduled to be held on December 3-4, 2026, in Tehran. The original Invitation Letter has already been conveyed by the host country directly through diplomatic channels.

The Secretariat would highly appreciate it if the esteemed Member State could kindly confirm its participation and communicate the composition of its distinguished delegation for the said Summit at the earliest convenience.

The Secretariat avails itself of this opportunity to renew to the Embassy of the Republic of Türkiye in Tehran the assurances of its highest consideration.

Embassy of the Republic of Türkiye - Tehran

ECONOMIC COOPERATION ORGANIZATION

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Economic Cooperation Organization
ECO

No: CFU /2026/1166

Priority: Most Urgent
Date: 14/10/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization (ECO) presents its compliments to the Embassy of Turkmenistan in Tehran and has the honour to enclose herewith a copy of the Invitation Letter from the Honourable President of the Islamic Republic of Iran addressed to the Honourable President of Turkmenistan to attend the 18th ECO Summit, scheduled to be held on December 3-4, 2026, in Tehran. The original Invitation Letter has already been conveyed by the host country directly through diplomatic channels.

The Secretariat would highly appreciate it if the esteemed Member State could kindly confirm its participation and communicate the composition of its distinguished delegation for the said Summit at the earliest convenience.

The Secretariat avails itself of this opportunity to renew to the Embassy of Turkmenistan in Tehran the assurances of its highest consideration.

Embassy of Turkmenistan - Tehran

ECONOMIC COOPERATION ORGANIZATION

ECO Secretariat - No. 1, Golbou Alley, Kamranieh, Tehran, Iran - Postal Code: 19519 33114 - P.O.Box: 14155-6176
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Economic Cooperation Organization
ECO

No: CFU /2026/1165

Priority: Most Urgent
Date: 14/10/2026
Attachment: Yes

The Secretariat of the Economic Cooperation Organization (ECO) presents its compliments to the Embassy of the Republic of Uzbekistan in Tehran and has the honour to enclose herewith a copy of the Invitation Letter from the Honourable President of the Islamic Republic of Iran addressed to the Honourable President of the Republic of Uzbekistan to attend the 18th ECO Summit, scheduled to be held on December 3-4, 2026, in Tehran. The original Invitation Letter has already been conveyed by the host country directly through diplomatic channels.

The Secretariat would highly appreciate it if the esteemed Member State could kindly confirm its participation and communicate the composition of its distinguished delegation for the said Summit at the earliest convenience.

The Secretariat avails itself of this opportunity to renew to the Embassy of the Republic of Uzbekistan in Tehran the assurances of its highest consideration.

Embassy of the Republic of Uzbekistan - Tehran

ECONOMIC COOPERATION ORGANIZATION

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Agenda Item No. 5
Adoption of the Concept Note for the "Honorary ECO Tourism Ambassadors"

Economic Cooperation Organization
ECO

No: T /2026/617

Priority: Normal
Date: 14/7/2026
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 Member States in Tehran and, with reference to its Notes Verbales No. T/2024/635 dated 14 May 2024, No. T/2024/1102 dated 8 August 2024, and No. T/2025/672 dated 5 May 2025, as well as paragraph 244 of the ECO Work Programme 2026 adopted at the 36th Meeting of the Regional Planning Council, has honour to enclose herewith the revised draft concept note regarding the **'Honorary ECO Tourism Ambassadors'** initiative.

The Member States are requested to kindly share with the Secretariat their views and proposals on revised draft concept note and the implementation of said initiative by **20 August 2026**.

The Secretariat avails itself of this opportunity to renew to the esteemed Ministry and Embassies 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
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Annexure-II

Ver as of 12 July 2026

Draft Concept Note for ECO Tourism Ambassadors

1. Proposed Title	**Honorary ECO Tourism Ambassadors**

2. Background and Justification:

ECO Vision 2025 Tourism Guiding Lines reflect that the ECO Tourism brand through effective mediums at the regional, national and international levels would be strengthened.

The "Honorary ECO Tourism Ambassadors" project aims to harness the power of opinion makers including the well-known personalities to promote tourism destinations starting with ECO Tourism Capitals, particularly focusing on increasing the utilization of electronic media in tourism promotional activities.

For this initiative, prominent individuals (athletes/artists/social media influencers and industry leaders) well-known for their significant support in the promotion of regional tourist destinations will be selected as honorary ambassadors to create engaging content that showcases the natural beauty, cultural richness, and economic potential of the ECO Member States as well as to appraise their contribution for tourism in the region. By leveraging the enthusiasm of the popular personalities and the influence of social media, this initiative has a goal of presenting the ECO region as an attractive tourism destination with diverse offerings stemming from the region's rich historical civilizations, cultural assets and natural landscape.

3. Overall Objective:

The primary objective of the initiative is to raise awareness about the diverse and unexplored tourist destinations within the ECO region, thereby improving tourism and fostering economic growth. It also aims to ensure that activities and outcomes align with the key goals of ECO Vision 2025 and upcoming Strategic Goals of Economic Cooperation for 2035, such as economic integration, sustainable development, and cultural exchange.

4. Proposal:

Taking into account the priorities of tourism cooperation among the ECO Member States, the ECO Secretary General who was authorized by the 36th Meeting of the Regional Planning Council shall, in consultation with the concerned Member States, select three (3) individuals as the ECO Tourism Ambassadors, commencing in 2027. One of the designated personas shall represent the ECO Member State which holds the current ECO Tourism Capital title.

The designation of the ECO Tourism Ambassadors shall be formally announced during an appropriate major regional tourism event like the ECO Ministerial Meetings on Tourism.

The host country of a tourism related event inviting the ECO Tourism Ambassadors shall extend full hospitality, including transportation, accommodation, and other related local expenses.

The ECO Secretariat shall facilitate cooperation between the ECO Tourism Ambassadors and relevant national tourism organizations, tourism enterprises, local communities, and other stakeholders. To maximize regional outreach and collaboration, the Secretariat may utilize existing ECO cooperation platforms, including the ECO Tour Operators' Network and other relevant tourism initiatives.

5.<u>Potential stakeholders</u>:	• Tourism Ministries, Tourism Promotion Agencies and other related authorities of the ECO Member States including culture and media institutions, • Private Tourism Stakeholders including tourism associations and tour operators, • Social media influencers from the ECO Member States, • Local businesses and local people in the ECO Member States including tourism businesses that include mainly hotel and restaurant owners, • Travelers from ECO and non-ECO Member States.

6. <u>Required Activities to be undertaken to launch the initiative:</u>

- Selection of the personas who could be the potential ECO Tourism Ambassadors by the ECO Secretary General, getting prior contact with them to get their consent and consulting with the relevant Member States
- Formal announcement of the designated individuals inviting the selected ECO Tourism Ambassadors within the high-level ECO events for tourism cooperation.

7. <u>Potential opportunities and benefits to the region:</u>

- Enhanced online visibility of ECO as an international organization and ECO

region as a prime tourist destination.

- Improved awareness and enhanced people to people connections in the region.
- Positive impact on local economies through growing tourism with increased tourist flows to the region.
- Greater understanding and appreciation of ECO's strategic goals.

8. Risks:

The risks that surround the development of the undertaking include:

a) All the ECO Member States may not be interested in the initiative and it may cause delay in announcing the selected personalities.
b) The selected people can be hesitant to receive such a title and attend the relevant events and partner with the ECO Secretariat.
c) Potential financial issues to provide hospitality services to the Honorary ECO Tourism Ambassadors regarding the invitation to the events.
d) Selected candidate might not be suitable to represent the ECO region.

9. Assumptions:

Assumptions related to the initiative include:

a) The ECO Member States will have an interest in this arrangement due to more promotion of their tourist destinations.
b) The selected Honorary ECO Tourism Ambassadors will not cause any extra financial burden to the ECO Secretariat.
c) The practicality of the initiative will allow smooth implementation initially among the interested Member States with the collaboration of their previous experiences in this matter.
d) The selection of impactful personas within this the initiative will allow easy marketing and promotion of the ECO regional tourism potential.
e) The local tourism businesses and promotion agencies can facilitate for more activities with the selected ECO Tourism Ambassadors through some promotional events for tourism destinations.

Current status: **Not started yet**.

EMBASSY OF THE REPUBLIC
OF KAZAKHSTAN
Tehran

№ 30/369

The Embassy of the Republic of Kazakhstan presents its compliments to the Secretariat of the Economic Cooperation Organization and, with reference to the Secretariat's Note Verbale № T/2026/617 dated 14 July 2026, has the honour to inform the latter that the Kazakh side has no comments or proposals with regard to the draft "Concept Note for ECO Tourism Ambassadors".

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

Tehran, 30 August 2026

SECRETARIAT
OF THE ECONOMIC COOPERATION
ORGANIZATION

Tehran

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Economic Cooperation Organization
ECO

311th Meeting of the Council of Permanent Representatives (CPR)

October 21, 2026
ECO Secretariat - Tehran

Agenda Item No. 6
Launching of the joint ECO-UNIDO regional project on strategic foresight for circular economy transition in the ECO region

Economic Cooperation Organization
ECO

No: EME /2026/1111

Priority: Urgent
Date: 6/10/2026
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 ECO Member States in Tehran, and has the honour to refer to the decisions of the 6th ECO Ministerial Meeting on Environment (3 June 2026, Samarkand) pertaining to a joint ECO-UNIDO Project on Strategic Foresight for Circular Economy Transition, developed under the Regional Initiative on Resource Efficiency, Sustainability, and Circular Economy in the ECO Region (RESCUE), which was launched during the Climate COP29 (November 2024, Baku), as well as the paragraphs 58-59 of the Report of the 308th Meeting of the ECO Council of Permanent Representatives (CPR), held on 21 July 2026, with respect to the subject project.

It is to be recalled that, pursuant to the decision of the 308th CPR Meeting, the Secretariat would have to circulate the relevant project proposal to the Member States for their review and comments with a view to facilitating further consultations on its development and implementation.

The Secretariat has further the honour to update that UNIDO has recently provided the draft Project Document entitled "Circular Economy in the Economic Cooperation Organization (ECO) Region: a multi-country foresight study for a just transition to a resource-efficient and circular economy" and the Project Overview as indicative papers and deliverables for ECO decision-making process.

The Secretariat would highly appreciate if the esteemed Member States could kindly review the aforementioned documents, which are transmitted enclosed herewith, and share their views and comments accordingly. The approval of the project is expected to be discussed at the 311th CPR Meeting, scheduled for 21 October 2026.

The Secretariat looks forward to the valuable cooperation and support of all Member States in advancing this significant regional initiative and relevant project.

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

All ECO Member States, Tehran

ECONOMIC COOPERATION ORGANIZATION

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Project Overview

Purpose and institutional framework

The Economic Cooperation Organization launched the Regional Initiative on Resource Efficiency, Sustainability and Circular Economy at COP29 in 2024 for its 10 member countries: Afghanistan, Azerbaijan, Iran, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Türkiye, Turkmenistan, and Uzbekistan. At ECO's request, UNIDO will help shape the initiative and prepare a regional needs assessment and transition pathways through a multi-country strategic technology foresight exercise. The principal objective is to strengthen policymakers' and stakeholders' capacity to develop policies and strategies aligned with circular economy objectives.

The project number, donor, starting date, and duration remain to be determined. It is categorized under safeguarding the environment and resource-efficient, low-carbon production.

Context and Rationale

Regional policy context

UNIDO supported the ECO Ministerial Meeting on Circular Economy held during COP29 on 16 November 2024. The meetingendorsed the RESCUE initiative through a Joint Statement and adopted the Joint Declaration on the Baku Resource Efficiency and Circularity Agenda. The ECO Council of Ministers welcomed the initiative at its 28th meeting in Mashhad on 3 December 2024 and urged member states to translate it into practical collaborative action.

The resulting cooperation includes ECO's request for UNIDO to prepare a robust regional needs assessment, the organization of an online RESCUE Accelerator Session during the World Circular Economy Forum on 15 May 2025, and preparation of this project document. Subject to approval and financing, ECO may allocate resources from its Feasibility and General-Purpose Fund, while UNIDO may seek commitments from international development partners and organize a launch event alongside a future global event.

UNIDO's proposed assistance is based on its experience in strategic technology foresight, technology and innovation promotion, circular economy programming, and policy-oriented foresight exercises. ECO identified a need for technical and methodological support because developing a regional circular economy strategy requires substantial expertise and resources.

Gender mainstreaming

The project commits to integrating gender equality and women's empowerment throughout its activities. It recognizes women's participation as relevant to developing effective circular

systems and value chains and frames this commitment within inclusive and sustainable industrial development.

Environmental and economic case

The project describes unsustainable material use as a common driver of climate change, biodiversity and nature loss, and waste accumulation. It reports that extraction and processing of material resources account for over 90 percent of land-use-related biodiversity loss and water stress impacts, over 55 percent of greenhouse gas emissions, or 60 percent when land-use change is included, and up to 40 percent of particulate-matter-related pollution. Global material consumption has more than tripled over the past 50 years, while materials productivity has increased by approximately 0.7 percent annually.

The ECO countries display substantial differences in material consumption, material footprints, and productivity because of differences in economic structure, natural resources, population density, urbanization, and social and cultural practices. The project therefore emphasizes the need to reduce material consumption by decoupling economic growth from resource use and scaling up circular economy and resource-efficiency practices.

Key observations from the regional data include:

- Türkiye uses seven times more materials per person than Pakistan in domestic material consumption.
- Türkiye has a material footprint 6.3 times higher than Kyrgyzstan.
- Material footprints declined in Kazakhstan and Iran over the period shown, while other countries recorded increases.
- Most countries improved materials productivity, although Azerbaijan's productivity was 4.6 times higher than Kyrgyzstan's.

The document also presents circular economy as an economic opportunity. World Bank analysis cited in the project identifies potential investments of over US$ 1.7 billion over 10 years in Central Asian construction,agri-food, and urban development applications, with projected environmental benefits including halving construction and demolition waste and reducing agri-food greenhouse gas emissions by one-third. It recommends efficient material use, reuse, recycling, resource-efficient and cleaner production, capacity building, stronger coordination and governance, and targeted support for small and medium-sized enterprises.

For regional coherence, the document notes that ECO could develop a unifying rationale inspired by other regional initiatives. Examples include ASEAN's focus on economic resilience, resource efficiency, and sustainable growth; the African Circular Economy Alliance's five priority areas;

and the Circular Economy Coalition for Latin America and the Caribbean's shared vision, solutions, and transformation pathways.

Project Objective and Expected Outcomes

Objective

The central objective is to strengthen the capacity of stakeholders in ECO countries to develop policies and strategies for a just and appropriate circular economy transition compatible with member countries' economic and social goals.

Expected outcomes

The project is expected to produce:

- A regional needs assessment and feasibility analysis for a just transition to a resource-efficient and circular economy, adopted by ECO and the governments of target countries.
- An operational stakeholder network supporting future-oriented circular economy application in industry, based on regional collaboration mechanisms and partnerships.

UNIDO Approach and Foresight Design

The approach combines:

- Comprehensive circular economy stocktaking, needs assessment, and feasibility analysis.
- Broad stakeholder mobilization and engagement.
- A needs assessment report covering the immediate period and the 2030 to 2035 horizon.
- A multi-country foresight exercise to gather national and regional information and define strategic and specific objectives for circular economy transition pathways.
- Capacity development in strategic analysis, diagnosis, prognosis, and foresight methods.
- Capabilities to implement and use project results.
- Knowledge transfer among ECO countries and external partners.

Foresight objectives and participants

The foresight exercise will identify weaknesses, opportunities, challenges, trends, socioeconomic scenarios, key technological innovation fields, future visions, and roadmaps to support policy action. Universities, research institutes, industry, civil society, ministries, think tanks, social organizations, and creative actors will participate throughout the process. Their continuing involvement is intended to help establish shared interests, address differences, and develop common visions for sectors and value chains feeding into the 2026 to 2035 needs assessment.

The exercise is intended to create networks, collect circular economy information, build consensus, establish strategic and specific objectives through 2035, and develop a regional perspective. The final report will provide prioritization, consolidated future visions, and roadmaps for achieving desired circular economy pathways.

Foresightis defined as a systematic, participatory process for gathering future intelligence and building medium- to long-term visions that inform present decisions and mobilize joint action. Its main characteristics are:

- Participation by diverse specialists and stakeholders.
- A long-term focus on strategic issues.
- Intensive communication and possible consensus building.
- Cooperation and networking among business, science, research, and government.
- Stakeholder ownership and commitment to act on resulting proposals.

Methodology and Implementation Structure

Multi-country design

The project applies strategic technology foresight as a participatory process involving businesses, researchers, policymakers, consumers, citizens, and creators. It will examine industrial, technological, and market opportunities and threats, account for socioeconomic and ecological complexity, and develop policies based on stakeholder consensus.

