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*OIC/CFM-51/2025/AF/RES/FINAL*

**RESOLUTIONS**  
**ON THE**  
**ADMINISTRATIVE AND FINANCIAL AFFAIRS**  
**ADOPTED BY THE**  
**51<sup>st</sup> SESSION OF THE COUNCIL OF FOREIGN MINISTERS**  
**(UNDER THE THEME: THE OIC IN A TRANSFORMING WORLD)**

**ISTANBUL , REPUBLIC OF TÜRKIYE**  
**21<sup>st</sup> – 22<sup>nd</sup> JUNE, 2025**  
**(25<sup>th</sup> – 26<sup>th</sup> DHU‘L-HIJJAH 1446H)**

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**RESOLUTION NO. 1/51-AF  
ON THE REPORT OF THE 46<sup>th</sup> OF THE SESSION OF THE FCO**

*The Fifty-First Session of the Council of Foreign Ministers of the Organization of Islamic Cooperation (Under the Theme: The OIC in a Transforming World) held in Istanbul, Republic of Türkiye 21<sup>st</sup> – 22<sup>nd</sup> June 2025 (25<sup>th</sup> – 26<sup>th</sup> Dhu ‘l-Hijjah 1446H);*

**Having reviewed** the reports of the 46<sup>th</sup> Session of the Finance Control Organ (FCO), held in Jeddah from 02 to 16 February 2025 );

**Having considered** the clarifications and responses of the General Secretariat and its Subsidiary Organs to the observations of the FCO;

1. **Adopts** the report of the 46<sup>th</sup> Session of the Finance Control Organ, after reviewing the responses and clarifications of the General Secretariat and the Subsidiary Organs;
2. **Appreciates the** FCO for the work accomplished;
3. **Stresses** the **General** Secretariat and its subsidiary organs to observe the recommendations included in this reports in light with the responses of the concerned OIC institutions, as appropriate, and take into consideration the deliberation and consensus of Member States;
4. **Requests** to improve good **governance** within the General Secretariat and Subsidiary Organs.
5. **Requests** the General Secretariat to recover the funds disbursed in violation of the rules and regulations, as noted in the Finance Control Organ’s reports for 2021, 2022, and 2023.
6. **Stresses** the need to empower and ensure the independence of the internal auditor in the Organization.
7. **Requests** the General Secretariat to adhere to the Financial Regulations and Personnel Regulations and ensuring compliance goes beyond mere promises in this regard.

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**RESOLUTION NO 2/51-AF**

**ON THE ARREARS OF MANDATORY CONTRIBUTIONS OF MEMBER STATES TO THE BUDGETS OF THE GENERAL SECRETARIAT OF THE OIC AND ITS SUBSIDIARY ORGANS**

*The Fifty-First Session of the Council of Foreign Ministers of the Organization of Islamic Cooperation (Under the Theme: The OIC in a Transforming World) held in Istanbul, Republic of Türkiye 21<sup>st</sup> – 22<sup>nd</sup> June 2025 (25<sup>th</sup> – 26<sup>th</sup> Dhu 'l-Hijjah 1446H);*

**Cognizant** the importance of the role played by the OIC through its General Secretariat and Subsidiary organs at the regional and international levels for the promotion of solidarity and cooperation among Member States and defending the causes of the Islamic Ummah,

**Referring** to Resolution No. 1/10-IS (AF) adopted at the 10th Islamic Summit held in Putrajaya, Malaysia from 20 to 21 Sha'aban 1424H (16-17 October 2003) on the accumulation of arrears,

**Referring** to Resolution No. 6/32-AF adopted by the 32nd CFM held in Sana'a, Republic of Yemen from 21 to 23 Juma'ah Al-Awwal 1426H (28-30 June 2005) on the financial position of the OIC and the problem of accumulated arrears of Member States' mandatory contributions,

**Referring** to Resolution No. 2/45-AF (PFC) adopted by the 45th session of the Permanent Finance Committee held in Jeddah, Kingdom of Saudi Arabia from 07 to 09 Rabiul Awwal 1438H (06-08 December 2016), on the financial situation of the OIC and the subsidiary organs and the problem of accumulated arrears of mandatory contributions,

**Referring** to Resolution No. 2/47-AF (CFM) adopted by the 47th session of the Council of Foreign Ministers in Niamey Niger from 27 to 28 November 2020 on the set of incentives measures for the settlement of arrears of Members States.

Taking note of the Member States' contributions and arrears to the budget of the General Secretariat and its Subsidiary Organs

**Noting** that the accumulated arrears and outstanding contributions relating to the OIC amounted to US\$ 90,912, 272.47 for GS & IPHRC and US\$ 227,108,092 with the Subsidiary Organs) as of 31st December 2024, making it impossible to carry out many activities,

**Expressing** deep concern over the financial difficulties facing the General Secretariat and the subsidiary organs in view of the delay, or non-payment of contributions by many Member States,

**Bearing** in mind that the failure to pay dues may be related to conditions beyond the control of the Member States

**Stressing** the need for providing the OIC and the subsidiary organs with the means with which they may fulfill their mandate in the realization of joint Islamic action.

