



STRATEGIC PLAN OF THE INTERNATIONAL ISLAMIC FIQH ACADEMY

(Five-Year with Key Performance Indicators)

1442-1446 H 2021-2025 G



In the name of Allah, the Entirely Merciful, the Especially Merciful

In the Name of Allah, the Entirely Merciful, the Especially Merciful Allah The Almighty said:

And when information about safety or fear comes to them, they spread it, but if they had referred it to the Messenger or to those in authority among them, then those who can draw correct conclusions would have known about it. If it were not for Allah's favor upon you and His mercy, you would have followed Satan, except for a few. Al-Nissa, 83

Lady Aisha (RA), Mother of Believers, related that the Messenger of Allah (SAAW) said:

"Allah loves when someone works, performs it perfectly."

(Reported by Imam Al-Bayhaqi in Shu'ab al-Iman, Branches of Faith)

Prologue

It is the right of the reader of this Strategic Plan to have a legitimate concern about the scope of its activities and programs, given the limitation of its implementing bodies. It is also the reader's right to question the budget given the limited resources of the International Islamic Fiqh Academy and its annual budget - which comes from the contributions of the Member states of the Organization of Islamic Cooperation.

Based on these two considerations, the Secretariat General of the Academy seizes this opportunity to confirm the adoption of partnerships in all their forms with the various subsidiary and specialized organs of the Organization of Islamic Cooperation to implement the activities and programs in this Strategic Plan.

It also takes this opportunity to invite to its headquarters in Jeddah (Kingdom of Saudi Arabia) countries of the Muslim world and Muslim communities, who wish to sign partnerships with universities, institutes, and colleges in the Muslim world and beyond for the implementation of the Strategic Plan.

Regarding the financing of the activities and programs of this Strategic Plan, the Secretariat General of the Academy aspires to obtain the moral and material support of the Secretariat General of the Organization of Islamic Cooperation and its Member states. It also takes this opportunity to invite organizations, foundations, and individual donors worldwide to make generous donations to the Academy Waqf Fund, which was established by a resolution (no.6/44/2017) of the Council of Foreign Ministers of the Organization of Islamic Cooperation. Furthermore, the Secretariat General of the Academy invites states, organizations, foundations, and institutions to choose activities and programs they wish to finance, in whole or in part, and welcomes all donations and grants to the Waqf Fund, whether absolute or limited, in ways that do not contradict the Academy's mission.

The reader will also notice an appreciable increase in the cost of some activities and programs, which is due to the commitment of the Secretariat General of the Academy to implement several of these activities and programs within the countries of the Muslim world and Muslim communities to allow them to benefit directly from the Academy's activities and programs.

Overall, the Secretariat General of the Academy reiterates its appeal to states, organizations, institutions, and individual donors to support this Strategic Plan to enable the Academy to earn the trust reposed in it by the leaders of the OIC Member states. Support is also needed to allow the Academy to fulfill the hopes and aspirations of Muslim countries and communities worldwide, especially in the Academy's duty of issuing and clarifying Shariah rulings on various issues, calamities, and novelties that emerge from time to time, based on the Holy Quran, the Noble Sunnah of the Prophet (PBUH), and the rich Islamic heritage open to the development of Islamic thought and the common universal heritage.

Finally, we ask Allah the Almighty to guide us to what will benefit us in this life and in the Hereafter, the day when neither money nor children will be beneficial, except for those who come to Allah with a sound heart.

Indeed, we want nothing but reform to the best of our ability, and our success is due only to Allah, the Most High, the Almighty, in Whom we trust and return.



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Strategic Objective VIII

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Foreword



Praise be to Allah, and blessings and peace be upon the Prophet Muhammad, his family, his companions, and those who follow their path until the Day of Judgment

The success of academic and scientific institutions in the current era depends - after the grace and help of Allah the Almighty - on their commitment to several quality standards, including the clarity of vision, the height of mission, transparency of values, predictability of objectives, sustainability of resources, myriad of activities, abundance of programs, fluidness of initiatives, efficiency of indicators, professionalism of management, integrity of procedures, nobility of purpose, and sincerity of leadership.

The Academy's commitment to these standards requires - inevitably - that it has a document that includes, among other things, a clear articulation of the vision it aspires to achieve, direct control of the mission it

wants to promote, and a clear conception of the objectives it seeks to achieve. This document outlines resources for the achievement of its mission and purpose and provides a complete statement of all the activities and programs by which all of the above is translated into a factual reality that can be measured and evaluated using key performance indicators. According to our financial resources and capabilities, these indicators will provide evidence of progress towards achieving our desired objectives over specific time frames.