The multi-country methodology is designed to analyze shared future issues and goals, identify cooperation opportunities and conflicts of interest, recognize complementary capabilities, and promote regional facilities, infrastructure, services, alliances, and networking that may not be feasible at the national level alone.

The exercise will connect national and supranational domains. Although resource constraints mean that only several representative ECO countries will be directly involved, the baseline assessment will generate regional insights, and major participatory exercises and findings will be shared with all ECO member states to preserve regional inclusiveness.

National implementing partners will conduct country-level foresight activities using a common definition, methodology, and procedure. Foresight experts will consolidate national reports, identify common supranational elements, and present the results at a supranational conference. The resulting consolidated analysis will inform the final report submitted to the high-level steering committee.

Foresight stages

Stage A: Scoping and trend analysis

This stage will assess circular economy policies, current performance, implementation processes, socioeconomic and political trends, capabilities, opportunities, threats, and stakeholder roles. It will use the baseline assessment to select relevant value chains and identify the drivers shaping scenarios through 2035. Stakeholder analysis will use the Triple Helix concept and its variants, covering industry, government, knowledge institutions, and potentially wider social actors.

Stage B: Scenario building

Scenarios will cover 2030, 2035, and later periods. Desk research, surveys, and expert-panel validation will examine international, socioeconomic, political, contextual, and circular economy trends, as well as key technologies affecting selected value chains. In addition to exploratory scenarios, the exercise will develop a most desirable scenario as the initial normative basis for later future visions.

Stage C: Key technology development

This stage will identify future technologies likely to have major effects on circular economy application in selected value chains. Assessment will consider technology maturity, national development and application capacity, and possible effects on employment, economic growth, safety, quality, health, and overall positive impact.

Stage D: Future visions

Future visions will describe desirable prospects for circular economy development in the participating countries over the 2030,2035, and beyond horizons. They will address both national industrial and circular economy innovation systems and selected value chains and key technology innovation systems.

Stage E: Roadmaps and policy recommendations

Based on the future visions, the project will specify the requirements and actions needed to achieve them through roadmaps. A final needs assessment paper will incorporate the vision and roadmap findings into the strategy development process.

Methods

The proposed methods include:

- Trend analysis to identify developments over time and project their continuation or limits.
- Scenario analysis to explore possible futures, discontinuities, choices, and consequences rather than predict a single future.
- Delphi surveys to combine expert opinions through successive rounds.
- Key technology studies based primarily on expert interviews.
- Expert panels, generally involving 12 to 20 participants deliberating over 3 to 18 months.
- Future visioning to create shared and motivating representations of desired futures.
- Roadmapping to answer three questions: where the system is now, where it wants to go, and how it can get there.

Project Execution and Outputs

Component 1: Baseline study

The baseline or preconditions assessment will cover:

- Subregional economic, social, political, cultural, and ecological conditions.
- Present and prospective interdependence among ECO countries.
- Circular economy initiatives, policies, business practices, and stakeholder actions.
- Representative country participation.
- Selection of key product value chains and sectors.
- Industrial structure, infrastructure, quality systems, industrial parks, trade and investment promotion, science, technology and innovation systems, higher education, digitalization, circularity, and relevant value chains.
- Stakeholder relationships, interconnections, conflicts of interest, and potential mediation.
- Social network analysis covering local, subregional, global, national, and transnational relationships, including existing supranational connections and links to European Union and multilateral organizations.

The baseline output will include circularity indicators for monitoring interventions and measures of the economic importance of prioritized value chains and sectors.

Component 2: National foresight and recommendations

The second output will formulate recommendations through a participatory exercise involving:

- Stakeholder mobilization.
- Socioeconomic and environmental scenario development.
- Surveys, questionnaires, interviews, and expert panels.
- Surveys of emerging key technologies.
- Future vision development.
- Technology roadmaps.

Performance indicators include delivery and adoption of recommendations by national stakeholders and the extent of stakeholder coverage in consultations.

Component 3: Regional synthesis and needs assessment

The third output will consolidate national findings through a supranational synthesis, a supranational conference, and a final analysis and report for the regional domain. The conference is planned either at ECO headquarters in Tehran, Iran, or in a volunteer member state to be determined. Indicators include adoption of the regional recommendations and needs assessment by ECO and identification of common circular economy transition issues across ECO countries.

Roles and Responsibilities

- **UNIDO:** Designs and oversees the foresight methodology and circular economy content, engages experts and national partners, mobilizes stakeholders, establishes the steering committee, and supervises implementation.
- **Foresight experts:** Develop methods and tools, support national partners, and consolidate national findings into subregional common elements.
- **Circular economy experts:** Provide concepts and experience and review final reports.
- **Circular economy contractor:** Prepares the baseline study on the economic, political, and technological conditions for circular economy application.
- **National implementing partners:** Conduct the national foresight exercises.
- **Value chain experts:** Support consultation design and review final reports.
- **Steering committee:** Receives reports and selects relevant findings.

The methodology requires one international conference, a series of workshops, consultations, and expert panels. No specialized equipment is required.

Inputs and Budget

ECO and participating counterparts will identify the countries involved after the baseline assessment. Each counterpart will assign a senior officer as a project focal point, provide data and documentation, coordinate stakeholders, facilitate approvals and implementation, and nominate high-level decision-makers for the steering committee.

UNIDO will provide management and expert teams responsible for circular economy technical assistance, foresight methodology, coordination, quality assurance, evaluation, and advice on circular economy practices. International experts will support capacity development, baseline and trend analysis, scenario development, technology surveys, expert panels, future visions, roadmaps, recommendations, reporting, data management, workshops, and conferences.

Each national implementing partner will adapt the methodology to the national context, coordinate the country foresight cycle, lead stakeholder engagement and data collection, organize consultations and events, support validation and dissemination, and provide translation and interpretation.

Monitoring, Visibility, and Conditions

Implementation will follow UNIDO's standard monitoring, reporting, and evaluation procedures.

UNIDO will provide donor visibility through public activities, knowledge products, studies, reports, media outreach, logos, and appropriate references to the donor and institutional counterparts in accordance with applicable visibility guidelines.

Project implementation is conditional on approval of funding for UNIDO. The project will be governed by applicable agreements between target ECO member-country governments and the United Nations Development Programme, while recruitment, procurement, and contracting will follow UNIDO rules and regulations.

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Circular Economy in the Economic Cooperation Organization (ECO) Region: a multi-country foresight study for a just transition to a resource- efficient and circular economy

DRAFT

PROJECT DOCUMENT

Vienna, September 2026

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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

PROJECT SUMMARY

Project title:	**Circular Economy in the Economic Cooperation Organization (ECO) Region: a multi-country foresight study for a just transition to a resource-efficient and circular economy**
Project number:	XX
Area/Location/Countries:	ECO member countries (Afghanistan, Azerbaijan, Iran, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Türkiye, Turkmenistan and Uzbekistan)
RMB code:	IC3 Safeguarding the Environment
Thematic area code:	IC31 RECP & Low Carbon Production
Starting date:	tbd
Duration:	tbd
Main counterpart:	**Economic Cooperation Organization (ECO)**
UN Executing Agency:	United Nations Industrial Development Organization (UNIDO)
Donor:	tbd
Governments inputs	US$ 50,000
UNIDO inputs:	US$ 592,300
- Support costs (13%):	US$ 77,000
- Total:	US$ 669,300
Total Budget	US$ 719,300 (including in-kind inputs)
Brief Description:	

The Economic Cooperation Organization (ECO) launched at COP29 in 2024 the Regional Initiative on Resource Efficiency, Sustainability and Circular Economy (RESCUE) for the 10 Member States of the Economic Cooperation Organization (ECO): Afghanistan, Azerbaijan, Iran, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Türkiye, Turkmenistan and Uzbekistan. Further, ECO requested UNIDO to assist in shaping the RESCUE initiative and to develop a project for the preparation of a robust needs assessment report of the ECO region for a just transition to a resource-efficient and circular economy. The objective of the project is to enhance the capacity of the member countries' policy makers and stakeholders in developing policies and strategies on the transition of their industry and economy towards circular economy objectives. UNIDO will provide technical assistance for the preparation of needs assessment and transition pathways through a multi-country strategic technology foresight exercise with the horizon of immediate-2030-2035 and beyond.

Approved:

On behalf of Eco:

Name and title:

Signature:

Date:

On behalf of UNIDO

Name and title:

Signature:

Date:

ABBREVIATIONS

AI/AGI	Artificial Intelligence/Artificial General Intelligence
CBAM	Carbon Border Adjustment Mechanism of the EU
CE	Circular Economy
CPC	Consumer Product Classification
CO2	Carbon dioxide
CSR	Corporate Social Responsibility
EC / EU	European Commission / European Union
ECO	Economic Cooperation Organization
ESG	Environmental, Social & Governance
FAO	Food & Agriculture Organization
GDP	Gross Domestic Product
HDI	Human Development Index
IE	International Expert
loT	Internet of Things
IPCC	Inter-Governmental Panel on Climate Change
IPR	Intellectual Property Right
ISIC	International Standard Industrial Classification
KIBS	Knowledge Intensive Business Services
LED	Local Economic Development
NE	National Expert
NIP	National Implementing Partner
NGO	Non-Governmental Organization
SDG(s)	Sustainable Development Goal(s)
STI	Science, Technology and Innovation
UNIDO	United Nations Industrial Development Organization

A. CONTEXT

UNIDO was invited by the Economic Cooperation Organization (ECO) to support convening the Ministerial Meeting on Circular Economy "Empowering Interregional Partnerships for Circular Economy Transition: Towards a Climate Resilient and Sustainable Future via Resource-Efficiency" as an official host-country side event of COP29 on 16 November 2024, co-organized by the ECO Secretariat, United Nations Environment Programme (UNEP), and the COP29 Presidency of the Republic of Azerbaijan, represented by the Ministry of Economy. The Ministerial Meeting on Circular Economy acclaimed in this regard the launching of the Regional Initiative on Resource Efficiency, Sustainability and Circular Economy in the ECO Region (RESCUE) through the Joint Statement, as well as the "Joint Declaration on Baku Resource Efficiency and Circularity Agenda" as the outcome documents of the subject event. The ECO Council of Ministers (COM) – key policy and decision-making body of ECO –welcomed the RESCUE Initiative in its 28th Meeting, held in Mashhad on 3 December 2024. ECO Member States were urged to actively engage in collaborative efforts to translate this Initiative into tangible actions and the joint activities to be undertaken.

These endeavors encompassed the ECO's request to the United Nations Industrial Development Organization (UNIDO) to develop a project for the preparation of a robust needs' assessment report of the ECO region for a just transition to a resource-efficient and circular economy. Furthermore, the reflection of the significance of a just transition to a resource-efficient and circular economy and more sustainable management of natural resources was provided in key strategic and vision documents of ECO.

The ECO Secretariat teamed up with UNIDO for promoting the implementation of this Initiative and enhancing environmental collaboration and climate action in the region through organizing the online Accelerator Session on "The RESCUE Initiative in the ECO Region: Goals, Opportunities and Challenges" on 15 May 2025 during the World Circular Economy Forum (WCEF 2025).

UNIDO was requested by ECO to prepare a draft Project Document for the preparation of a needs assessment and feasibility of the ECO region for a just transition to a resource- efficient and circular economy. Once the Project Document is approved, UNIDO and ECO Secretariat will engage in consultations on the financial and budgetary aspects. Most specifically, ECO Secretariat will address one of the meetings of the ECO Council of Permanent Representatives (CPR) to approve the allocation of certain amount from the ECO Feasibility and General-Purpose Fund (FGPF) as a partial financing of the subject project. On its side, UNIDO may mobilize its broad network/array of stakeholders and solicit pledges from international development partners for launching and implementation of the project. Subject to financial commitments, a presentation/kick-off event is expected to be organized on the margins of one of the forthcoming landmark global events.

The United Nations Industrial Development Organization (UNIDO) has been implementing a series of Strategic Technology Foresight exercises for policy making in different economic dimensions and countries and recently those dedicated on transition pathways towards a Circular Economy.[1]

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1 *UNIDO (2006) Foresight Study on the productive chain of the fishery industry in the region of the South American pacific coast. United Nations Industrial Development Organization. Final summary report. Vienna, 2006.*
UNIDO (2007) Regional productive chains - the future of products of the Andean high plateau and central valleys - textiles from camelid fibers, Final report. United Nations Industrial Development Organization, Vienna, Austria.
UNIDO (2008) The future of products of the high plateau and central valleys of the Andes - Medicinal plants. Final report. United Nations Industrial Development Organization, Vienna, Austria.

B. REASONS FOR UNIDO ASSISTANCE

The launching of the envisaged new strategy for the ECO countries towards a just transition to a resource-efficient and circular economy requires substantial amount of resources, including technical and methodological expertise. ECO indicated the need to receive support and help from international organizations and officially requested UNIDO to assist in this endeavour, particularly in the application of the foresight methodology for regional CE strategy development. UNIDO has the recognised experience in technology and innovation promotion, circular economy as well as in developing and implementing foresight exercises. Foresight methodology can be applied both in single sector cases and in multi-sectoral ones, as well as in multi-country dimension.

B1. Gender Mainstreaming

UNIDO acknowledges that gender equality and the empowerment of women play crucial roles in fostering sustained economic growth and promoting sustainable industrial development. These factors are key drivers in reducing poverty and facilitating social integration. UNIDO is committed to prioritizing gender equality and women's empowerment as fundamental components of its overarching objective to achieve inclusive and sustainable industrial development (ISID). Throughout the project, there will be a seamless integration of gender equality considerations in all activities, recognizing the significance of involving women in the development of effective circular systems and value chains to enhance sustainability.

C. THE PROJECT

C.1. Objective of the project

The objective of the project is to enhance the capacity of stakeholders in ECO countries in developing policies and strategies for a just and appropriate transition towards a circular economy compatible with the economic and social goals of the member countries.

C.2. Expected outcomes

1. A robust needs assessment and feasibility analysis for a just transition to a resource-efficient and circular economy of the ECO region is adopted by the Economic Cooperation Organization (ECO) and the governments of the target countries.

2. Constitution of an operational network of stakeholders concerned with future-looking application of the circular economy concepts and practices in their industrial sector, following identified collaboration mechanisms at the ECO region level and partners.

UNIDO (2009) Healthy and safe food for the future. Futurefood6. A Technology Foresight project in Bulgaria, Croatia, Czech Republic, Hungary and Slovakia. European Commission's Sixth Framework Program. United Nations Industrial Development Organization. Final Report. Vienna 2009.

UNIDO (2011) Policy Advice to Science, Technology and Innovation Strategy 2011-2020 and the High Technology Law Implementation to Vietnam, United Nations Industrial Development Organization, Vienna, Austria, 2011.

UNIDO (2024), *Towards the Circular Economy for Ukraine: an exploratory strategic foresight study*, United Nations Industrial Development Organization, Vienna

C.3. The UNIDO approach

The project will support:

- A comprehensive CE stocktaking, needs assessment and feasibility
- Broad stakeholder mobilization and engagement for CE promotion
- The preparation of a robust needs assessment report of the ECO region for a just transition to a resource-efficient and circular economy, with a horizon of immediate-2030-2035

In the development of the envisaged CE needs assessment and feasibility with three horizons short term-2030-2035, the methodology proposed by UNIDO will provide support to it through a dedicated multi-country Foresight exercise. The Foresight methodology will be used to gather the necessary information at countries and regional levels to develop the CE needs assessment, which will define a set of strategic and specific objectives for the CE transition pathways in the ECO member countries.

Additional attention will be given to:

- The development of capabilities for strategic analysis, diagnosis and prognosis as well as on foresight methodologies;
- The creation of capabilities, which will allow the implementation and exploitation of the project results;
- The development of skills and identification of opportunities for specific regional knowledge transfer among and between ECO and other partners.

C.4. The position and needs of the ECO member countries towards circular economy transition ([2])

There is mounting and compelling evidence that the unsustainable use of materials is a common root cause for the triple planetary crises of climate change, loss of nature and biodiversity and accumulation of waste, and hence that the circular economy transition has become a planetary necessity for humankind. The International Resources Panel (IRP) found that extraction and processing of material resources accounts for over 90% of impacts on land-use related biodiversity loss and water stress, over 55% of greenhouse gas (GHG) emissions (60% if land use change is included) and up to 40% of particulate matter-related pollution (3). Moreover, IRP found that over the past 50 years global material resource consumption had more than tripled, while materials productivity remained near constant (~0.7% average annual increase).

These global materials use trends are with some regional specificity and variability also observed in the ECO region during 2000--present, as illustrated in Figure 1 (displaying per capita materials use within each country), Figure 2 (displaying the materials footprint of consumption taking place in the respective country and Figure 3 (displaying materials productivity in the respective country).