**Decides:**

1. **To urge** Member States to settle their contributions on time in order to enable the OIC to carry out the responsibilities entrusted to it by the CFMs and Summits Conferences.
2. **To commend** the efforts undertaken by certain Member States which have settled their contributions by benefiting from the Resolution 2/47AF.
3. **To invite** the OIC Secretary General to contact as appropriate the Heads of State, Kings, Government as well as Foreign Ministers of Member States with a view to secure prompt payments of their contributions and arrears either by agreeing with Member States in arrears to pay a lump sum close in value to their arrears, to be paid immediately upon signature of an agreement or with the incentives mentioned in the Resolution 2/47-AF, extended by Resolution 3/50-AF for two years as of January 1, 2025, and thereon consider procedural measures stipulated in the relevant articles of the Charter, rules and regulations, as appropriate
5. **To instruct** the General Secretariat to regularly announce the status of contributions through a periodic report to the Member States and notify the Finance Committee periodically as well as submitting to the CFM the Statement of Outstanding Mandatory Contributions of the Member States to the General Secretariat and Subsidiary Organs and record overdue mandatory contributions of Member States, as proposed by the Financial Control Organ.

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**RESOLUTION NO 3/51-AF**

**ON THE BUDGETS OF THE GENERAL SECRETARIAT WITH IPHRC  
AND THE SUBSIDIARY ORGANS FOR THE YEAR 2026**

*The Fifty-First Session of the Council of Foreign Ministers of the Organization of Islamic Cooperation (Under the Theme: The OIC in a Transforming World) held in Istanbul, Republic of Türkiye 21<sup>st</sup> – 22<sup>nd</sup> June 2025 (25<sup>th</sup> – 26<sup>th</sup> Dhu 'l-Hijjah 1446H);*

**Having examined extensively** the detailed contents of the proposed budgets of the General Secretariat and its Subsidiary Organs;

**Having considered** the relevant clarifications and justifications of the General Secretariat and the Subsidiary Organs for the increase ,

1. **Approves** the budgets of the General Secretariat and its subsidiary organs for the Year 2026 in accordance with financial rules and regulations of the OIC, and as follows:
  - a) **General Secretariat ----- USD 38,223,000**
  - b) **IPHRC ----- USD 2,273,000**
  - c) **Islamic Solidarity Fund (ISF) --- USD 1,260,000**
  - d) **International Islamic Fiqh Academy (IIFA) USD 2,992,500**
  - e) **Statistical, Economic, and Social Research and Training Center for Islamic Countries (SESRIC), Ankara USD 3,646,700**
  - f) **Islamic University of Technology (IUT), Dhaka USD 4,975,000**
  - g) **Research Center for Islamic History, Art and Culture (IRCICA), Istanbul USD 5,105,000**
  - h) **Islamic Center for Development of Trade (ICDT), Casablanca USD 2,536,000.**
2. **Requests** the General Secretariat, The IPHRC and Subsidiary organs to rationalize their expenditures and urged them to observe efficiency and cost-effectiveness in their financial and administrative operations (including the reduction of the travel, transportation, and representation costs along with decreasing the number of General Secretariat delegations).

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## RESOLUTION NO 4/51-AF

### ON THE WAYS AND MEANS TO RATIONALIZE EXPENDITURES

*The Fifty-First Session of the Council of Foreign Ministers of the Organization of Islamic Cooperation (Under the Theme: The OIC in a Transforming World) held in Istanbul, Republic of Türkiye 21<sup>st</sup> – 22<sup>nd</sup> June 2025 (25<sup>th</sup> – 26<sup>th</sup> Dhu 'l-Hijjah 1446H);*

**Guided** by the principles enshrined in the OIC Charter, particularly the commitment to strengthen solidarity and sustainable development among member states,

**Recalling** Resolution No. 4/50 AF on Financial Sustainability and Efficient Resource Management,

**Acknowledging** the necessity of prudent financial stewardship to advance the OIC's strategic objectives,

**Expressing** concern over escalating operational costs and potential inefficiencies in resource allocation,

**Recognizing** that rationalizing expenditures must enhance, not compromise, programmatic effectiveness,

**Emphasizing** the role of transparency, innovation, and collaboration in optimizing practices,

- 1- Identify redundancies, non-essential costs, and opportunities for efficiency in programs, travel, conferences, and administrative overhead.

#### Development of Financial Guidelines

- Caps on discretionary spending (e.g., travel, hospitality) and incentives for cost-saving measures.

- 2- **Program Streamlining and Prioritization**

- Directs the General Secretariat to:
- Consolidate overlapping initiatives and terminate underperforming programs;
- Allocate resources to high-impact areas (crisis response, poverty alleviation, education etc...).

- 3- **Transparency and Accountability Mechanisms**

- Requests the OIC Finance Control Organ (FCO) to audit adherence to financial guidelines.