The above approach and commitments used to guide the strategic plan's development are firmly rooted in strategic thinking guided by practical standards and consistent requirements given the deep desire and purpose of the Secretariat General of the Academy to promote the International Islamic Fiqh Academy among leading global scholarly institutions, acclaimed for their clarity, sustainability, efficiency, creativity, and innovation; and based on its determination to enhance the performance of this renowned institution so that it becomes an epitome of excellence, discipline, transparency, integrity, ingenuity, and mastery.

The Secretariat General decided, in the wake of the Secretary General's assumption of office on October 1, 2020, to put in place a comprehensive Strategic Plan for the International Islamic Fiqh Academy, in which the scientific standards of strategic thinking were used. Objectives and activities were aligned with the five S.M.A.R.T. criteria (Specific, Measurable, Achievable, Relevant, and Timebound) to create an anchor on which to base our focus and decision-making. This Strategic Plan is well-defined, open to measurement and evaluation, applicable and relevant to the lived reality, and has fixed time frames.

This Strategic Plan's primary objective is to bring about a notable change in the Academy's performance, both structural and intellectual, and to strengthen coordination and improve the efficiency of activities, to enable the Academy to implement the vision and goals of the Muslim world leaders. These goals include formulating Shariah rulings on issues of concern to Muslims worldwide and providing a primary figh reference capable of delivering appropriate Shariah solutions to contemporary calamities and life problems.

These solutions are rooted in the Holy Qur'an, the Noble Sunnah of the Prophet (PBUH), and the rich Islamic heritage, open to the development of Islamic thought and universal human heritage and culture, and which keep pace with contemporary life developments and the changes in intellectual, social, economic, cultural, and political conditions and circumstances.

My Lord! The formulation of this Five-Year Strategic Plan was not an easy task, nor was it a soft work, for its publication could not have been possible without the grace of Allah the Almighty, then the collaboration and partnership of the Academy's officials, including the constructive ideas of brilliant minds from eminent universities and scientific centers. The editorial committee consisted of Dr. Abdel Fattah Mahmoud Abnaouf, Director of Planning and International Cooperation, Mrs. Sarah bint Amjad bin Hussein Badewi, Public Relations Supervisor, and Mr. Jawzi Belkacem Lardjane, Head of Translation Department.

The Secretariat General of the Academy is pleased - with Allah the Almighty's grace - to present this Five-Year Strategic Plan, the first of the Academy, -after hundred (100) days of the current Secretary General's assumption of office - to His Excellency Dr. Yousef bin Ahmed al-Othaimeen, Secretary General of the Organization of Islamic Cooperation, and to His Excellency Sheikh Dr. Saleh bin Abdullah al-Humaid, Advisor to the Saudi Royal Court, member of the Council of Senior Scholars, Imam Khatib at the Grand Mosque of Makkah, and President of the Academy. The Secretariat General is also pleased to present this Plan to Their Eminences, members and experts of the Academy, and all those interested in and concerned with the future of this exceptional reference in Figh.

The Secretariat General of the Academy seeks to make this Strategic Plan the primary document of reference for the vision, mission, core values, objectives, procedures, activities, and programs of the Academy. The Academy aims to use the Strategic Plan as the primary reference for identifying the indicators used to assess the Academy's performance and measure its progress and evolution at the end of each of the next five year — with Allah the Almighty's will.

The Secretariat General of the Academy would like to acknowledge that there are four thousand and ninety-five (4,095) activities and programs in this strategic plan, for implementation in collaboration and partnership with the subsidiary and specialized organs of the Organization of Islamic Cooperation. This also includes the specialized scientific and academic centers across the Muslim world and beyond. Activities and programs include twenty (20) international conferences, thirty (30) specialized scientific symposia, twenty (20) workshops, ninety-five (95) scientific conferences, the study and analysis of three hundred (300) issues and dilemmas, the publication and translation of thirty (330) studies and research papers, and the signing of seven hundred and fifty (750) cooperation agreements and memoranda of understanding, the compilation of comprehensive data on two thousand six hundred and fifty (2,650) fiqh scholars (jurisconsults), men and women, including institutions in the field of jurisprudence, humanities, social, natural and applied sciences. The approximate total budget for financing these activities and programs over the next five year is estimated at approximately seventy-five (75) million US dollars, at fifteen (15) million US dollars per year. Accordingly, the Secretariat General of the Academy will rely on the Secretariat General of the Organization of Islamic Cooperation for additional support. The Secretariat General is also calling on its

Member states to double their contributions to the annual budget of the Academy to complement the support and donations of states, foundations, organizations, and individual donors across the Muslim world and beyond through the Waqf Fund of the International Islamic Fiqh Academy, which was established by a resolution of the OIC Ministerial Council in 2017, to receive donations and grants for the regular and consistent funding of the Academy's activities and programs.