[2] Based on: Van Berkel, R. (2025) *Circular Economy in the Economic Cooperation Organization (ECO) Region: a desktop scan.* UNIDO

These figures show significant differences between countries in the ECO region, which are a reflection of their varying socio-economic features, including size and composition of economy; natural resource endowments; population density; degree of urbanization; and prevailing socio-cultural practices and traditions. As an overarching observation, the figures demonstrate the need to 'bend the curve', that is reducing materials consumption through decoupling of the economy, with the widespread and scaled-up adoption of circular economy and resource efficiency.

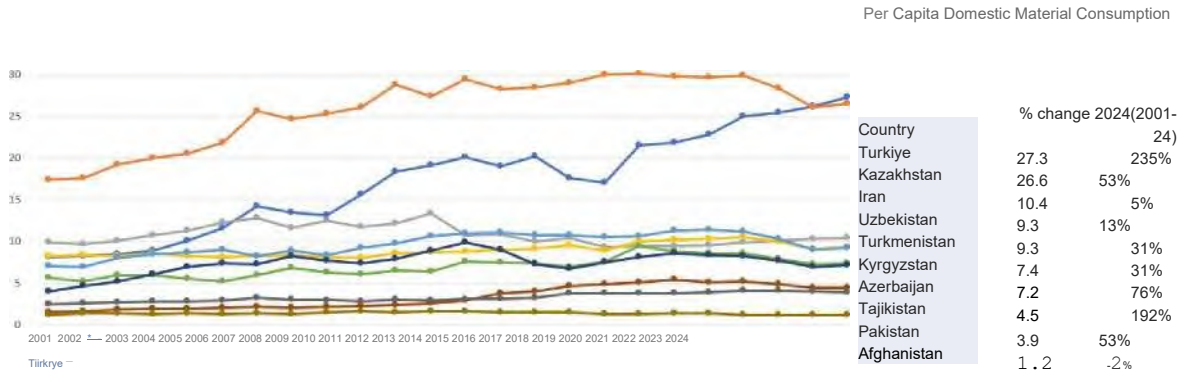


Figure 1: Trend in per capita materials use within in country [ton/capita] (data source: Global Material Flow Database) (4)

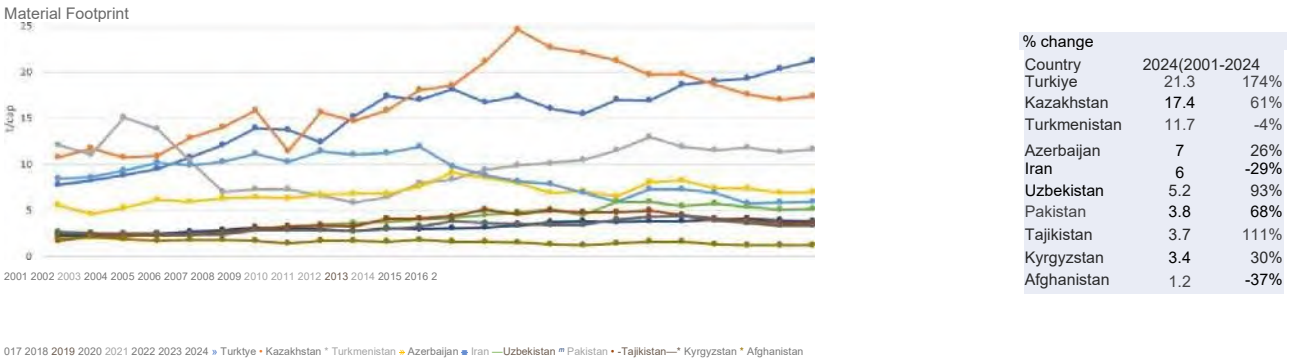
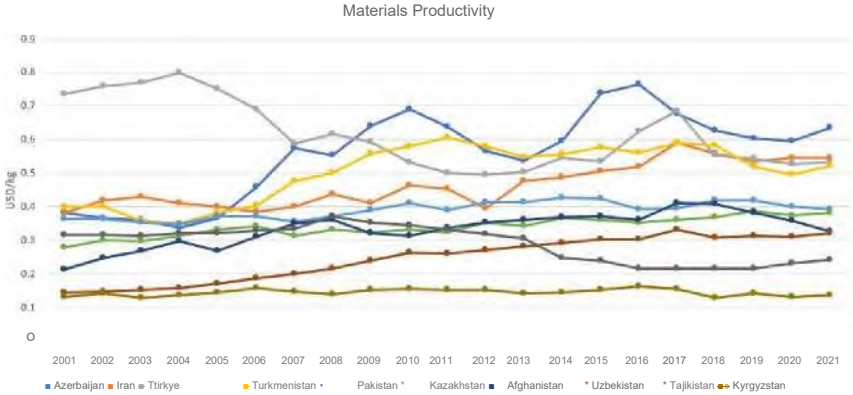


Figure 2: Trend in material footprint covering lifecycle-based material use for goods and services consumed in country [ton/capita] (data source: Global Material Flow Database) (5)



country	2021	% change (2001-2021)
Azerbaijan	0.64	66%
Iran	0.55	43%
Türkiye	0.53	-28%
Turkmenistan	0.52	30%
Pakistan	0.39	8%
Kazakhstan	0.38	37%
Afghanistan	0.33	52%
Uzbekistan	0.32	121%
Tajikistan	0.24	-23%
Kyrgyzstan	0.14	5%

Most countries have been able to improve materials productivity
There is a large variation between countries; materials productivity in Azerbaijan 4.6 times higher than Kyrgyzstan

Figure 3: Trend in material productivity [USD/kg] (data source: Global Material Flow Database)(6)

Beyond a planetary necessity, the circular economy also presents an economic opportunity. This was for instance confirmed by the World Bank in regard to the circular economy potential in Central Asia (7). It identified priority circular economy actions for construction sector (in Kazakhstan), agri-food production (Uzbekistan) and urban development (Almaty) which could absorb over 1.7 billion USD investment over 10-year period, yielding attractive returns on investment, along with very significant environmental benefits, including halving of construction and demolition waste and reducing agri-food Greenhouse Gas (GHG) emissions by 1/3rd. For Türkiye the World Bank outlined both light and ambitious circular economy pathways for Turkish firms, taking advantage of circular economy development in the European Union (8). As a no-regret first step World Bank recommends to focus on the more efficient use of materials with an increase in reuse and recycling with the use of resource efficient and cleaner production measures that are already in progress or that can be implemented in the immediate future, through capacity building, improved national coordination and governance, and targeted support to overcome investment challenges in small and medium sized enterprises.

The ECO region may wish to develop and adopt a unifying rationale for its regional circular economy transition, taking inspiration from regional circular economy initiatives elsewhere. For example, the Association of South East Asian Nations (ASEAN) has positioned its 2021 circular economy framework in the context of the regional economic integration to achieve: resilient economy; resource efficiency; and sustainable growth with initial priority for agriculture; food; forestry; mining; energy; finance and transportation sectors (9). Elsewhere, the African Circular Economy Alliance has articulated Africa's path to circular economy in terms of five big bets, relating to transformation of food systems; packaging; electronics; fashion and textiles; and built [3] [4] [5] [6] [7]environment (10). Similarly, the Circular Economy Coalition for Latin America and Caribbean has developed its shared vision detailing expected impacts, necessary solutions and pathways for transformation (11).

[3] https://www.resourcepanel.ore/elobal-material-flows-database accessed 5 May 2025
[4] https://www.resourcepanel.org/global-material-flows-database accessed 5 May 2025
[5] https://centralasiaclimateportal.org/document/circular-economv-as-an-opportunitv-for-central-asia/
[6] https://www.worldbank.org/en/countrv/turkev/publication/turkive-s-circular-economv-transition-in-the-eu-s-global- value-chain-ecosystem
[7] https://asean.org/wp-content/uploads/2021/10/Brochure-Circular-Economy-Final.pdf

C.4. The Foresight approach

This strategic foresight exercise will have the following objectives: identification of weaknesses and opportunities, challenges, trend analysis, socio-economic scenarios, key technological innovations fields, Future Visions and Road-mapping to ground the policy actions.

The exercise will be implemented with the participation of the main stakeholders coming from the different areas of the industrial and STI systems such as: universities, national and private research institutes, industry, civil society, line ministries, think tanks, society organizations and creative actors. Stakeholders will be actively involved during all phases of the foresight exercise. By involving them in all phases of the exercise, they will have the opportunity to work out their common interests and differences and develop jointly a vision of the sectors and value chains that will be the base for the preparation of the CE needs assessment 2026-2035.

The foresight exercise will allow the creation of networks, collection of information on CE, build up consensus, and will start the process of decision-making, definition of a set of strategic and specific objectives for the industrial and STI systems until 2035 and the development of the regional CE common perspective. The value of foresight is that it provides decision-makers the means to look ahead and think about what actions may be necessary today to address the needs and challenges of the future. [8] [9]The methodology: Foresight

Foresight is one of the main tools to identify and systematically analyze possible future states of a sector or value chains by taking into account social, technological, economic, business, environmental and political factors and drivers, as well as value systems of the stakeholders. In this respect, foresight is seen as "systematic, participatory, future-intelligence-gathering and medium-to-long-term vision-building process aimed at present-day decisions and mobilising joint actions" (Johnston, 2008).

The main features of foresight processes can be summarized as follows:

- The involvement of a diversity of specialists and stakeholders with different fields of expertise, skills and accumulated knowledge, like industry representatives, consumers, policymakers, businessmen, scientists, technology experts and NGOs, building a collective anticipatory intelligence.
- A long-term perspective focusing on strategic issues.
- Intense communication among the stakeholders, potentially leading to consensus on the nature of major factors and drivers, and shared visions about the future.
- Co-operation and networking among businesses, scientists, researchers and policymakers is likely to lead closer co-operation and networking of various sorts, e.g. joint projects with participants from the industry and academia; regular discussions among businesses and researchers on the one hand, and policy-makers, on the other often yield new, improved policy measures.
- Commitment to act upon the proposals stemming from the foresight process: by having been included in broad dialogues, participants feel ownership of the ideas generated, and thus willing to co-ordinate their future actions as policy-makers, business people, researchers, NGOs, etc. Thus, foresight processes can also reduce uncertainty as the participants have a good understanding of each other's future strategic intentions, limitations and interests, based on the shared visions they arrived at during their joint deliberations.

[8] https://www.aceaafrica.ore/5-circular-bets

[9] https://content.ellenmacarthurfoundation.org/web/a7feff421173399c/circular-economy-in-latin-america-and-the- caribbean—a-shared-vision/?_gl=1*1p642qt*_gcl_au*OTkvNzYwMDE2LiE3NDY3NzI5NTE.*_ga*ODQ4QDE4MTcuMTc0Nic3Mik1MQ..*_ga_V32N675KJX*czE3NDY3NzI5NTAkbzEkZzAkdDE3NDY3NzI5NTAkaiYwJGwwJGgw&viewType=grid&mediaId=DCB6FE1D-5597-4B79-AC65918E79E85B2B

During the last decades, Foresight has become increasingly used as a strategic policy intelligence tool. Current Foresight theory recognizes the complexity and reflexivity of innovation processes and conceptualizes policymaking as a continuing reflexive learning process (Da Costa, 2006). The role of Foresight has been shifted from a product-oriented to a process-oriented policy instrument. The foresight exercise to be carried out for the preparation of a needs assessment report of the ECO region for a just transition to a resource-efficient and circular economy considers three horizons, such as short term-2030-2035, and aims for both product- and process-oriented impact. It aims to supply anticipatory intelligence such as opportunities, future challenges, risks and visions for change and to address the future of the industrial and STI systems. The final report will contain policy recommendations such as prioritization, consolidation of Future Visions, and a road-mapping on how to achieve the desired future for the CE transition pathways in the ECO countries.

C.5.Methodology

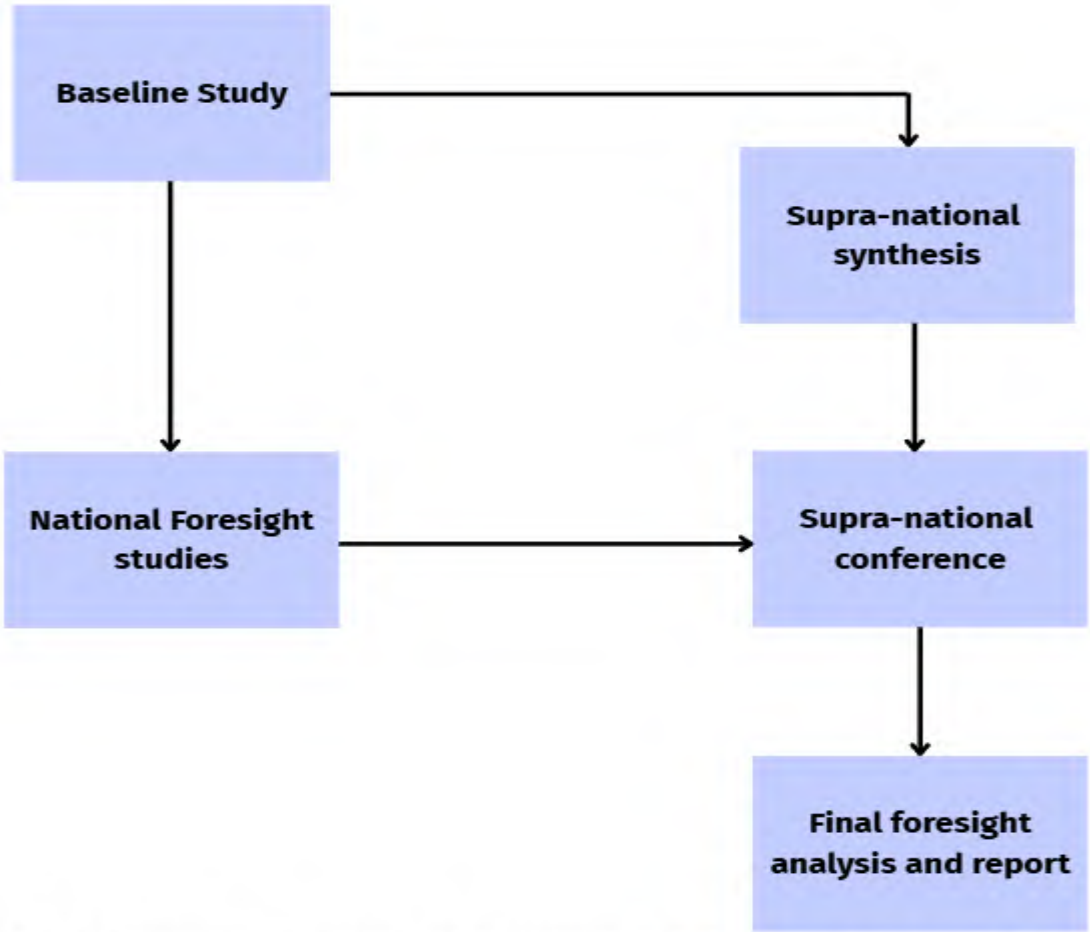
The project applies the strategic technology foresight method, as a systematic, participatory process that gathers future looking intelligence and builds medium to longterm visions and roadmaps. The method brings together the relevant stakeholders from businesses, researchers, policymakers, consumers, citizens and creators with their wide range of expertise and skills in order to identify emerging industrial, technological and market opportunities and threats, consider socio-economic-ecological factors in their complexity, and thus devise appropriate policies and strategies, based on consensus and agreements among these stakeholders.

This particular project employs a multi-country foresight methodology, which is designed "to analyze future-oriented common issues and goals, detect opportunities for cooperation and eventual conflicts of interest, identify complementary attributes, and promote sub-regional facilities, infrastructures and services, which could not be established at national level alone. Special attention is given to co-participation mechanisms, allowing the implementation of common visions of the future by joining efforts, knowledge stocks, economic and political strengths, and improving national and international collaboration, strategic alliances and networking".[12]

The strategic foresight exercises are dedicated to the involved countries and their relevant key product value chains for the CE transition. The formulation and organization of the present multi-country foresight is the joint consideration of two domains: national and supra-national. The figure below indicates such approach.

NATIONAL DOMAIN

SUPRA-NATIONAL DOMAIN



[12] Seidl da Fonseca, R.(2021) 'Concept and methodology for multi-coutry foresight-application on science-technology-innovation and productive chain policies', Int. J. Global Environmental Issues, Vol. 20, Nos. 2/3/4, pp.292323

Aiming at reducing the complexity of scope and rationalizing the mobilization of resources, the present exercise will be concentrated inseveral representative ECO Member States. The countries involvement will be part of the baseline assessment with a view of reaching relevant insights for the region as a whole. Nevertheless, to reach the necessary awareness and attention of the whole ECO Member States, all major participatory exercises of the foresight stream and findings will be shared and made available for them. In these terms, the conducting of the project shall comply with the requested inclusiveness of the countries in the region. The analytical work and recommendations are expected to achieve an overall regional character and domain.

The implementation of the project will be conducted, under supervision of UNIDO officer, by a group of Foresight practitioners and Circular Economy experts, national implementing partners (with knowledge on the selected value chains) from each country involved, and a steering committee of high-level policymakers.