#### Sustainable Funding Strategies

- Urges member states to fulfill outstanding contributions and consider voluntary contributions;
- Instructs the General Secretariat to commission a study on alternative sources of funding.

- 4- **Capacity Building**

- Launches training workshops on financial management and digital tools for OIC staff;
- Promotes knowledge-sharing of best practices among member states.

**5- Technological Integration**

- Invests in digital platforms for budget tracking, virtual conferences, and paperless workflows to reduce overhead.

**6- Monitoring and Evaluation**

- Conducts a full review of rationalization measures to be submitted to the 54<sup>th</sup> Permanent Financial Committee to assess impact.

**7- Final Provision**

- **Requests** the General Secretariat to disseminate this resolution and ensure implementation in accordance with relevant financial procedures and regulations and in line with relevant resolutions;

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## RESOLUTION NO. 5/51-AF

### **On the implementation of the Enterprise Resource Planning System in the General Secretariat of the Organization of Islamic Cooperation and its Subsidiary Organs**

*The Fifty-First Session of the Council of Foreign Ministers of the Organization of Islamic Cooperation (Under the Theme: The OIC in a Transforming World) held in Istanbul, Republic of Türkiye 21<sup>st</sup> – 22<sup>nd</sup> June 2025 (25<sup>th</sup> – 26<sup>th</sup> Dhu 'l-Hijjah 1446H);*

**Referring** to the objectives and principles of the Charter of the Organization of Islamic Cooperation;

**Recalling** the Makkah Declaration and the Ten-Year Programme of Action adopted by the 3<sup>rd</sup> **Extraordinary** Islamic Summit (Makkah, 7-8 December 2005), and the OIC 2025 Programme of Action adopted by the 13<sup>th</sup> Islamic Summit (Istanbul, 14-15 April 2016), which call for enhancing ICT skills, developing the IT infrastructure, and using ICT as an enabler for comprehensive socio-economic and human development, and as a means of knowledge acquisition and technology transfer;

**Taking note** of the observations of the Member States and their continued keenness to implement an enterprise resource planning system (ERP) in the OIC General Secretariat, including the recommendations made by the Control Organ in its reports for its 2021-2022-2023-2024 reports;

**Acknowledging** the importance of an Enterprise Resource Planning (ERP) system that has the ability to integrate all aspects of operations into a cohesive and unified platform to ensure the smooth functioning of the Secretariat and bring the working environment up to international standards;

**Recalling** that the steps required to implement an ERP system such as procurement of IT equipment, training, licenses and the required infrastructure have been in progress for years and must now be finalized;

**Commending** the generous contribution of the Kingdom of Saudi Arabia (four million US dollars) to support the digital transformation and implementation of an ERP system at the OIC General Secretariat;

**Noting**, in the report of the Finance Control Organ, the observations confirming the administrative confusion and failure that led to the failure to implement the system and the failure to implement Resolution No. 5/50-AF of the 50<sup>th</sup> Session of Council of Foreign Ministers held in Yaoundé, Republic of Cameroon, on 25-26 Safar 1446, (29-30, August, 2024) in this regard, and taking the recommendations of the Finance Control Organ into serious consideration; (Palestine);

### **DECIDES the Following:**

1. **Requests** the Secretary-General to finalize the implementation of the Enterprise Resource Planning (ERP) system, as a matter of urgency, within a maximum of 3 months from the date of adoption of the resolution, and to submit a monthly progress report on the implementation process.
2. **Requests** the Finance Control Organ (FCO) to operationalize the inquiry committee that it recommended forming, as stated in the FCO's report to the 51st session of the Council of Foreign Ministers (CFM), to determine the reasons for the failure to implement CFM

Resolution No. 5/50-AF adopted by the 50th CFM session held in Yaoundé; also requests the FCO to submit a report on this matter to the Member States and to the Secretary-General within one month from the committee's meeting, following the adoption of the CFM resolution. The report shall include recommendations to the Secretary-General, if necessary, regarding measures in the event of violations or obstruction of the implementation of the resolution. The Secretary-General shall submit a report to the Member States on the progress made regarding the FCO's recommendations, if any, within three months.

3. **Emphasizes** the need of IT department to supervise, coordinate and provide the necessary support for the implementation of this system.
4. **Requests** the relevant departments of the General Secretariat to cooperate in implementing the system, particularly the Department of Administration and Finance Affairs, the Department of Legal Affairs, and the Information and Technology Department.
5. **Requests** the FCO Chairman, in consultation with its members, to form a sub-committee to monitor the implementation of the ERP program; the FCO Chairman has the right to call for an urgent meeting of this committee, if necessary, should there be any administrative or financial obstacles to implementing the CFM resolutions in this regard.
6. **Requests** assigning a committee to investigate the competence of the employees of all related departments.
7. **Requests** the Secretary General to submit a report on the implementation of this resolution to the 52<sup>nd</sup> session of the Council of Foreign Ministers.

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