This Strategic Plan has been meticulously prepared by the Secretariat General of the Academy. Its contents and paragraphs are underpinned by the resolutions, recommendations, and statements issued by the Summits of the Muslim World Leaders and the Conferences of the Foreign Ministers of the Organization of Islamic Cooperation. Therefore, the Secretariat General of the Academy is sincerely honored to make the Strategic Plan available to all readers – after review and finalization - expecting that the Plan can constantly be reviewed and improved as is the case in human endeavors.

We have great expectations that this Strategic Plan will serve - with Allah the Almighty's permission - as an appropriate basis for scholarly, jurisprudential, and intellectual achievements that are advanced, practical, and conscious of the developments of the modern world. The Strategic Plan will leverage the successive developments in our current reality and seize on the radical transformations taking place in communication and information technology to highlight the merits of Shariah, in an authentic and moderate way, elucidating its qualities and abilities to resolve contemporary life problems based on moderation, flexibility, ease, elimination of difficulties, objectivity, impartiality, Maqasid (objectives of Shariah), safeguarding public interests, considering the levels of legal evidence, rules of Ijtihad, finalities of actions, as well as methodological principles of legal deduction and inference, from which the Academy should not deviate even slightly.

Finally, we ask Allah the Most High to grant us sincerity in our words and deeds, help us achieve our aspirations, realize our efforts, and reward us with forgiveness on the Day of Judgment.

Prof. Dr. Koutoub Moustapha SANO
Secretary General of the International Islamic Fiqh Academy



Chapter I Introduction, Vision, Mission, Core Values, Objectives, Means, Departments and Waqf Fund

This Strategic Plan is a comprehensive document that includes an overview of the International Islamic Fiqh Academy. It outlines the Academy's vision, mission, core values, objectives, procedures, and activities and it details the process used to develop the most important activities, programs, and initiatives that the Academy intends to implement during the planned timelines. It also has performance indicators that can be measured and evaluated to achieve the planned objectives, including the Academy's mission and vision. In this regard, it is necessary to begin by highlighting the vision, mission, core values, objectives, and procedures of the Academy that form the basis of the Strategic Plan.

The International Islamic Fiqh Academy's vision is to become the first global jurisprudential reference for the Muslim world and Muslim communities and it is honored to be the only international fiqh authority whose scholars and experts emanate from recognized Islamic schools of law in the modern age.

Our strong hope is to see this Plan become a blueprint for introducing the Academy to States, organizations, foundations, and individuals and highlight the Academy's scholarly and scientific position and responsibility in clarifying Shariah rulings on issues of concern to Muslims, and providing appropriate and adequate solutions to contemporary problems and calamities.



Introduction

The International Islamic Fiqh Academy (IIFA) is a universal scholarly organization. It is a subsidiary organ of the Organization of Islamic Cooperation (OIC). It was established following a resolution at the Third Islamic Summit of the Organization (N.8/3-T/S-I) on 19th-22th Rabi al-Awal 1401H, corresponding to January 25th-28th, 1981. Its headquarter is in Jeddah, Kingdom of Saudi Arabia. The Academy is endowed with a legal personality. Its members are eminent Muslim jurists, scholars, researchers, and intellectuals who specialize in jurisprudential, cultural, educational, scientific, economic, and social fields of knowledge from different parts of the Muslim world.

The Academy is entrusted with elucidating the rulings and provisions of Shariah on issues of concern to Muslims around the world, in full independence and based on the Holy Quran and the Noble Sunnah of the Prophet (PBUH). It also studies contemporary life issues, performing an authentic and effective lithad, aiming at providing solutions stemming from Islamic heritage and open to the developments of Islamic thought.

For four decades and with the Almighty's grace, the Academy has held twenty-four sessions that adopted resolutions concerning various contemporary issues, calamities, and developments. To date, it has issued two hundred and thirty eighty (238) resolutions.