Following a common definition, methodological approach and procedure, each national implementation agency conducts the application of the sequence of foresight methods and reports the results to the indicated foresight expert. Each foresight expert consolidates the national foresight phase reports and extracts the common elements at the supra-national level. Both results are presented and discussed at a supra-national conference. The consolidated national domain analysis is presented and discussed at a supra-national conference, which discussions will stream to produce the final report. The final report is presented to the steering committee, closing the exercise.

Glossary of key terms

- **Circular Economy** - in a circular economy, products are designed for durability, reuse and recyclability, and materials for new products come from old products. As much as possible, everything is reused, remanufactured, recycled back into a raw material, used as a source of energy, or, as a last resort, disposed of.

- **Context scenarios** - The addressee of a scenario analysis - for instance, a firm or a country - can never control the entire range of factors influencing future development. Context scenarios capture in a systematic way the space of possible combinations of factors that will shape the future but are beyond the influence of the addressee. In other words, context scenarios represent possible future environments that the addressee may have to face and for which he/she has to prepare strategies.

- **Future Vision** - Future Vision is the description of a desirable prospect with regard to a particular context scenario.

- **Key technologies and key technology innovation systems** - Key technologies are a concept to describe technological developments that could be of use for a wide range of economically important applications. The concept of key technology innovation systems combines the notion of key technologies with that of technological innovation systems in order to capture the institutional and other requirements necessary to realize key technologies *and* their economic impact.

- **Roadmap -** A sequence of steps or events necessary to realize a scenario. These steps can be technological, economic, social or political in nature. In its simplest form, roadmaps distinguish present state, future state(s)

and actions to be taken in between, but they can also take the form of a series of actions ordered along a timeline.

- **Science, technology and innovation (STI) system** - developed as a concept in the late **1980s** to early 1990s, the notion of "system" to capture the nature of research and innovation has exerted a strong influence on research, technology and innovation policy during the past two decades. In most systems approaches to STI, emphasis is put on the importance of interactions between different types of actors, and of the institutions guiding and framing these interactions. Developed initially as a synthesis of previous actor-centred approaches, more recently the notion of functions of (research and) innovation systems has been introduced. Depending on the respective emphasis put on different driving forces, authors speak of innovation systems, research and innovation systems, or science, technology and innovation systems.

• **Success scenario** - This is a desirable future that is challenging, but that must also be possible to achieve.

- **Triple Helix concept** –Elaborated to understand the close relation of governance, innovation and production in a development process. The triple helix model of innovation refers to a set of interactions between academia(the university and other knowledge-based institutions), business (or other end-user organization) and government to foster economic and social development, as described in concepts such as the knowledge-based economy and knowledge-based society. Depending on the availability of empirical evidence and data, the model could incorporate public or civil society as the fourth helix (quadruple Helix model), the natural environment of society and ecological issues (quintuple helix model) or even extended algorithmically more generally to a multiple or n-tuple helix model.

C.6 Project execution process

The execution of the project follows three main components: (a) baseline study, including the identification of the stakeholders and participation patterns at the multi-country level; (b) national foresight exercises.; (c) multi-country (regional) foresight synthesis

a) Baseline study or preconditions assessment

The baseline desk study and basic consultations cover the following elements:

- Sub-region analysis, which highlights the power of the nations involved (economic- social-political strengths, cultural characteristics and ecological threats).
- Sub-regional and international interdependence analysis, both present and prospective, between the countries involved, which will indicate the type and grade of possible cooperation.
- Mapping relevant CE initiatives in the ECO countries, in terms of policy, business practices and stakeholders actions.
- Involvement of several countries which would be representative for the target region.
- Selection and definition of key product value chains and related sectors for promoting circular economy approaches in the target countries.
- Industrial situation analysis, considering the industrial structure, overall and especially relevant for circular economy application; the industrial super infrastructure, such as quality, industrial parks and locations, trade

and investment promotion, STI system (research, innovation, higher education; digitalization penetration), grade of circularity, key value chains relevant for all countries involved.

- Stakeholders' assessment and analysis of the industrial fabric and especially at the selected value chains and relevant sectors, identifying interconnections at country and sub-regional levels, as well as conflict of interests, their mediation and remediation basis.
- Social network analysis for identification and representation of the real interrelations among the mobilized stakeholders. For the productive or value chains it covers the identification of the local, subregional and global productive system as well as the national and transnational relations. Here very relevant for the multi-country foresight exercise is the evaluation of the existing supra-national connections between actors from the different countries involved, as well as the insertion of leading CE stakeholders, such as EU and multilateral organizations.

b) The national foresight exercises will be conducted through five stages, as detailed below.

Stage A: Scoping and trend analysis

This stage deals with the analysis, screening and scoping of the possible and expected process for systematizing the adoption of principles, compliances and facilities supporting the broad implantation of circular economy in the involved countries. The inputs for this work are the previously executed baseline study or preconditions assessment. The foresight exercise will address value chains more suitable for promoting CE in their domains. The trends analysis and screening exercise takes into account three main information blocks of the baseline assessment. Firstly, the diagnosis of the countries CE system and its main current policy strategies. Secondly, indicated relative performance of the CE system. Thirdly, the processes in progress in the countries related to the implementation of the CE principles and facilities, where a set of trends will be selected and analyzed in which extension they could be taken as drivers for the future. At this stage a crucial exercise will be the assessment of key stakeholders in the different areas of actuation, in the government, research, business and society, the reference being the Triple-Helix concept (industry, government and knowledge-based institutions) and its variants. The desk study and consultations would be designed to identify main socioeconomic-political trends and drivers, the countries' capabilities and potential opportunities and threats and take these as the context for the scenarios building at the time horizon 2035.

Stage B: Scenarios building

This stage is future-oriented and looking at the time horizons 2030, 2035 and beyond. Based on the abovementioned analysis and screening report, scenarios for CE implementation shall be developed through desk research, a survey and validated by an expert panel. The screening to be taken into account for defining the scenarios relates to contextual developments (e.g. international trends, socio-economic-political trends, etc.) but also to CE trends in the target countries. Looking at the present and future trends of those selected value chains, a series of key technologies will be considered to the scenario's construction. On top of these viable scenarios, a so-called "most desirable scenario" will be developed in order to obtain a first normative orientation of what a desirable future for the selected countries CE might look like. Such most desirable scenario will be further elaborated in a Future Visions stage (Stage D).

Stage C: Key technologies development

The aim of this stage is to identify future key technologies that are expected to have major impacts on the application of CE concepts and methods in the selected value chains. Apart from the value chains specific technological issues, as global and local development and practical application of technologies, questions shall also address potential impacts on employment, economic growth, safety & quality and health. The selection of the key technologies to be further used in the next stages of the foresight project shall be based on calculation of the current level of the technology development versus position of the country in (a) development and (b) in the application of the technology, taking into account the overall positive impact of each technology.

Stage D: Future Visions: from desirable scenario to value chains specific visions

In general terms, a Future Vision describes a desirable prospect regarding a particular context. It must then outline the main attributes of such a future and be specific regarding the objectives to be achieved. This stage aims at devising alternative visions on the future of CE development in the involved countries for the time horizon 2030, 2035 and beyond.

This exercise will address both the levels of the countries' industrial and CE innovation systems at large and focused on selected value chains and on the related key technologies. It aims at devising visions at both levels. For this purpose, it builds on the one hand on the desirable scenario developed and subsequent deeper exploration and on the key technology innovation systems analysis on the other.

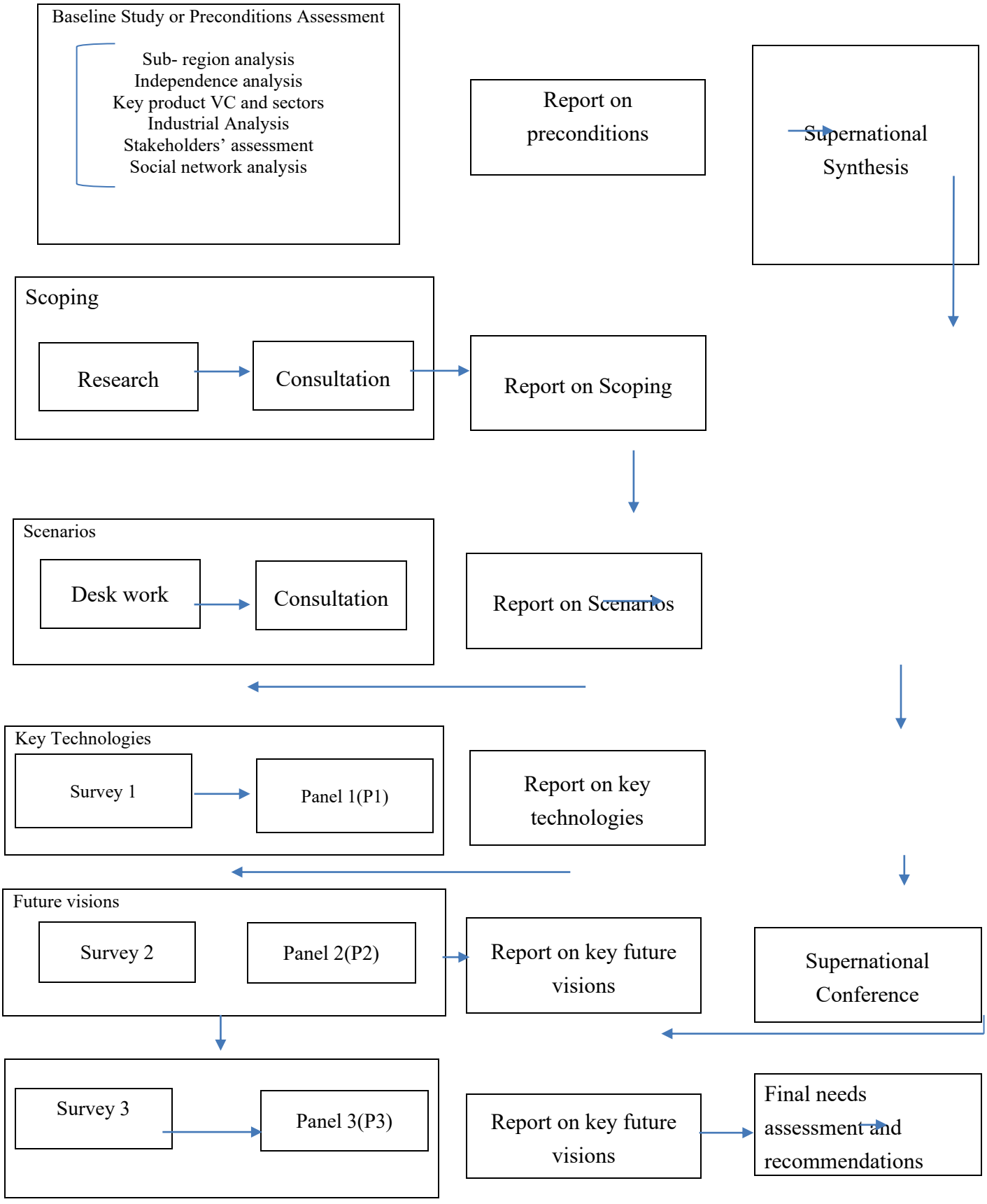
Stage E: Road mapping of actions and policy recommendations

On the basis of the visions formulated, the main requirements that need to be met and achieved on the way towards these visions will be specified in terms of roadmaps.A final needs assessment reporting paper will be prepared in order to feed the visionary and roadmap-related elements into the strategy development process.

The multi-country foresight exercise will be complemented by the following studies and event:

- Supranational synthesis, on the basis of the baseline study or preconditions assessment.
- Supranational conference, where the results and report of the national foresight exercises will be presented, and possible cooperation would be identified. The final report on the national foresight exercises shall include a national synthesis.
- Final analysis and report, where the foresight results, needs assessment and recommendations will be dedicated to the supra-national domain.

The figure below indicates the whole activities to be performed under the present project with their connections


Baseline Study or Preconditions Assessment
Sub- region analysis
Independence analysis
Key product VC and sectors
Industrial Analysis
Stakeholders' assessment
Social network analysis
Report on preconditions
Supernational Synthesis
Scoping
Research
Consultation
Report on Scoping
Scenarios
Desk work
Consultation
Report on Scenarios
Key Technologies
Survey 1
Panel 1(P1)
Report on key technologies
Future visions
Survey 2
Panel 2(P2)
Report on key future visions
Supernational Conference
Survey 3
Panel 3(P3)
Report on key future visions
Final needs assessment and recommendations

Description of the selected Foresight methods

The basis of trend analysis is to locate a trend that is apparent over time, and project it forward based on data concerning the rates of change and the extent of change achieved. In shorter-term forecasts this is often a matter of extending a linear or exponential curve (e.g. economic growth, power or diffusion of a technology). In the longer-term, limits to growth will often be encountered - there may be a limit to the size of the population to which a technology or cultural practice can diffuse for example, and various other types of trend curve may be fitted to the data (for example, the well-known s-shaped logistic curve).

A scenario is a "story" illustrating visions of possible future or aspects of possible future. Scenarios are not predictions about the future but rather similar to simulations of some possible futures. They are used both as an exploratory method or a tool for decisionmaking, mainly to highlight the discontinuities from the present and to reveal the choices available and their potential consequences.

The Delphi Survey method was invented by Herman Kahn and others to pool expert opinion on a specific topic. It is carried out in a series of rounds, each of which is modified by the results of the previous one. It produces a collective view about likely developments.

Key technology studies are usually based on interviews with experts on the technology for which a forecast is being developed. Although usually applied to technologies, the underlying principles can also be used to define key actions or set priorities.

The expert panel method is a commonly used method to elicit expert knowledge. The panels are typically groups of 12-20 individuals who are given 3-18 months to deliberate upon the future of a given topic.

A Future vision is an imagined representation or a shared picture of the (usually desired) future. " *Visioning is the process of creating a series of images or visions of the future that are real and compelling enough to motivate and guide people toward focusing their efforts on achieving certain goals.*" (World Future Society).

Road-mapping presents a structured way of achieving a set up vision by proposing measures and actions in relevant sectors and fields; these actions shape the development in the way it leads to the future prospects. In the process of road-mapping, three basic questions are to be answered:

- Where are we now?
- Where do we want to go?
- How we can get there?

C.7. RBM code

- IC3 Safegarding the Environment
- CC12 Industrial Policy, Business Environment and Institutional Support o CD14 Innovation Systems, Technology Management and Foresight

Thematic area code: IC31 RECP & Low Carbon Production

C.8. Outputs and activities

Output 1: A baseline study or preconditions assessment for the feasible promotion of circular economy principles and practices in the industrial and innovation systems of the target counties

Activities:

- Analysis of the national and supra-national situation and trends, taking into consideration that the addressed countries are in the process of cooperating with the partner countries, including the members of the European Union.
- Mapping CE initiatives in the involved countries.
- Defining key product value chains, both at national and supra-national (common) domains.
- Stakeholders' assessment and analysis, identifying possible or existing conflict of interests.
- Identification of supra-national policy making, including the mobilization of the relevant development partners, including EU and multilateral bodies.
- Identification of formal agreements (existing and envisaged) between countries and between institutions and businesses related to green and circular economy matters.

Indicators:

1) Circularity indicators for monitoring the progress of CE interventions
2) Measure of economic importance of the prioritized value chains and sectors

Output 2: Recommendations for promoting CE in the involved countries, formulated through a highly participatory and consultative foresight exercise on opportunities, challenges and practices for CE transition

Activities:

- Mobilization of a variety of stakeholder groups.
- Building feasible and desirable socio-economic-environmental scenarios.
- Participatory consultation with actors and influencers, through surveys (questionnaires and interviews) and expert panels.
- Surveying emerging key technologies affecting and promoting circular economy.
- Building future visions.
- Elaborating technology road maps.

Indicators

1) Recommendations delivered and adopted by the national stakeholders from the involved ECO member countries
2) Extent of stakeholder coverage in consultations on the CE transition

Output 3: A needs assessment at the regional level for consolidating concepts and instruments for promoting CE transition in the ECO region

Activities:

- Supranational synthesis

- Supranational conference
- Final analysis and report dedicated to the supra-national domain.

The supranational conference would be hosted either at ECO HQs in Teheran, Iran or by any volunteer Member States (tbd).

Indicators:

1) Recommendations and needs assessment delivered and adopted by ECO
2) Number of common issues among the ECO countries regarding the CE transition

Main actors involved:

- **UNIDO** designs and oversees the foresight methodology and CE contents, identifies and engages the experts and the national implementing partners, invites participation of the related stakeholders, constitutes the steering committee and supervises the implementation process.
- The **foresight experts** elaborate the methods and tools to be used, support the national implementing partners to apply those methods and tools and consolidate the results of the national foresight exercises at the sub-region level as common features.
- The **circular economy experts** contribute with information on concepts and experiences during the national foresight exercises and revision of the related final reports.
- The CE **contractor** prepares the **baseline study or preconditions assessment** on the present economic, political and technological situation of target countries for applying the principles and practices of circular economy.
- The **national implementing partners and experts** conduct the foresight exercise in their countries.
- The value chains **knowledge experts** assist the foresight experts in the preparation of the consultations and revise the final reports.
- The **steering committee** receives the reports and selects the relevant takeaways.