Vision

The vision is a clear and precise future description of where the institution wants to be in the short term (5 years) or in the medium term (10 years), or in the long term (20 years) or more. The strategic vision of the Academy can therefore be summarized as follows:

"To become a leading global jurisprudential reference to which countries of the Muslim world and the Muslim communities will consult for clarification of the positions of Shariah (legal rulings) on issues of concern to Muslims and to provide appropriate solutions to contemporary life problems, derived from the Holy Qur'an, the Noble Prophetic Sunnah, and the rich Islamic heritage".

Mission

The strategic mission of an institution refers to the summary of the most important objectives and aspirations for which it was established; hence the mission of the Academy can be summarized as follows:

"The presentation of Shariah in a moderate manner, emphasizing its merits and its full capacity to deal with the problems and issues of life and its capacity to help mankind achieve happiness, stability, peace, security, and safety in this life and beyond. This mission is based on a comprehensive and integrated understanding of the Islamic religion, its foundations, sources, objectives, principles, and provisions".

Core Values

The strategic values refer to ethical principles, rules of behavior and applicable regulations that govern and guide the institution's operations and define its relationships. The achievement of the institution's vision, mission, and objectives depends on the commitment to the core values of the Academy, which can be summarized as follows:

- * **Moderation**: avoiding all forms of religious extremism, excess, and lack of care in thought and behavior, which also involves applying moderation, flexibility, openness, and balance in the relationship with the other.
- * **Discipline**: fully adhering to the laws and regulations that govern work in the Academy and define authorities and responsibilities while respecting the terms of reference and administrative hierarchy.
- * **Transparency:** commitment to integrity, honesty, clarity, and fairness in words, actions, and behavior, and avoidance of all forms of corruption, ambiguity, and obscurity.
- * Justice: avoiding injustice and inequity, putting things in their proper positions, and giving everyone their own right by totally avoiding prejudice and favoritism.
- **Equity**: commitment to justice in the treatment of others by respecting rights and conferring them to their due holders, mitigating injustice, and prohibiting aggression.
- * Creativity and Innovation: promoting work and improving performance by coming up with new ideas that achieve the best results and finding quick solutions to developments and changes in the work environment.
- Productivity: working hard to accomplish as many activities and tasks as possible in as little time as possible through dedication, focus, and perseverance.
- * Cooperation and Integration: solidarity, synergy, support, and mutual assistance among workers to achieve the desired results by implementing activities and programs.
- * Excellence: the performance of tasks and the optimization of functions within the given time frame while respecting the specifications and standards required to achieve the objectives and finalities.
- * **Accomplishment**: commitment to precision, accuracy, ingenuity, and resourcefulness in the performance of tasks and responsibilities to achieve the vision, mission, and objectives with ease and flexibility.

Objectives

The Academy's vision depicts an ambitious future and its mission a summary of the most important objectives. The strategic objectives are therefore a set of outcomes that the institution seeks to accomplish through multiple and diverse programs, activities, and initiatives to fulfill the mission and the vision. Based on this understanding, the objectives of the Academy are set to achieve the following outcomes:

- * To achieve intellectual harmony and integration between jurists from recognized schools of Islamic jurisprudence and experts in the field of human, social, natural, and applied sciences to elucidate the positions of Shariah towards contemporary life issues.
- * To promote collective Ijtihad (Ijtihad jama'e) on contemporary life questions and issues, to elaborate Shariah-based solutions, and clarify valid preferences among several legal opinions on the same issue, in accordance with the interests of Muslims -whether individuals, communities, or States and in complete harmony with the legal arguments and ultimate purposes of Shariah.
- * To coordinate between authorities of Ifta and institutions of jurisprudence inside and outside the Muslim world to avoid contradictions and hostilities between opinions on the same issue, especially on general issues that may cause conflicts.
- * To reject denominational intolerance, religious fanaticism, and excommunication of Islamic doctrines and their followers by spreading the essence of moderation, openness, and tolerance among the followers of different schools of law and sects.
- * To refute baseless fatwas that negate Islamic principles, established rules of Ijtihad, and scholarly Islamic schools of law without giving any recognized evidence.
- * To provide Shariah rulings on subjects arising from the lived reality to facilitate the development of legislations, laws, and regulations in line and harmony with the provisions of Shariah.
- * To express Shariah opinions directly when requested and translate them into the lived reality revolving around the challenges facing the Islamic Ummah, and on the documents issued by the OIC, international Islamic and non-Islamic organizations.
- * To issue fatwas to Muslim communities and organizations outside the Muslim world in a way that would preserve the values of Islam, its culture, and traditions, which also aims at protecting their Islamic identity, with due respect to the essentials of citizenship and residence in non-Muslim societies.
- * To promote cooperation, rapprochement, and complementarity between scholars of different schools of law regarding the fundamental principles of religion, reinforcement commonalities, respect of differences, and maintaining ethics of the jurisprudence of divergence while giving due weight to the opinions of the different schools of law when the Academy issues fatwas and resolutions.
- * To renew the science of Islamic jurisprudence by developing it from within and through the rules of legal deduction, principles, rules, and objectives of Shariah.
- * To conduct constructive inter-religious and intercultural dialogue, in collaboration with the Secretariat General of the OIC, to cooperate for the benefit of humanity.

Means

The objectives are the finalities and outcomes that the institution aims to achieve, while the means represent the mechanisms, activities, and programs used to reach those outcomes. The Academy adopts many means, namely:

- * Issuing resolutions and fatwas on issues of concern to Muslims, translating them into contemporary languages and disseminating them as widely as possible to encourage embracing the Islamic approach of moderation and temperance, which shall protect Muslims from fanaticism, extremism, negligence, and unreliable opinions.
- * Organizing specialized scientific conferences and symposia to discuss specific issues or problematic or multidisciplinary topics which require jurisprudential research and discussion on a broader scale than usually provided by the Academy Council's meetings.
- * Providing jurisprudential advice over documents issued by the OIC or any other Islamic or non-Islamic organizations whenever the Academy is requested to do so.
- * Establishing a directory of Ifta authorities and councils and jurisprudential institutions and academies inside and outside the Muslim world, with the view to identifying entities and bodies with which the Academy may cooperate and coordinate relations.
- * Establishing centers for Islamic studies in some of the focal areas outside the Muslim world; collaborating with existing centers to promote the Academy's objectives, monitor publications on Islam in their regions, and refute any misrepresentation of Islam.
- * Publishing comprehensive jurisprudential encyclopedias that address contemporary issues in various areas of life and focus on matters discussed in jurisprudence treatises. These publications should be formulated in a language accessible to the culturally and media literate public.
- * Encouraging jurisprudential research about contemporary challenges, new developments, and current issues through the divisions and committees of the Academy in cooperation with universities and other academic institutions regarding contemporary life problems, challenges, and latest issues.
- * Drafting model laws in various areas (in the three official languages) that require the codification of Shariah provisions, taking into consideration differences between schools of law, and ensuring their translation and dissemination throughout the Muslim world for easy reference in the amendment process of existing legislations, laws, and regulations.

* Reviving the Islamic jurisprudence heritage, with particular emphasis on the books dealing with the fundamentals of jurisprudence, the ultimate purposes of Shariah, jurisprudence and comparative jurisprudence; publishing unpublished works in the above fields after examining them; and translating the classics of this type of heritage into major Muslim world languages and beyond.

- * Elaborating a comprehensive dictionary of Islamic jurisprudence and fundamentals of jurisprudence terms (in the three official languages), defining each term accurately and precisely while expressing meanings in a simple and intelligible language.
- * Publishing the Academy's works, resolutions, and fatwas, and the most significant research presented therein, in the Academy's scientific journal and on its website, and publicize and translate them into important Muslim world languages and beyond.
- * Seeking assistance from experts specializing in various scientific and applied fields to study and research the topics submitted to the Academy.
- * Publishing a peer-reviewed journal based on firm scientific principles to serve research and studies on issues related to Shariah and Islamic jurisprudence, and in which some of the research of scholars and academics in these fields will be published.

Departments and Divisions

In conclusion, it is necessary to identify the bodies and agencies responsible for implementing the activities and programs stipulated in this Plan. To this end, the Secretariat General of the Academy has created the following departments and divisions:

- * The Department of Cabinet and Protocols comprises three divisions, namely: Protocols Division, Translation Division, and Legal Affairs Division.
- * The Department of Planning and International Cooperation comprises three divisions, namely: Planning and Development Division, International Cooperation and External Relations Division, and Archiving, Follow-up and Correction Division.
- * The Department of the Family, Woman, Childhood and Elderly Affairs, comprises three divisions, namely: Woman Affairs Division, Youth and Childhood Affairs Division, and Elderly and Disabled Affairs Division.
- * The Department of Administrative and Financial Affairs comprises three divisions, namely: Administrative and Training Affairs Division, Financial and Accounting Affairs Division, and Warehouse and Library Division.
- * The Department of Media, Public Relations and Information and Communication Technology comprises three divisions, namely: Media Division, Public Relations Division, Information and Communication Technology Division.
- * The Department of Finance, Investment and Projects Affairs comprises three divisions, namely: Waqf Division, Finance and Investment Division, and Projects Division.
- * The Department of Research, Studies, Fatwa, Encyclopedias and Printing, comprises three divisions, namely: Research and Encyclopedias Division, Studies and Fatwa Division, and Printing and Publishing Division.
- * The Department of Sessions, Conferences and Seminars comprises three divisions, namely: Sessions Division, Conferences and Seminars Division, and Workshops and Public Lectures Division.

Waqf Fund

The availability of the necessary funding, in terms of quantity, quality, and time, remains a fundamental factor because the implementation of the Strategic Plan's activities and programs and the achievement of its objectives depend on the availability of a permanent resource to cover the budget necessary for the timely implementation of the activities and programs.

Since its inception four decades ago, the International Islamic Fiqh Academy has enjoyed the support of the OIC Member states through their mandatory contributions to the Academy's annual budget. Notwithstanding, the Secretariat General of the Academy seizes this opportunity to appeal to the honorable Member States to graciously consider increasing their fixed mandatory contributions to finance this Strategic Plan. The Academy also appeals to governments, organizations, foundations, and individual donors worldwide, to make donations and grants in cash and in kind to its Waqf Fund. The Academy Waqf Fund was established by the Ministerial Council of OIC Foreign Ministers at OIC's Forty-Fourth Session in Abidjan, Republic of Cote d'Ivoire, in 2017, by decree No.44/6F, in order to become the permanent resource whose income and proceeds are devoted to the activities and programs of the Academy.

The Academy Waqf Fund was established by the Member States of the Organization of Islamic Cooperation to receive all types of donations and grants in cash and in kind from States, organizations, foundations, and individual donors. The Waqf Fund is supervised by a Board of Trustees chaired by His Excellency Dr. Yousef bin Ahmed Al-Othaimeen, Secretary-General of the Organization of Islamic Cooperation. It is also composed of the following members:

- * His Excellency Sheikh Dr. Saleh bin Abdullah bin Humaid, Advisor to the Saudi Royal Court, Member of the Council of Senior Scholars, Imam Khatib at the Grand Mosque of Makkah, and President of the Academy.
- * His Excellency Professor Koutoub Moustapha Sano, Secretary-General of the Academy.
- His Excellency Dr. Bandar bin Muhammad Hamzah Hajjar, President of the Islamic Development Bank Group.
- * His Excellency Sheikh Dr. Abdullah bin Muhammad Al-Mutlaq, Advisor to the Saudi Royal Court, Member of the Council of Senior Scholars in the Kingdom of Saudi Arabia.
- * His Excellency Sheikh Dr. Saad bin Nasser Al-Shathri, Advisor to the Saudi Royal Court, Member of the Council of Senior Scholars in the Kingdom of Saudi Arabia.
- His Excellency Sheikh Dr. Ahmed bin Abdulaziz Al-Haddad, Grand Mufti of Dubai, United Arab Emirates.
- * His Eminence Prof. Abdullah Mabrouk Al-Najjar, Member of the Islamic Research Academy of Al-Azhar University, Arab Republic of Egypt.

* His Eminence Prof. Yusuf bin Abdullah Al-Shubaily, Professor at the Higher Judicial Institute of Imam Muhammad bin Saud University in the Kingdom of Saudi Arabia.

The Supervisory Board, which is responsible for overseeing the Academy's Waqf Fund, is composed of the following members:

- * His Excellency Sheikh Dr. Saleh bin Abdullah bin Humaid, Advisor to the Saudi Royal Court, Member of the Council of Senior Scholars, Imam Khatib at the Grand Mosque of Makkah, and President of the Academy.
- * His Excellency Dr. Ahmed Muhammad Ali, Honorary President of the Islamic Development Bank in the Kingdom of Saudi Arabia.
- His Excellency Professor Koutoub Moustapha Sano, Secretary-General of the Academy.
- * His Eminence Dr. Sami Suwailem, Acting Director of the Islamic Development Bank's Islamic Research and Training Institute.
- * His Eminence Dr. Youssef Hassan Khalawi, Secretary-General of the Islamic Chamber of Industry and Commerce in the Kingdom of Saudi Arabia.
- * His Eminence Dr. Abdulrahman bin Saleh Al-Atram, Chairman of the Shariah Board of Inma Bank in the Kingdom of Saudi Arabia.
- * His Eminence Dr. Omar Zuhair Hafez, former Secretary-General of the General Council for Islamic Banks and Financial Institutions.