C.9 Timeline of the activities

Activities/ Months	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Output 1: A baseline study or preconditions assessment for the feasible promotion of circular economy principles and practices in the industrial and innovation systems of the target counties																								
1.1 Appointment of a contractor																								
1.2 ECO-region analysis																								
1.3 ECO region and international interdependence analysis																								
1.4 Mapping CE initiatives in the target countries																								
1.5 Key product value chains and sectors selection																								
1.6Industrial analysis																								
1.7 Stakeholders assessment																								
1.8 Social network analysis																								
1.9 BS reporting; Data bank and networking of selected stakeholders						BS																		
Output 2: Recommendations for promoting CE in the target countries, formulated through a highly participatory and consultative foresight exercise on opportunities, challenges and practices for CE transition																								
2.1 Nomination of experts for conducting the foresight exercise																								
2.2 Desk research on scoping and analysis																								
2.3 Consultation on scoping (C1)				C1																				
2.4 Preparation of reports on scoping					R1																			
2.5 Desk research on socio-economic-political and contextual trends																								
2.6 Desk research on CE future looking trends																								
2.7 Desk work to build exploratory scenarios																								
2.8 Consultation on scenarios (C2)							C2																	
2.9 Scenarios reporting								R2																
2.10 Design and conducting a Key Technologies survey. Analysis and compilation of results									S1															
2.11 Conducting experts panels for the selection of the key											P1													

2.12 Reporting on key technologies													R3											
2.13 Organizing and evaluating a survey on future visions (S2) for the feasibility and desirability of the visions and for providing input to the next stage (roadmapping)															S2									
2.14 Organizing and conducting future visions panels of experts (P2)																P2								
2.15 Reporting on future visions																	R4							
2.16 Organizing and conducting roadmapping panels of experts (P3)																			P3					
2.17 Reporting on roadmapping and recommendations																				R5				
Output 3: A needs assessment at the regional level for consolidating concepts and instruments for promoting CE transition in the ECO region																								
3.1 Preparation of a Supranational synthesis, on the basis of the baseline study or preconditions assessment																								
3.2 Organization, conducting and reporting a Supranational conference																						SC		
3.3 Preparation of a final analysis and report (R6) with foresight results, needs assessment and recommendations at the supra-national domain																								R6

C.10. Risks

The possible risks, their impact and probability of occurrence, and mitigation strategies are the following:

Risks	impacts/Probability	UNIDO's risk mitigation measure
General for the ECO countries		
Macro/political instability	High/High	• Events beyond control • Mitigation by following UNDP security procedures • Extended use of digital communication media and virtual consultations and data collection
Limited institutional capacity to develop and implement strategy at regional and local level, and at enterprise level, as well as lack of coordination between involved ministries, implementing partners and	High/Low	• Capacity development is central to the intervention. In addition, UNIDO does mapping of the institutional set up to ensure its readiness and capacity for the project. • Consultations among government, agencies and donors
Lack of synergies and duplication of activities with other donor funded projects	High/Low	• Coordination with EU and UNDP in the target countries • Consultation with other implementing partners representatives, agencies and donors • Internal coordination in UNIDO • Permanent consultation with government authorities and business sector • Risk assessment by multi-donor consultations
A lack of interest of value chain actors to actively participate in the project implementation	Medium/Low	• A high priority of the project will be in raising awareness in the target stakeholders on the benefits of the transition to circular economy • The project will disseminate information and best practice to all value chain actors.

Lack of leadership of ECO and the government counterparts to mobilize stakeholders' participation and coordinate activities	Medium/Low	• ECO has already strongly committed to delivering the results of the project by jointly designing the project objectives, outputs and activities in close collaboration with UNIDO. The decisions on implementation are on place.

Furthermore, ECO and the governments of the participating countries expect to utilize the outputs of the project for the formulation of policies and strategies to adopt and implement concepts and practices for transition to the circular economy of their industrial framework. UNIDO has sufficient technical expertise to support ECO and its member countries based on its global experiences in similar projects and have had close and fruitful cooperation with ECO over a long time period.

D. Inputs

D.1. Counterpart inputs

The main counterpart of this project is the Economic Cooperation Organization (ECO) based on the Regional Initiative on Resource Efficiency, Sustainability and Circular Economy (RESCUE) for the 10 Member States of the Economic Cooperation Organization (ECO): Afghanistan, Azerbaijan, Iran, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Türkiye, Turkmenistan and Uzbekistan. Following the baseline assessment, the project will be dedicated to a group of those countries, to be assigned in consultation between UNIDO, ECO and the interested countries.

All involved counterparts and cooperating organizations will assign a Senior Officer, without any costs to UNIDO or the project, to be the focal point within their organization to work with the UNIDO team in the overall coordination of the project as a member of the PSC. The counterparts will create enabling conditions for efficient project implementation, such as: nominating staff and officials who will work closely with the project team; providing necessary documentation, data, statistics and information; coordinating with all the relevant project stakeholders; facilitating the project implementation (e.g. identification of target beneficiaries, coordination with the local authorities and government approval of any kind, etc.), as well as ensuring operation and maintenance of the technology and equipment provided by the project.

The counterparts to the project will nominate high level decision makers to constitute the project Steering Committee.

D.2. UNIDO inputs

UNIDO will provide to the project a management and expert team with experience in the fields of Circular Economy and Foresight to perform the following functions:

- CE strategy technical assistance
- Foresight methodology concept and management
- Overall coordination of the agents of the project

- Quality assurance and final evaluation of the exercise reports
- Technical advice on the implementation of the Circular Economy premises and practices

Moreover, UNIDO will provide support to the project through its permanent representation in the countries[10], as applicable.

1. International experts

UNIDO will provide international experts and contractors on technology foresight and circular economy. The international team of experts will cover the required knowledge to conduct the strategic multi-country foresight exercise and prepare the needs assessment and strategies for promoting circular economy principles and practices in the target countries, which will be extended to the whole ECO technical assistance framework.

Duties:

- Provide capacity development assistance and advice on CE strategy and Foresight methodology.
- Advise and assist in the development of the CE needs assessment and strategy for the horizons short term-2030-2035 and beyond.
- Advise and conduct the foresight exercise and project activities.
- Advise and assist in the design and implementation of baseline exercise for the countries and trend analysis.
- Preparation and development of the following Foresight methods for the project: Socio-economic Scenarios, Key Technologies survey, Expert panels and surveys for Future Visions and Road-mapping.
- Advise and assist in the definition of recommendations and strategies.
- Preparation of the different reports and communication papers.
- Active participation in the panels, workshops and conferences.
- Collection and organization of documentation and research data and data management.

2. **National implementing partners (NIP)**

At each of the involved countries, a National Implementing Partner (NIP) will be selected and nominated. The NIP will support the adaptation of the methodology to the respective country context, coordinate the implementation of the country-level foresight cycle and contribute to supra-national exchanges. The NIP will implement the national activities in close coordination with an international expert team, who is responsible for methodology development, technical oversight, and consolidation of results across countries. The NIP will lead stakeholder engagement, data collection, national consultations, and support validation and dissemination of results.It will provide translation to/from the national language of the different reports and papers. The NIP will organize, participate and provide interpretation in the panels, workshops and conferences. It will search and organize the documentation and research data and data management.

[10] UNIDO is currently present in Iran, Kyrgyzstan, Pakistan andTürkiye, https://www.unido.org/about- us/who-we-are/unido-worldwide

International Conference, workshops and meetings

The methodology used requires the organization of one international conference, a series of workshops, consultations and expert panels to be conducted during the implementation of the project.

3. Equipment and supplies

The project does not need any specialized equipment.

E. INDICATIVE BUDGET

Project Budget Breakdown (US$)

Budget Line	Description	Year 1	Year 2	Project Total
11-00	International experts on technology foresight and circular economy	65600 (8.2 w/m)	64800 (8.1 w/m)	130400 (16.3 w/m)
13-00	Research clerk	10000	2000	12000
15-00	Project travel costs	34000	25000	59000
16-00	UNIDO staff travel costs	7500	10000	17500
Sub-total		117100	101800	218900
21-01	Sub-contract 1 - Baseline study contractor	64800	-	64800
21-02	Sub-contract 2- National Implementing Partners (4)	72800	112000	184800
21-02	Sub-contract 3 - Project terminal evaluation contractor	-	25000	25000
33-00	Conference, workshops, roundtables, meetings	50000	20000	70000
51-00	Communications, dissemination material, reports editing and printing, mailing, copying, media, translation, interpretation, IT services.	10500	18300	28800
Total		315200	277100	592300
PSC (13%)		40976	36024	77000
Grand Total		356176	313124	669300

It is foreseen that ECO countries counterparts will provide in-kind contribution amounting to US$50,000, which will comprise of staff time and temporary office space for short-term international experts on mission.

F. MONITORING, REPORTING and evaluation

The project will be subject to the standard UNIDO monitoring, reporting and evaluation procedures.

G. VISIBILITY PROMOTION

UNIDO will ensure appropriate visibility of the Donor to stakeholders throughout implementation of the project and, in particular:

- Public activities and events;
- Knowledge tools, such as training material, handouts, presentations, etc. and any other studies and reports produced during the project;
- Local and international media outreach, such as interviews, articles, etc.;
- Appropriate application of logos on technology granted; and
- Appropriate application of logos and mention of Donor and institutional counterparts will be arranged for all suitable opportunities, in line with respective visibility guidelines.

H. PRIOR OBLIGATIONS AND PREREQUISITES

The start of the implementation of the project is subject to approval of funding for UNIDO for this project.

I. LEGAL CONTEXT

This project is governed by the provisions of the Agreement that the Government of the target ECO member countries may have concluded with the United Nations Development Programme (UNDP). These provisions are applicable to the present project. Recruitment, procurement and contracts for experts and companies will follow the applicable UNIDO rules and regulation



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



Agenda Item No. 7
Consideration of Afghanistan's participation in ECO activities

Agenda Item No. 8
Follow-up to the Fourth Meeting of the High-Level Committee (HLC) Working Group and its decisions

Economic Cooperation Organization
ECO

No:ADM/2026/1155

Priority: Normal
Date: 13/10/2026
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 with reference to the Secretariat's earlier Note Verbale No. ADM/2026/956 dated September 7, 2026 *(copy enclosed for ready reference)*, as well as the deliberations of the 310th Meeting of the Council of Permanent Representatives (CPR) held on September 15, 2026, concerning the Concrete Proposals pertaining to the first three chapters of the HLC Recommendations has the honour to state that the concurrence of Member States on the aforementioned proposals is still awaited.

In this regard, the Secretariat would appreciate if the esteemed Member States (*that have not yet conveyed their concurrence)* could kindly expedite their responses and communicate their concurrence **prior to the forthcoming 311th Meeting of the Council of Permanent Representatives, scheduled for October 21, 2026** in order to facilitate the finalization of the proposals.

The Secretariat of the Economic Cooperation Organization avails itself of this opportunity to renew to the esteemed Ministry and the Embassies of the ECO Member States in Tehran the assurances of its highest consideration.

ECONOMIC COOPERATION ORGANIZATION

All ECO Member States - Tehran

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Economic Cooperation Organization
ECO

No:ADM/2026/956

Priority: Normal
Date: 7/9/2026
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 with reference to the Secretariat's Note Verbale No. ADM/2026/825 dated August 18, 2026 has the honour to inform that the Third HLC Working Group Meeting convened on September 2, 2026 at the ECO Secretariat to finalize the concrete proposals pertaining to the first three chapters of the HLC Recommendations.

Based on the deliberations held during the said Working Group Meeting, the revised concrete proposals, incorporating the amendments in track-changes, together with the Report of the Working Group Meeting are enclosed herewith for the kind consideration of the esteemed Member States.

In this regard, the esteemed Member States are kindly requested to review the revised Concrete Proposals and convey comments/feedback (if any), prior to the upcoming 310th Meeting of the Council of Permanent Representatives (CPR), scheduled to be held on September 15, 2026, with a view to facilitating early finalization of the proposals.

The Secretariat 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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Concrete Proposals by Working Group on the Recommendations of the First Meeting of High-Level Committee (HLC)

1. Financial & Budgetary Matters

S#	HLC Recommendations	Concrete Proposal by Working Group	Decision of CPR/COM
1)	Prepare the annual budget (s) in timely manner and submit it to the Member States in alignment with their financial cycles to avoid delays in operational processes and obtaining approvals for payment of their respective contributions.	○ Establishmentof a Budget Working Group to strengthen the Organization's financial planning and management framework by preparing and circulating the proposed annual budget to Member States not later than four months before the beginning of the financial year, thereby enabling Member States to obtain necessary approval from their respective capitals in a timely manner.	
2)	Hold consultations at appropriate levels to ensure that Member States fulfill payments of their contributions timely and according to the scale of assessments approved by the 24th COM, to maintain a consistent and reliable flow of funding.	○ ~~Member States may take into account an indicative yearly average increase of approximately 5% in the ECO budget when preparing their national budgets, in order to make the necessary budgetary allocations accordingly, while the ECO Secretariat will continue to observe austerity measures and financial discipline in the preparation and implementation of its budget.~~ (Kazakhstan)	
3)	Timely payment of contribution by the Member States should be ensured for the smooth functioning of the organization.	○ Emphasize on the timely and full payment of the assessed contributions and introduce appropriate measures to encourage early and full payment of contributions, including recognition at various forums ~~or priority consideration for project funding~~, and the Council of Permanent Representatives (CPR) oversee effective implementation of such measures particularly with regard to outstanding assessed contributions. (Kazakhstan proposes to elaborate further)	
4)	Conduct regular reviews of operational expenses to ensure efficient use of resources.		
5)	Figure out a plan to replenish reserve funds, ensuring that they are used effectively for their intended purposes,	○ Establishment of a minimum General Reserve Fund threshold equivalent to the 1/4th of the total Budget (not exceeding USD 100,000/-) to ensure financial resilience. (Kazakhstan)	

	without being depleted for budget deficits.		
6)	Manage administrative and operational costs effectively, ensuring sufficient coverage for the Secretariat's developmental projects and activities, thereby enabling the Secretariat to operate more efficiently.	○ Revision of the procurement thresholds under the current Procurement Regulations by increasing Small-value Procurements from USD400 to USD800, for Medium-value Procurements from USD4000 to USD5000, while maintaining Large-value Procurements exceeding USD5000, in order to reduce the administrative burden and the Secretariat to make the necessary amendments to the "ECO Secretariat's Rules of Procurement of Goods and Services".	

2. Efficiency of the Secretariat and Organizational Structure

S#	HLC Recommendations	Concrete Proposal by Working Group	Decision of CPR/COM
1)	Rationalize the roles of Category-III staff, ensuring that their job descriptions and responsibilities are clearly defined and that their positions align with their skills to optimize their contribution to the Secretariat's goals.	○ Authorize the Secretary-General to make any changes to title of posts and job descriptions in Category-III, assignments of Category III staff and merit based up-gradation of Category-III staff to one grade higher, and to report back to the Council of Permanent Representatives (CPR) on the actions taken.	
2)	Look in to the possibility of creating or upgrading Category-III positions to establish A4 and A5 positions to retain and attract experienced professionals.		
3)	Re-define the responsibilities of desk and program officers to ensure that their roles are clearly aligned with their respective job descriptions.	○ **R**e-define job descriptions of desk and program officers as set out in Annex-I, and to align their responsibilities with the said job descriptions.	

3. Recruitment and Capacity Building

S#	HLC Recommendations	Concrete Proposal by Working Group	Decision of CPR/COM
1)	Overall recruitment process should be merit based, transparent and aligned with the relevant provisions of ECO Staff Regulations.	~~o~~ Member States submit at least three suitably qualified candidates for each allocated position, meeting the requirements of the relevant job description and adequately trained prior to their assignment at the ECO Secretariat. (Kazakhstan & Türkiye proposes deletion) (Iran requested for further elaboration in the matter) ○ ~~Positions that have remained vacant for more than one year be circulated to all Member States for their nomination.~~ (Kazakhstan) ○ Secretariat shares the annual performance assessments of ECO staff with their concerned Member States on a confidential basis.	
2)	Review the overall recruitment process to ensure it is consistently merit-based, transparent and aligned with the relevant provisions of the ECO Staff Regulations, to enable the selection of highly qualified professionals and prevent the limitation of choices to a single nominated candidate.		
3)	Improvements can be made in the qualifications required for ECO staff and in the recruitment processes that will not prejudice the candidate selection of the Member States.		
4)	Ensure staff salaries and benefits are competitive and aligned with international standards to attract and retain top talent, considering annual salary adjustments based on inflation.	○ Salaries and allowances be subject to review every two years, taking into account inflation, rate of exchange and the changes in the overall living conditions. Budget Working Group will be responsible to discuss such revision in salaries. (Kazakhstan) ○ ~~The Secretary General to undertake a~~The Secretariat will propose comprehensive revision and adjustment of the salary scale for the staff of the Secretariat, as well as to eliminate any discrepancies, inconsistencies, or anomalies that may exist in the current salary scale. (Kazakhstan)	
5)	Focus for capacity-building initiatives to maximize staff development within existing budget constraints, helping the	○	

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	Secretariat to better meet its objectives.		
6)	Establish a working group on the recruitment process which can address the common recommendations in a holistic manner.		
7)	Establish the structured engagement with academic institutions, to foster collaboration and promote capacity-building opportunities for Secretariat staff.		
8)	Develop formal internship programs aimed at nurturing young professionals from the Member States, providing them with valuable experience and developing future talent for Organization.	○ In the future, ~~D~~development of a formal internship program,aimed at nurturing young professionals from the Member States~~,~~ based on the principal of fairness and equal opportunity, providing them with valuable experience and developing future talent for the Organization. (Kazakhstan) ○ In the future, look for ~~E~~establishment of a mechanism to provide ~~monthly stipends~~financial support to interns to support their participation in the internship program. (Kazakhstan) ○ In the future, Secretariat will ~~Encourage~~ the Member States may ~~to~~ send young officers and students on secondment for short-term training opportunities at the ECO Secretariat, at their own expense. (Kazakhstan)	
9)	English proficiency should be made compulsory for the Cat-III staff, including for new recruits.	○ For newly recruited Category-III staff, conversant in English be a mandatory requirement; ○ In the future, ~~F~~for existing Category-III staff, the Secretariat arrange basic English language training to enhance their professional effectiveness; (Kazakhstan) ○ In the future, ~~I~~incentives such as performance-based salary increments or one-time bonuses be considered for Category-III staff who demonstrate the required level of proficiency. (Kazakhstan) ○ The Secretariat arrange basic Persian language training for Staff	

		Members and their family members, to facilitate integration into the local environment, with the option for their family members to participate in such training. (Kazakhstan proposes correct placement to be identified otherwise will be deleted)	

Report of the Third Meeting of the HLC Working Group

(September 2, 2026)

As per recommendation of the Second HLC Working Group Meeting, the 307th Meeting of the Council of Permanent Representatives (CPR) tasked the Secretariat to draft concrete proposals on HLC recommendations. Accordingly, the Secretariat drafted concrete proposals on the first three chapters of the HLC recommendations and circulated among the Member States for their consideration. In this regard, the Third Meeting of the HLC Working Group was held on September 2, 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** *(virtually)*, the Islamic Republic of **Iran**, the Republic of **Kazakhstan**, the Republic of **Türkiye**, **Turkmenistan** and the Republic of **Uzbekistan** *(virtually)*, as well as relevant staff of the ECO Secretariat.

2. The Working Group considered the concrete proposals under the first three chapters of HLC Recommendations including: **(i) Financial and Budgetary Matters (ii) Efficiency of the Secretariat and Organizational Structure and (iii) Recruitment and Capacity Building.** Following detailed deliberations, a number of proposals were agreed, amended and identified for further consideration.

1. Financial and Budgetary Matters

3. The Working Group supported the proposal for establishment of a **Budget Working Group** to strengthen the Organization's financial planning and facilitate timely consideration of the annual budget. The need for regular functioning of the Working Group was also highlighted.

4. The proposal suggesting that Member States take into account an **indicative annual increase of approximately 5% in the ECO budget** while preparing their national budgets was discussed comprehensively. In view of concerns expressed by the Republic of Kazakhstan regarding their respective national budgetary procedures and the implications of a predetermined annual increase, the proposal was **deleted**.

5. With regard to encouraging timely and full payment of assessed contributions, the Working Group retained the proposal for appropriate measures, including recognition of timely payments at relevant forums. However, the proposed provision relating to **priority consideration for project funding was deleted** on the proposal of the Republic of Kazakhstan. It was suggested that the remaining proposal be further elaborated.

6. The proposal concerning replenishment of the **General Reserve Fund (GRF)** was also considered. The Working Group agreed on maintaining an appropriate minimum

threshold for the GRF, however, the Republic of Kazakhstan proposed to amend it by including a ceiling **not exceeding USD 100,000** for replenishment, with a view to avoiding an excessive financial burden on the annual budget.

7. The Working Group further supported revision of the existing procurement thresholds by increasing **Small-value Procurement from USD 400 to USD 800** and **Medium-value Procurement from USD 4,000 to USD 5,000**, while maintaining Large-value Procurement at amounts exceeding USD 5,000.

2. Efficiency of the Secretariat and Organizational Structure

8. The Working Group supported the proposal authorizing the Secretary General to make appropriate changes to titles and job descriptions of Category-III posts, assign responsibilities and undertake merit-based upgradation of Category-III staff to one grade higher, while reporting such actions to the CPR.

9. The Working Group also supported the proposal to **redefine the job descriptions of Desk Officers and Program Officers** to ensure clear description of their respective functions and responsibilities. The revised job descriptions would form part of the Concrete Proposals as an Annex.

3. Recruitment and Capacity Building

10. The proposal requiring Member States to submit **at least three suitably qualified candidates for each allocated position** was discussed in detail. Reservations were expressed regarding its implications for the established nomination process. Republic of Türkiye and the Republic of Kazakhstan proposed deletion of the proposal, while the Islamic Republic of Iran requested further elaboration. Accordingly, the matter was left for **further consideration**.

11. The proposal to circulate positions remaining vacant for more than one year among all Member States for nominations was **deleted** on the proposal of the Republic of Kazakhstan.

12. The Working Group supported the proposal for the Secretariat to share **annual performance assessments of ECO staff with their respective Member States on a confidential basis**.

13. With regard to staff remuneration, the Working Group supported the proposal that **salaries and allowances be reviewed every two years**, taking into account inflation, exchange-rate movements and changes in overall living conditions. It was further proposed that the Budget Working Group may discuss such revisions.

14. The proposal concerning comprehensive revision of the salary scale was reformulated on the proposal of the Republic of Kazakhstan.

15. Regarding the proposed **internship programme**, the Republic of Kazakhstan proposed that keeping in view the associated financial implications, the development of a formal internship programme may be considered **in the future**, based on the principles of fairness and equal opportunity.

16. Similarly, on the proposal of Kazakhstan, it was agreed that the possibility of providing **financial support to interns**, may be explored in the future. Member States may also consider sending young officers and students on secondment for short-term training opportunities at the ECO Secretariat at their own expense.

17. On **English-language proficiency of Category-III staff**, the Working Group supported the proposal regarding conversant in English a mandatory requirement for newly recruited Category-III staff. While the Republic of Kazakhstan proposed that basic English-language training for existing Category-III staff and the incentives for staff demonstrating the required level of proficiency may be considered at a later stage.

18. The proposal concerning **basic Persian-language training for staff members and their families** was considered useful, however, its appropriate placement within the Concrete Proposals would be further examined, failing which the proposal may be deleted from the present section.

19. Following the deliberations, the Working Group agreed that the revised Concrete Proposals would subsequently be circulated among the Member States for their review and submission of comments/feedback, if any.

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Agenda Item No. 9
Administrative and Budgetary Matters

Economic Cooperation Organization
ECO

No:ACC/2026/933

Priority: Normal
Date: 3/9/2026
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, with reference to the Secretariat's Note Verbale No. ACC/2026/774 dated August 5, 2026, has the honour to inform that the First Working Group Meeting convened to facilitate the finalization of the ECO Draft Budget 2027 was held at the ECO Secretariat on August 18, 2026.

Based on the discussions and deliberations held during the said Working Group Meeting, the revised ECO Draft Budget 2027, along with the Report of the Working Group Meeting, is enclosed herewith for consideration of the esteemed Member States.

In this regard, the Second Working Group Meeting on the ECO Draft Budget 2027 is scheduled to be held on **Wednesday, September 9, 2026, at 10:30 hours** at the ECO Secretariat.

The esteemed Member States are kindly requested to ensure the participation of their distinguished representatives in the Second Working Group Meeting with a view to facilitating the early finalization of the ECO Draft Budget 2027 for its subsequent consideration by the Council of Permanent Representatives (CPR) and final approval by the ECO Council of Ministers (COM).

The Secretariat 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

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Report of the Second Working Group Meeting on the ECO Draft Budget 2027
(September 9, 2026)

In continuation of the deliberations of the First Working Group on the ECO Draft Budget 2027 held on August 18, 2026, the Second Working Group Meeting was convened on September 9, 2026, under the chairmanship 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** (online), the Islamic Republic of **Iran**, the Republic of **Türkiye** and **Turkmenistan**, as well as relevant officials of the ECO Secretariat.

2. The Working Group reviewed the revised ECO Draft Budget 2027 amounting to **US$ 4,573,860**, reflecting an increase of **US$ 36,533 (0.8%)** as compared to the 2026 budget. The Secretariat explained that the revised proposal incorporated the observations and agreed reductions as per the First Working Group Meeting, including further reductions under the chapters of **Publications, Furniture and Office Equipment** and **Reception and Diplomatic Obligations**.

3. The Secretariat explained that the modest overall increase was mainly due to the expected higher staff turnover during 2027, with its financial implications particularly under the **Staff Benefits** and **Travel Expenses** chapters. It was further underlined that despite the prevailing high level of inflation in the host country and substantial increases in the prices of imported as well as local goods and services, the Secretariat had kept increases to a minimum and reduced/maintained allocations under several budget heads.

4. The Working Group was informed of the written position communicated by the Republic of Kazakhstan *(Note Verbale No.30/384 dated September 9, 2026)* stating that it was not in a position to support an increase in the ECO Budget for 2027 and intended to maintain its assessed contribution at the 2026 level (**US$ 816,719)**. The matter was discussed in the context of the approved Scale of Assessment and the requirement that the assessed contribution of each Member State be calculated as the prescribed percentage of the total approved budget.

5. In an effort to facilitate consensus, the representative of the Islamic Republic of Iran proposed that the allocation under the **Feasibility and General Purpose Fund** could be adjusted, in order to maintain the overall 2027 budget at a level of 2026. The Iranian delegation, however, clarified that it did not have any critical objection to the revised budget or to the proposed increase of approximately 0.8%, and that the proposal was made only to help reach agreement among the Member States.

6. In response, the Secretariat emphasized the importance of maintaining the existing allocation under the **Feasibility and General Purpose Fund**, which represents approximately 5% of the overall budget and is an important source for financing ECO projects and related activities. The Secretariat stressed that further reduction of this Fund could adversely affect the Organization's capacity to

undertake concrete projects and activities in the Member States and therefore expressed for retaining the revised budget as proposed.

7. The Working Group also discussed Kazakhstan's position in light of the existing Scale of Assessment. It was observed that Kazakhstan's assessed contribution represents **18% of the approved ECO budget** and therefore maintaining a fixed nominal contribution while increasing the overall budget would not be consistent with the existing Scale of Assessment.

8. In this connection, reference was also made to proposals raised by Kazakhstan during the First Working Group Meeting concerning possible further reductions under certain budget heads, including the **Special Support Fund (SSF)**, **IT Expenses**, and certain consumable and service-related expenditures. The Secretariat reiterated that the revised proposal had already incorporated the maximum reductions it considered feasible and that any further adjustment should preferably be considered and decided at the CPR level.

9. With regard to the **Special Support Fund**, the Secretariat reiterated its importance in facilitating the participation of representatives of Member States in ECO meetings approved by the CPR. The Secretariat emphasized that the SSF has an important role in promoting wider participation, addressing difficulties related to quorum and avoiding postponement or cancellation of important ECO meetings.

10. The Secretariat also highlighted the importance of the allocation under **Special Bonus and Honorarium** as a means of recognizing commendable performance and additional responsibilities undertaken by staff members. In the absence of a formal overtime system, this budget line also provides a mechanism for acknowledging staff members who are required to work beyond normal working hours or assume duties beyond the scope of their regular responsibilities.

11. The Working Group further considered the allocation under **IT Expenses**. The Secretariat explained that delays in IT procurement in previous years, together with rising equipment prices and market fluctuations had resulted in an increasing need for replacement and upgrading of essential IT infrastructure. The requirements included procurement of a new server, an AI-dedicated workstation, replacement of around 30 desktop computers, upgrading of the audio-visual system of the Main Conference Hall and provision for repair and maintenance of existing servers. The cost of these IT requirements is estimated between **US$ 59,000 and US$ 88,000**.

12. Under **Reception and Diplomatic Obligations**, the Secretariat explained that the revised proposed allocation of **US$ 25,000** included provision for the next meeting of the **High-Level Committee (HLC)** expected in 2027. The importance of making appropriate arrangements for the high-level meeting was underlined, while noting that the increase proposed under this chapter had already been reduced in the revised budget.

13. During the discussion, the representatives participating in the meeting viewed the proposed increase of approximately **0.8**% as modest and reasonable in light of the prevailing inflationary pressures and operational requirements of the Secretariat. No critical objection to the revised budget was raised by the participating delegations. However, the position communicated by Kazakhstan regarding maintaining the budget/contribution at the 2026 level remained to be addressed.

14. It was accordingly agreed that the revised **ECO Draft Budget 2027**, together with the relevant explanations and the views/proposals expressed by the Member States, would be submitted to the **310th Meeting of the Council of Permanent Representatives (CPR) scheduled to be held on September 15, 2026** for further consideration and appropriate decision.

Economic Cooperation Organization

ECO

Budget Proposal for the Financial year 2027

2026/08/30

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1. General

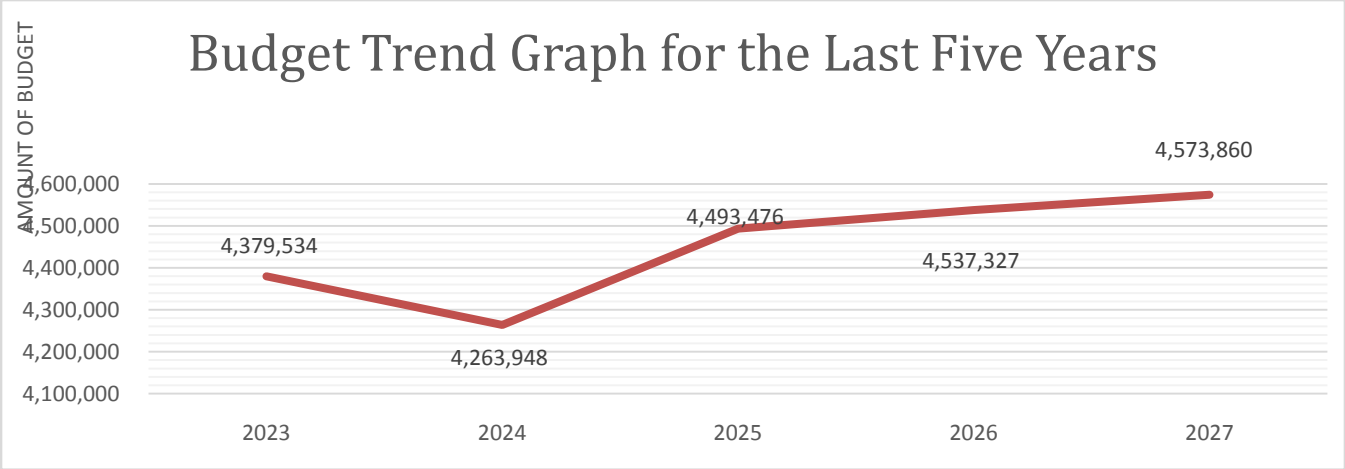
The proposed budget of the ECO Secretariat for the year 2027isUS$4,573,860.00, which incorporates a modest nominal increase of US$36,533.00(0.8%) compared to theprevious year.The main reason for the budget increase is the expected rise in staff turnover next year, which has been reflected in "Staff Benefits" and "Travel Expenses" chapters.

Salaries and allowances have been calculated in accordance with the salary scale.The salary scale of the ECO Secretariat remains the same as the previous year, and is presented in Annex II of this document.

The trend in the ECO Budgets from year 2023to 2027is presentedbelow:

Budget Comparison Table (Last Five Years)

Year	Budget
2023	4,379,534
2024	4,263,948
2025	4,493,476
2026	4,537,327
2027	4,573,860



The following points are also noted regarding the budget for the financial year 2027.