Finally, the Secretariat General of the Academy looks forward to the support of the Secretariats General of Waqf institutions worldwide towards the Academy Waqf Fund. Also, the Secretariat General looks forward to entering into strategic partnerships and collaborative agreements with States, governments, organizations, and foundations wishing to participate in the planning and funding of the Strategic Plan of the Academy within and outside the Muslim world.

May Allah reward all those who will contribute in any way to making this plan a factual reality and an achievable aspiration, with the permission of the Most High, the Almighty.





Chapter II Activities and Programs with Five-Year Key Performance Indicators

Since the Strategic Plan is based on monitoring of the most important activities and programs through which the specified objectives are achieved,

Given the urgent methodological, objective, and operational need to formulate clear performance indicators that represent quantitative and qualitative measures to assess the extent to which the International Islamic Fiqh Academy can accomplish the activities and programs of its Strategic Plan through the realization of the objectives, mission, and then vision,

Considering the importance of setting specific time frames for implementing the activities and programs, ranging from the short-term (i.e., five years), to the medium-term (ten years), to the long-term (twenty years).

Therefore, this chapter includes a precise presentation of activities, programs, and initiatives and a clear definition of short-term performance indicators for the next five years.

This chapter also identifies the implementing bodies and a specification of the proposed budget for each activity and program, underlining that the Academy will collaborate for the implementation of these activities and programs with the subsidiary and specialized organs of the Organization of Islamic Cooperation and with other regional or international organizations, foundations, and centers.



OBJECTIVE I

Achieve intellectual harmony and integration between jurists from recognized schools of Islamic jurisprudence and experts in the field of human, social, natural, and applied sciences to elucidate the positions of Shariah towards contemporary life issues.

ACTIVITIES AND PROGRAMS

1. To create a database of prominent Islamic jurists and distinguished social and natural scientists and make it available to students and researchers worldwide, to seek their assistance for the activities and programs of the Academy, and to facilitate students and researchers to refer to them and benefit from their knowledge and experience in the fields of jurisprudence, social, human, natural, and applied sciences.

2. To follow up leading institutions in the fields of social, human, natural, and applied sciences, to build cooperation and to strengthen ties with the experts of these institutions and the distinguished scholars of Islamic schools of thought (Forum of Muslim Jurists and Experts of human and Natural Sciences)

KEY PERFORMANCE INDICATORS

Selecting two hundred (200) leading institutions and centers in the field of Fiqh studies, based on the geographical distribution of States in force within the OIC (Asian group states, African group states, and Arab group states), to establish and strengthen ties and academic partnerships between these institutions and the Academy.

Selecting fifty (50) leading Jurisprudence institutions and centers within the Muslim communities in the five continents (Asia, Australia, Africa, America, Europe) to establish and strengthen cooperation and academic partnerships between these institutions and the Academy.

Selecting fifty (50) leading scientific institutions in the fields of social, human, natural, and applied sciences within OIC Member states, based on the geographical distribution of states in force within the OIC (Asian group states, African group states, and Arab group states), to establish ties and strengthen partnerships between these institutions and the Academy.

Selecting fifty (50) leading scientific institutions in the fields of social, human, natural, and applied sciences, within the countries of Muslim communities in the five continents (Asia, Australia, Africa, America, and Europe), to establish ties and strengthen partnerships between these institutions and the Academy.

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3. To create a database of prominent Islamic jurists and distinguished social and natural scientists and make it available to students and researchers worldwide, to seek their assistance for the activities and programs of the Academy, and to facilitate students and researchers to refer to them and benefit from their knowledge and experience in the fields of jurisprudence, social, human, natural, and applied sciences.

Compiling detailed and comprehensive data on one thousand (1000) most important, reliable, and respected scholars of Islamic jurisprudence, men and women, within countries of the OIC based on the geographical distribution of Member states in force within the OIC (Asian group states, African group states, and Arab group states), to refer to them in clarifying Sharia rulings on issues and topics of concern to Muslims within the Muslim world.

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Compiling detailed and comprehensive data on two hundred and fifty (250) most eminent, reliable, and respected scholars of Islamic jurisprudence, men and women, within countries of Muslim communities in the five continents (Asia, Australia, Africa, America, and Europe), to refer to them in clarifying Shariah rulings on issues and topics of concern Muslims outside the Muslim world.