- In the budget for the financial year 2027, around90% of the total allocation has been dedicated to personnel related costs. As a result, only around10% of the budget is available for projects, organizational activities, missions and administrative operations,which clearly highlights the Secretariat's need for additional financial resources.
- The share of contributions for each member country for the year 2027 is presented in Annex I, in accordance with the decision of the 24th Council of Ministers (COM). Delayed and/or unpaid contributions of member countries may create severe liquidity constraints, and pose major challenges to the implementation of the budget. To ensure operational continuity and effective accomplishmentof ECO's commitments, it is essential that member countries fulfill their financial obligations in a timely manner and in line with the approved scale of assessments.
- There is a deficit of US$ 15,551in the budget of 2027 as a result of the continued non-alignment of one-member statewith the aforementioned COM decision. This deficit will be financed from the General Reserve Fund (GRF), as was also done in previous years.
- The exchange rate of IRR1,500,000(IRR to USD) has beenused for assessing relevant parts of the administrative budget, particularly those related to procurement from the local market such as utilities, office equipment, maintenance and consumable items as well as tickets, accommodation and medicalcosts. To limit adverse effects of exchange rate fluctuations, the Secretariat will maintain its policy of conducting currency exchange at short intervals in the year 2027.
- During budget implementation, payments may be made from the GRF for obligations incurred in previous years, as well as for unforeseen requirements arising during the current budget period as a result of such obligations. These may include, but are not limited to, end-of-service benefits, installation and transfer grants, home leave, leave encashment, and incoming and outgoing tickets.
- Detailed explanations of the assessed allocated budget under each chapter are provided in the respective sections hereunder.

Head-wise details of the proposed Budget-2027 are as follows:

Account Heads	Budget 2023 (Reallocation)		Budget 2024		Budget 2025		Budget 2026		Budget 2027	
	Amount	% of	Amount	% of	Amount	% of	Amount	% of	Amount	% of
	$	Total	$	Total	$	Total	$	Total	$	Total
Salary and Allowances	3,301,060	79.14	3,278,823	80.74	3,198,738	74.75	3,382,829	78.28	3,366,139	77.27
Staff Benefits	526,275	12.62	442,981	10.91	677,463	15.83	460,110	10.65	522,418	11.99
Travel Expenses	156,150	3.74	154,900	3.81	217,500	5.08	255,625	5.92	262,500	6.03
Transport	9,000	0.22	9,000	0.22	8,500	0.20	12,200	0.28	12,500	0.29
Reception & Dip. Obligations	10,000	0.24	17,000	0.42	20,000	0.47	20,000	0.46	25,000	0.57
Utilities	12,000	0.29	10,000	0.25	10,000	0.23	12,000	0.28	12,000	0.28
Publications	4,000	0.10	5,500	0.14	4,500	0.11	14,500	0.34	4,000	0.09
Post &Telecommunications	5,000	0.12	3,000	0.07	3,000	0.07	3,500	0.08	3,500	0.08
Stationary	5,000	0.12	6,000	0.15	5,000	0.12	5,000	0.12	5,000	0.11
Contingencies	2,000	0.05	2,000	0.05	1,000	0.02	2,000	0.05	4,000	0.09
Furniture & Office Equipment	9,500	0.23	9,500	0.23	9,500	0.22	10,000	0.23	7,000	0.16
IT Expenses	15,000	0.36	27,000	0.66	22,500	0.53	35,000	0.81	35,000	0.80
Purchase of Cars	0	0.00	-	-	12,500	0.29	12,500	0.29	-	-
Special Support Fund	10,000	0.24	20,000	0.49	20,000	0.47	50,000	1.16	50,000	1.15
ECO Awards	50,000	1.20	-	-	32,500	0.76	-	0	-	-
Maintenance of Building & Equipment	15,000	0.36	58,700	1.45	20,800	0.49	27,000	0.62	27,000	0.62
Consumable Items & Other Services	41,000	0.98	16,500	0.41	16,000	0.37	19,000	0.44	20,000	0.46
Sub-Total	**4,170,985**	100.00	**4,060,903**	100.00	**4,279,501**	100.00	**4,321,264**	100.00	**4,356,057**	**100.00**
Feasibility & General Purpose Fund (5% of the Budget)	208,549	5.00	203,045	5.00	213,975	5.00	216,063	5.00	217,803	5.00
Grand Total	**4,379,534**	105.00	**4,263,948**	105	**4,493,476**	105	**4,537,327**	105.00	**4,573,860**	**105.00**

2. Salary and Allowances

Budget proposals for sub accounts under the Salary and AllowancesAccount Head amount to US$3,366,139.00as set out in the table presented below:

Details of GradesSalary and Allowances Chapter

Item	Grade (D)	Grade (P)	Grade (A)	Total
Basic salary	971,698	686,190	127,200	**1,785,088**
Previous Increment	27,480	42,075	62,520	**132,075**
Increment 2027	10,125	11,925	2,510	**24,560**
Conveyance Allowar	104,196	78,803	16,608	**199,607**
House Allowance	526,972	532,323	117,264	**1,176,559**
Cook and Housekeeper				**15,000**
3 Guards				**33,250**
Sub Total	**1,640,471**	**1,351,316**	**326,102**	**3,366,139**

Sub Account for the Salary and Allowances

Row	Item					
		2023	2024	2025	2026	2027
1	Basic Salary	1,790,616	1,738,392	1,728,960	1,786,868	1,785,088
2	Increments	133,796	163,644	129,468	157,273	156,635
3	Conveyance Allowance	211,191	204,705	194,577	199,832	199,607
4	House Allowance	1,193,457	1,145,082	1,132,533	1,177,656	1,176,559
5	cook and housekeeper		27,000	13,200	13,200	15,000
6	3 Guards			-	48,000	33,250
Total		**3,329,060**	**3,278,823**	**3,198,738**	**3,382,829**	**3,366,139**

The decreasein the Salary and Allowancesfor the financial year 2027compared with 2026mainly arises from the reduced USD-equivalent salary and allowances of three guards, resulting from the increase in exchange rate. The amount of USD 33,250 estimated for 3 guards.

It is worth mentioning that the Secretariat will maintain its policy of limiting the overlapping period to a maximum of seven days in order to prevent any further increase in the Salary and Allowances expenses.Annex-IIpresents the scale of salary and allowances of the ECO Staff.

3. Staff Benefits

Budget proposals for the sub accounts under the StaffBenefits Account Head amount to US$ 522,418.00 as presented in the table below.

Sub Accounts for Staff Benefits

Row	Sub Accounts for the Staff Benefit Account Head	2023	2024	2025	2026	2027
1	Medical	20,000	33,213	32,000	42,000	47,000
2	Uniform	1,000	500	-	-	800
3	Children Allowances	84,100	87,944	91,240	88,688	88,773
4	Rent of Residence of Secretary General	90,000	90,000	90,000	90,000	90,000
5	Installation Grant	41,817	13,310	44,392	29,860	38,773
6	Transfer Grant	30,894	14,753	39,624	28,293	41,543
7	Special Bonus and Honorarium	10,000	10,000	9,000	13,000	15,000
8	Social Security Insurance	30,000	20,844	-	-	-
9	End of Service Gratuity	88,659	56,735	224,882	60,015	71,310
10	Encashment of Leave	74,456	60,777	99,847	59,654	80,638
11	Provident Fund	48,149	47,406	46,478	48,600	48,581
12	Overtime	-	-	-	-	-
13	Labor Coupon	7,200	7,500	-	-	-
Total		**526,275**	**442,982**	**677,463**	**460,110**	**522,418**

3.1 Medical

The estimated budget under the Medical sub-account for the year 2027 is US$ 47,000.00, reflecting a 10% increase due to the expected inflation in medical costs in the host country, which has increased considerably in 2026. This amount covers all staff members and their replacements and has therefore

been estimated at the minimum cost that may be incurred. The Secretariat has considered an average amount of approximately US$ 770 per staff member for the budgetary year.

3.2 Uniform (Clothing Allowance)

The proposed budget for this sub account is US$800.00 for the year 2027.

3.3 Children Allowance

Children allowance is paid to the staff as per Article 13.1 of the ECO Staff Regulations. The assessed budget under this sub account for the financial year 2027 is US$88,773.00. The Children allowance is paid as a monthly allowance up to a maximum of three children less than 21 years of age.The maximum number of children was estimated for the assessment of the allowance under this sub account for the incoming staff. As for the incumbent staff the same number of children in 2026has been usedas the basis for the assessment of the amount mentioned.

3.4 Rent of Residence of Secretary General

According to the Annex-III of ECO Staff Regulations, the rent of Residence for Secretary General of ECO is US$ 7,500.00 per month and US$ 90,000.00 in a year.

3.5 Transfer and Installation Grants (Non-resident Staff)

Transfer and Installation Grants are paid to the outgoing and incoming non-resident staff as per Article 17 of Staff Regulations. As shown in the following table, the tenure of 10 non-resident ECO staff members will end, and 14 new non-resident staff members are expected to join the Secretariat in the year 2027to fill positions left by outgoing staff as well as those that have been vacant.The total estimated budget as the Installation Grant is US$ 38,773.00and the Transfer Grant is US$41,543.00 for non-resident staff. The tables below reflect the allocated amounts regarding the transfer and installation grants. As can be observed for the posts for which the Installation or Transfer Grantshave already been allocated under the budget of 2026 or previous years, the relevant amounts have been deducted from the total proposed items and secured from General Reserve Fund (GRF).

Detail Table of Installation Grant

Row	Name	Grade	Installation Grant	Allocated and Secured from previous Budget(s) in GRF	Allocation under the Budget of 2027
1	Successor of H.E. Dr. Asad M. Khan	SG	9060	0	9,060
2	Successor of Mr. Çağatay Emrah Öngüt	D3	5222	0	5,222
3	Successor of Amb. Silapberdi Nurberdiyev	D3	5222	0	5,222
4	Successor of Mr. Fuad Farzalibeyov	D2	4157	4157	-
5	Vacant	D2	4157	4157	-
6	Vacant	D1	3092	3092	-
7	Vacant	D1	3092	3092	-
8	successor of Mr. Muhammad Ahmed Raza	P3	4837	4837	-
9	Successor of Mr. Hasan Tufan	P3	4837	0	4,837
10	Successor of Zeinolla R. Kalymbetov	P1	3608	0	3,608
11	Successor of Mr. Muhammad Irfan	P1	3608	0	3,608
12	Successor of Mr. Muhammad Shafqat Zahoor	P1	3608	0	3,608
13	Successor of Mr. Naimatullah	P1	3608	0	3,608
14	Vacant	P2	4050	4050	-
Total			62,158	23,385	38,773

Detailed Table of Transfer Grant

Row	Name	Grade	Transfer Grant	Allocated and Secured from previous Budget(s)-GRF	Allocation under the Budget of 2027
1	H.E. Dr. Asad M. Khan	SG	9,460	0	9,460
2	Mr. Çağatay Emrah Öngüt	D3	5,627	0	5,627
3	Amb. Silapberdi Nurberdiyev	D3	5,627	0	5,627
4	Mr. Fuad Farzalibeyov	D2	4,517	4337	180
5	Mr. Muhammad Ahmed Raza	P3	5,362	5362	-
6	Mr. Hasan Tufan	P3	5,097	0	5,097
7	Zeinolla R. Kalymbetov	P1	3,908	0	3,908
8	Mr. Muhammad Irfan	P1	3,908	0	3,908
9	Mr. Muhammad Shafqat Zahoor	P1	3,868	0	3,868
10	Mr. Naimatullah	P1	3,868	0	3,868
Total			51,242	9,699	41,543

3.6 Special Bonus and Honorarium

According to the Article 14.3 of ECO Staff Regulations, the maximum amount that may be allocated for Special Bonus and Honorarium is 5% of the total budget allocated under “Salary” Account Head. However, the Secretariat is proposing US$ 15,000.00 for this sub account for the year 2027, whichis around 0.44% of the Salary budget.

3.7 Social Security Insurance

According to COM decision in April 2024, the expenses of the social security insurance (ECO share) is included in the total expenses of the salary for resident staff in Cat A.

3.8 End of Service Gratuity

In the year 2027, 11 outgoing staff members of the Secretariat will be entitled to receive the End of Service Gratuity. They will receive 15 days of salary and allowances (excluding Housing Allowance) for every completed year of satisfactory service according to the Article 23 of the Staff Regulations. Therefore, an amount of US$71,310.00is estimated as the End of Service Gratuity sub account,according to the table below.

Detail of End of Service Gratuity

Row	Name	Grade	End of Service	Allocated and Secured from previous Budget(s) GRF	Allocation under the Budget of 2027
1	H.E. Dr. Asad M. Khan	SG	14,190		14,190
2	Mr. Çağatay Emrah Öngüt	D3	9,419		9,419
3	Amb. Silapberdi Nurberdiyev	D3	9,359		9,359
4	Mr. Fuad Farzalibeyov	D2	10,338	7,484	2,854
5	Mr. Muhammad Ahmed Raza	P3	17,625	13,800	3,825
6	Mr. Hasan Tufan	P3	6,600		6,600
7	Mr. Hojjat Moghavem	P3	6,680		6,680
8	Mr. Zeinolla R. Kalymbetov	P1	4,636		4,636
9	Mr. Muhammad Irfan	P1	4,636		4,636
10	Mr. Muhammad Shafqat Zahoor	P1	4,556		4,556
11	Mr. Naimatullah	P1	4,556		4,556
Total			92,594	21,284	71,310

3.9 Encashment Leave

In the year 2027, 11outgoing staff members of the Secretariat are completing their term of duty and will be entitled for leave encashment to compensate their unused annual leave up to 45 days(based on the report of administration department), as per Article 28.2 of ECO Staff Regulations. The following table shows the estimated amount for leave encashment for each staff member with the total amount ofUS$80,638.00representing an increase compared with the previous year.

Detail of Encashment Leave

No.	Name	Grade	Emoluments	Allocated and Secured from previous Budget(s)-GRF	Allocation under the Budget of 2027
1	H.E. Dr. Asad M. Khan	SG	14,190	-	14,190
2	Mr. Çağatay Emrah Öngüt	D3	13,923	-	13,923
3	Amb. Silapberdi Nurberdiyev	D3	13,863	-	13,863
4	Mr. Fuad Farzalibeyov	D2	11,423	11,153	270
5	Mr. Muhammad Ahmed Raza	P3	7,983	7,871	112
6	Mr. Hasan Tufan	P3	7,646	-	7,646
7	Mr. Hojjat Moghavem	P3	7,307	-	7,307
8	Mr. Zeinolla R. Kalymbetov	P1	5,862	-	5,862
9	Mr. Muhammad Irfan	P1	5,862	-	5,862
10	Mr. Muhammad Shafqat Zahoor	P1	5,802	-	5,802
11	Mr. Naimatullah	P1	5,802	-	5,802
Total			99,662	19,024	80,638

3.10 Provident Fund

Under the Article 21 of the ECO Staff Regulations, 2.5% of the salary of the ECO Staff is contributed by the Secretariat to the Provident Fund, which amounts to US$48,581.00.

3.11 Overtime& Labor Coupon

No overtimeand Labor Couponpayment has been considered under the budget of 2027.

4. Travel Expenses

The estimated amount under the Account Head of Travel Expenses for the year 2027is US$ 262,500.00. The increase in the allocated amount is mainly due tothe increase in the number of incoming and outgoing staff.

DetailofTravel Chapter

Row	Sub accounts for the Travel Account Head	2023	2024	2025	2026	2027
1	Missions of Officials	50,000	54,000	68,000	75,000	75,000
2	Home Leave Passage	29,600	56,200	26,300	47,200	40,600
3	Travel Exp. for Outgoing Staff	19,900	5,700	37,200	24,950	34,125
4	Travel Exp. for Incoming Staff	12,496	11,000	42,000	43,475	47,775
5	Daily Subsistence Allowance/Accommodation	44,154	28,000	44,000	65,000	65,000
Total		**156,150**	**154,900**	**217,500**	**255,625**	**262,500**

4.1 Missions of Officials

The estimated amount under this sub account is US$ 75,000.00 the same as year 2026.

4.2 Home Leave

The estimated amount under this sub account is US$ 40,600.00 which is less than year 2026. Home leave tickets must be usedwithin one year from the date of entitlement and unused entitlements expire after this period.The details of estimated budget for Home Leave are presented below:

Detail of Home leave

Row	Name	Grade	Date of Joining	Country	Famaily member	Price of round trip ticket*	Allocation under the Budget of 2027 Ticket for homeleave of staff
1	Ms. Amina Batool	D2	13/11/2025	Pakistan	5	1500	7,500
2	Mr. Can Aygül	D2	03/03/2025	Turkiye	5	800	4,000
3	Mr. Faizrakhman M. Kassenov	D1	20/04/2025	Kazakhstan	5	2000	10,000
4	Mr. Ikramboy Khayitbaev	P3	20/01/2025	Uzbekistan	2	1500	3,000
5	Mr. Nurlan Darimov	P2	08/02/2021	Kazakhstan	5	2000	10,000
6	Mr. Ukubaev Mamatmusa	P2	20/06/2021	Kyrgyz	3	1300	3,900
7	Mr. Ahmad Ghorbanzadeh	A1	12/07/2011	Afghanistan	2	1100	2,200
Total							40,600

*Due to limited number of available flights during the budget preparations,estimated ticket prices have been kept unchanged from previous year. (Annex III).

4.3 Travel Expenses of Outgoing and Incoming Staff

The estimated amounts under these sub accounts are US$ 34,125.00and US$47,775.00 respectively. Expected increase in the number of incoming and outgoing staff has resulted in an increase in the allocated amount for cost of passage of incoming staffand outgoing staff in comparison withthe year 2026budget.

Detail of Travel Expense for Outgoing Staff

Row	Name	Grade	Country	Price of Ticket	Famaily Members	Amount of Ticket for Outgoing Staff	Allocated and Secured from previous Budget(s) GRF	Alocation under the Budget of 2027
1	H.E. Dr. Asad M. Khan	SG	Pakistan	1125	2	2,250		2,250
2	Mr. Çağatay Emrah Öngüt	D3	Turkiye	600	4	2,400		2,400
3	Amb. Silapberdi Nurberdiyev	D3	Turkmenistan	1350	3	4,050		4,050
4	Mr. Fuad Farzalibeyov	D2	Azerbaijan	825	4	3,300	3,300	-
5	Mr. Muhammad Ahmed Raza	P3	Pakistan	1125	4	4,500	3,600	900
6	Mr. Hasan Tufan	P3	Turkiye	600	4	2,400		2,400
7	Mr.Zeinolla R. Kalymbetov	P1	Kazakhstan	1500	5	7,500		7,500
8	Mr. Muhammad Irfan	P1	Pakistan	1125	5	5,625		5,625
9	Mr. Muhammad Shafqat Zahoo	P1	Pakistan	1125	4	4,500		4,500
10	Mr. Naimatullah	P1	Pakistan	1125	4	4,500		4,500
Total						41,025	6,900	34,125

Detail of Travel Expense for Incoming Staff

Row	Name	Grade	Country	Price of Ticket	Famaily members	Ticket for incoming staff	Allocated and Secured from previous Budgets(GRF)	Allocation under the Budget of 2027
1	Successor of H.E. Dr. Asad M. Khan	SG	Pakistan	1125	5	5,625	0	5,625
2	Successor of Mr. Çağatay Emrah Öngüt	D3	Turkiye	600	5	3,000	0	3,000
3	Successor of Amb. Silapberdi Nurberdiyev	D3	Turkmenista	1350	5	6,750	0	6,750
4	Successor of Mr. Fuad Farzalibeyov	D2	Azerbaijan	825	5	4,125	4125	-
5	Vacant	D2	Turkmenista	1350	5	6,750	6750	-
6	Vacant	D1	Afghanistan	825	5	4,125	4125	-
7	Vacant	D1	Kyrgyzistan	975	5	4,875	4875	-
8	successor of Mr. Muhammad Ahmed Raza	P3	Pakistan	1125	5	5,625	3600	2,025
9	Successor of Mr. Hasan Tufan	P3	Turkiye	600	5	3,000	0	3,000
10	Successor of Mr. Zeinolla R. Kalymbetov	P1	Kazakhstan	1500	5	7,500	0	7,500
11	Successor of Mr. Muhammad Irfan	P1	Pakistan	1125	5	5,625	0	5,625
12	Successor of Mr. Muhammad Shafqat Zahoor	P1	Pakistan	1125	5	5,625	0	5,625
13	Successor of Mr. Naimatullah	P1	Pakistan	1125	5	5,625	0	5,625
14	Vacant	P2	Afghanistan	825	5	4,125	4125	-
15	Vacant	A1	Turkiye	600	5	3,000	0	3,000
Total						**75,375**	**27,600**	**47,775**

5. Transport

The estimated budget in the Transport Account Head is US$12,500.00, which includes sub accounts such as Petrol, General Service, Repair, Car Insurance, Taxi Charge, and Transportation Feeand It is increasedby only US$ 300 compared with the previous yearby taking into account increasing cost of car insurance, general service and repair of cars in the host country.

6. Reception and Diplomatic Obligations

The estimated allocation under this account head for 2027 is US$25,000, representing an increase of US$5,000 compared with the previous year.

7. Utilities

TheSecretariatallocates US$12,000.00 for Utilities (Electricity, Gas, Water etc.) for the year 2027 for both the Secretariatpremises and SG's Residence.

8. Publications

For the year 2027the estimated budget for the Publications is US$4,000.00. Thebreakdown is presented below:

Detail of Publications

Row	Publications	2023	2024	2025	2026	2027
1	Newspaper/Book/CDs and Bulletins	2,000	3900	2,500	3,000	2,000
2	Other Publications	2,000	1600	2,000	11,500	2,000
Total		4,000	5,500	4,500	14,500	4,000

9. Post & Telecommunications

The budget estimation for communication expenses such as post, telephone, mobiles and fax are US$3,500.00 for the year 2027.

10. Stationery

The Budget proposal for the Stationery Account Head is US$5,000.00 for the year 2027.

11. Contingencies

In order to compensate for potential exchange rate losses in converting currencies such as the US Dollar to IR Rial or other currencies, as well as the cancellation of air travel tickets, bank charges for the ECO bank account, and possible write-offs, the proposed budget for Contingencies for the year 2027 is US$ 4,000.00.

12. Furniture and Office Equipment

The estimated budget under this Account Head isUS$7,000.00 for the year 2027which is less than 2026.

13. IT Expenses

The budget of IT for the year 2027 is estimated US$35,000.00, and the breakdown of this total amount is presented as follows:

Detail of IT Expenses

Row	Sub Account					
		2023	2024	2025	2026	2027
1	Internet Connection	6,000	4,849	5,500	6,000	8,000
2	Purchase of Computers Purchase of Accessories	3,000	16,000	10,000	20,000	20,000
3	Repair of Hardware	2,000	2,000	2,000	2,000	2,000
4	IT new projects and Software	3,000	3,125	3,000	5,000	3,000
5	Hosting of the website	1,000	1,026	2,000	2,000	2,000
Total		**15,000**	**27,000**	**22,500**	**35,000**	**35,000**

14. Purchase of Car

The Secretariat's proposal for this Account head is US$0.00 for the year 2027.

15. Special Support Fund

The estimated amount under this Account Head is US$ 50,000.00to support participation of the delegates from the Member States in ECO Meetings by covering the travel cost of one participant from each Member State as per the rates set forth in the respective modalities. Extra amount up to US$ 20,000.00 may be utilized under the balance of previous years of Special Support Fund in the Secretariat accounts.

16. ECO Awards

Following an assessment of the effectiveness of the ECO Award program and in consultation with the Member States during HLC meetings in 2025, the practice of granting the award has been discontinued. Moving forward, the ECO Award will only be conferred in cases of exceptional

significance, subject to specific approval. As a result, and in alignment with this revised approach, the amount of ECO Award is US$0.00 inthe 2027.

17. Maintenance of Building and Equipment

The estimated budget for Maintenance of Building and Equipment of the Secretariat is US$27,000.00. The budget breakdown of this Account Head is as follows:

Detail of Maintenance

Row	Maintenance Sub Accounts					
		2023	2024	2025	2026	2027
1	Air conditions (Heating and Cooler System)	1500	3000	3000	4000	4500
2	Repair of Building of the Secretariat	6000	48000	12000	14500	14500
3	Repair of equipment of the Secretariat (and Residence)	4000	4000	3000	5000	5000
4	Photocopy, printers, fax and publishing machineries	3000	3000	2000	2500	2000
5	Insurance of Building and Equipment and Elevator mintenance	500	700	800	1000	1000
Total		**15,000**	**58,700**	**20,800**	**27,000**	**27,000**

18. Consumable Items and Temporary Services

The Secretariat proposes total amount of US$20,000.00 for the Consumable Items and Temporary Services Account Head.The budget breakdown for this Account Head is presented in the following table:

Detail of Consumable Items and Other Services

Row	Consumable items and Temporary Services Sub Accounts					
		2023	2024	2025	2026	2027
1	Temporary staff, workers and other services	33,000	9500	8,500	11,000	10,000
2	Consumable Items	7,000	7000	7,500	8,000	10,000
Total		41,000	16,500	16,000	19,000	20,000

19. Feasibility and General-Purpose Fund

The amount allocated to Feasibility and General-Purpose Fund is US$ 217,803.00 equal to 5 percent (5%) of total budget as previous years.

Annex: I

Share of Contributions of the ECO Member States to the Budget as Final Scale

Row	Member State	Share of Contribution%	**Share of Contribution for year 2027($)**	Share of Contribution for year 2026($)	The Diference($)between the Contribution between year 2026 and 2027
1	Afghanistan	2/00	**91,478**	90,747	731
2	Azerbaijan	4/00	**182,954**	181,493	1,461
3	Iran	22/00	**1,006,249**	998,212	8,037
4	Kazakhstan	18/00	**823,295**	816,719	6,576
5	Kyrgyz Republic*	0/66	**30,188**	29,946	242
6	Pakistan	22/00	**1,006,249**	998,212	8,037
7	Tajikistan	1/00	**45,739**	45,373	366
8	Turkiye	22/00	**1,006,249**	998,212	8,037
9	Turkmenistan	4/00	**182,954**	181,493	1,461
10	Uzbekistan	4/00	**182,954**	181,493	1,461
Total		**99/66**	**4,558,309**	4,521,900	36,409
Deficit of Scale of Assesment**		0/34	**15,551**	15,427	124
Total			**4,573,860**	4,537,327	36,533
****Covered from GRF by the Authorization of COM**					

*The Kyrgyz Republic noted that the share of contribution of the Kyrgyz Republic remains at the rate of 0.66% whereas possible increase must be further discussed after 2022.

**The Budget deficit equal to USD 15,551.00may be covered by General Reserve Fund.

Annex: II

The Salary Scaled for various Grades shall be as follows:

Approved at 25th COM Meeting held on 27 November 2021 as Annex II of the budget 2022 & Auxiliary Iranian Staff Cat III based on COM decision in April 2024 with some modification by the Secretariat

1 Category	**2 Grade**	**3 Basic Salary**		**4 Children Allowance**		**5 Increment**		**6 Conveyance Allowance**		**7 House Allowance**		**8 Total (3+6+7)**	
Secretary General	-	9060				200		-		-		9060	
Directing Staff (Cat. 1)	D 3	5,222		80		135		532		3,003		8,757	
	D 2	4157		80		90		532		2446		7135	
	D 1	3092		80		90		400		2088		5580	
										for resident	**for non-resident**	**for resident**	**for non-resident**
Professional Staff (Cat. 2)	P3	2,638		80		75		242		1531	1797	4411	4677
	P2	1,955		80		75		242		1439	1693	3636	3890
	P1	1,616		80		75		242		1348	1590	3206	3448
		Non-Iranian staff	Iranian staff	Non-Iranian staff	Iranian staff**	Non-Iranian staff	Iranian staff*	Non-Iranian staff	Iranian staff	Non-Iranian staff	Iranian staff	Non-Iranian staff	Iranian staff***
Auxiliary Staff (Cat. 3)	A3	799	580	80	40	60	20	121	50	598	430	1518	1060
	A2	598	500	80	40	60	15	121	50	598	410	1317	960
	A1	400	420	80	40	60	10	121	50	598	390	1119	860

*Increment for Iranian staff is up to 20 years of service (Due to decrease in the amount)

**Child allowance for Iranian staff will be US$ 40 for each child (up to 3 children)

***Total expenses which includes monthly share of social insurance

Annex: III:

Average round trip ticket price from Tehran to ECO member countries

Ticket Price Inquiry(Round trip)						Average Amount at the time of calculation($)
Country	**City**	**Airline**	**Less Economy**	**High Economy**	**Business**	
Pakistan	Islamabad	Turkish	960,000,000	2,670,000,000	2,700,000,000	**1500**
		Emirate	900,000,000	1,770,000,000	2,530,000,000	
		Fly Dubai	500,000,000	1,400,000,000	2,420,000,000	
	Lahore	Mahan	360,000,000	450,000,000	800,000,000	
		Fly Dubai	450,000,000	1,350,000,000	2,400,000,000	
		Turkish	940,000,000	2,600,000,000	2,880,000,000	
		Emirate	850,000,000	1,750,000,000	2,530,000,000	
	Karachi	Fly Dubai	550,000,000	1,350,000,000	3,000,000,000	
		Iran Air	320,000,000	510,000,000	Don't have	
		Turkish	780,000,000	2,600,000,000	2,500,000,000	
		Emirate	670,000,000	1,600,000,000	2,300,000,000	
Azerbaijan	Baku	Iran Air	310,000,000	470,000,000	650,000,000	**1100**
		Turkish	600,000,000	1,800,000,000	1,790,000,000	
		Fly Dubai	660,000,000	1,390,000,000	2,700,000,000	
Turkmenistan	Ashgabat	Turkish	1,130,000,000	2,190,000,000	3,950,000,000	**1800**
		All airline to Mashhad	30,000,000	60,000,000	Don't have	
Kazakhstan	Almaty	Qeshm Air(one day every two weeks)	550,000,000	-	Don't have	**2000**
		Emirate and fly Dubai	760,000,000	2,670,000,000	2,430,000,000	
	Astana	Emirate and fly Dubai	760,000,000	2,660,000,000	2,440,000,000	
		Turkish	1,110,000,000	2,330,000,000	2,450,000,000	
Turkey	Istanbul	Charter flights and a system of different airlines are available.	140,000,000	1,500,000,000	Don't have	**800**
	Ankara	Mahan	190,000,000	290,000,000	450,000,000	
		Turkish	520,000,000	1,400,000,000	1,750,000,000	
Kyrgyz	Bishkek	Turkish	790,000,000	2,630,000,000	3,720,000,000	**1300**
		Emirate	770,000,000	2,830,000,000	2,600,000,000	

Uzbekistan	Tashkent	Qeshm Air Zagros	400,000,000	-	Don't have	**1500**
		Emirate and fly Dubai	930,000,000	2,930,000,000	2,590,000,000	
		Turkish	1,200,000,000	2,900,000,000	2,970,000,000	
Tajikistan	Dushanbe	Varesh	350,000,000	550,000,000	Don't have	**1200**
		Turkish	880,000,000	2,610,000,000	3,300,000,000	
		Emirate and fly Dubai	980,000,000	2,950,000,000	2,680,000,000	

Estimated ticket prices by different airlines in July2025. Due to limited number of available flights during the budget preparations, estimated ticket prices have been kept unchanged from previous year.

No:SG/2026/1129

Date: 8/10/2026

Excellency,

I have the honour to seek Your Excellency's kind attention to the Draft ECO Budget for the Financial Year 2027 and, in particular, to the position conveyed by the Republic of Kazakhstan regarding its assessed contribution.

Following consideration of the Draft Budget by the relevant Working Group meetings, the Secretariat undertook a further review and incorporated, to the extent feasible, the reductions proposed by the Republic of Kazakhstan. As a result, the revised Draft Budget was brought to USD 4,573,860, representing an increase of only USD 36,533 (approximately 0.8 per cent), over the approved Budget for 2026. Consequently, the corresponding increase in the annual assessed contribution of the Republic of Kazakhstan would amount to only USD 6,576 compared with its contribution for 2026.

The Republic of Kazakhstan, however, indicated that it was not in a position to support an increase in the ECO Budget for 2027 and expressed its preference to maintain its assessed contribution at the 2026 level. The other Member States raised no objection to the revised Draft Budget, considering the proposed increase to be modest, particularly in light of the prevailing inflationary pressures and increasing operational costs in the host country.

The matter was subsequently considered by the 310th Meeting of the Council of Permanent Representatives, held on September 15, 2026, which provisionally adopted the Draft ECO Budget for 2027 with the concurrence of all Member States except the Republic of Kazakhstan.

In this connection, I wish to respectfully emphasize that the assessed contributions of Member States are determined in accordance with the approved Scale of Assessment and constitute the prescribed percentage shares of the approved budget of the Organization. Accordingly, maintaining the contribution of an individual Member State at a fixed nominal amount while the overall budget is revised would not be in conformity with the existing Scale of Assessment and may consequently have implications for the assessed contributions of the other Member States.

Kazakhstan has always been an important and valued Member of the Economic Cooperation Organization, and its active engagement and continued support have contributed significantly to the advancement of the Organization's common objectives. In this spirit, I would be most grateful for Your Excellency's personal attention and kind support in facilitating the concurrence of the Republic of Kazakhstan with the revised ECO Budget for 2027, including its assessed contribution in accordance with the approved Scale of Assessment thereby enabling the Organization to finalize its budgetary process on the basis of consensus.

Please accept, Excellency, the assurances of my highest consideration.

H.E. Mr. Mukhtar B. Tileuberdi,
Honourable Minister of Foreign Affairs of the Republic of Kazakhstan

Asad M. Khan

Agenda Item No. 10
Any Other Business

Agenda Item No. 11
Date of the next CPR Meeting