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Compiling detailed and comprehensive data on two hundred and fifty (250) most eminent social and natural scientists within the OIC Member states, based on the geographical distribution in force in the OIC (Asian, Arab, and African groups) to seek their assistance in formulating Shariah rulings on contemporary life issues of concern to Muslims inside and outside the Muslim world.

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Compiling detailed and comprehensive data on one hundred and fifty (150) most eminent social and natural scientists within the countries of Muslim communities in the five continents (Asia, Australia, Africa, America, and Europe) to seek their assistance in formulating Shariah rulings on issues of concern to Muslims outside the Muslim world.

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4. To follow up leading institutions in the fields of social, human, natural, and applied sciences, to build cooperation and to strengthen ties with the experts of these institutions and the distinguished scholars of Islamic schools of thought (Forum of Muslim Jurists and Experts of human and Natural Sciences)

5. To organize periodic regional seminars that bring together eminent jurists from the eight major Islamic schools of law along with prominent experts in human, social, and natural sciences to study and debate contemporary life issues and current affairs, to provide effective solutions that guarantee stability, peace and social harmony in the Muslim world and beyond.

Signing two hundred and fifty (250) cooperation agreements and MoU with the top institutions of Islamic jurisprudence and leading scientific centers in the field of human, social, and natural sciences within countries of the OIC based on geographical classification of states in force within the OIC (Asian group states, African group states, and Arab group states), to strengthen cooperation, coordination, and collaboration between these institutions and the Academy.

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Signing one hundred (100) cooperation agreements and MoU with the leading institutions of Islamic jurisprudence and scientific centers in the field of human, social, and natural sciences within countries of Muslim communities in the five continents (Asian, Australia, Africa, America, and Europe), to strengthen cooperation, coordination, and collaboration between these institutions and the Academy.

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Organizing five (5) regional seminars between Islamic jurists and social and natural scientists, to discuss contemporary life problems and to provide practical solutions and satisfactory answers to pressing regional issues and problems to achieve social order, intellectual security, and social justice within the Muslim world and beyond.

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OBJECTIVE II

Promote collective ljtihad (ljtihad jama'e) on contemporary life questions and issues, to elaborate Shariah-based solutions and clarify valid preferences among several legal opinions on the same issue, in accordance with the interests of Muslims -whether individuals, communities, or States- and in complete harmony with the legal arguments and ultimate purposes of Shariah.

ACTIVITIES AND PROGRAMS KEY PERFORMANCE INDICATORS DEPARTMENTS

- 1. To monitor contemporary Fiqh institutions that adopt the methodology of collective Ijtihad in issuing Fatwas and in Ijtihad, to encourage other Fiqh institutions to follow their example.
- Identifying one hundred (100) most prominent institutions that adopt the methodology of collective Ijtihad within the countries of the OIC and Muslim communities, to encourage contemporary Figh institutions to follow their example.

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- 2. To sign MoU with accredited fiqh institutions according to the collective litihad standards.
- Signing cooperation agreements with one hundred (100) most prominent institutions that adopt the methodology of collective Ijtihad in Ifta, with countries of the Muslim world and beyond.

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- 3. To select and publish remarkable scientific research and studies emanating from collective ljtihad in the fields of thought, culture, medicine, economics, sociology, family, and criminology and translate these research and studies into the main languages within and outside the Muslim world.
- Publishing ten (10) most important research papers and studies emanating from collective ljtihad methodology in thought, culture, medicine, economics, sociology, family, and criminology, and translate them into the main languages within and outside the Muslim world.

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OBJECTIVE III

Coordinate between authorities of Ifta and institutions of jurisprudence inside and outside the Muslim world to avoid contradictions and hostilities between opinions on the same issue, especially on general topics that may cause conflicts.

ACTIVITIES AND PROGRAMS	KEY PERFORMANCE INDICATORS	DEPARTMENTS

- 1. To monitor Ifta, Fiqh, and Islamic councils inside and outside the Muslim world to strengthen cooperation and collaboration ties with them aimed at fostering unity and avoiding contradictions and clash of opinions and fatwas in general issues.
- 2. To sign cooperation agreements and MoU with Ifta and Fiqh Councils inside and outside the Muslim world, to strengthen coordination and cooperation between them and the Academy.
- 3. To hold specialized seminars to explore ways of strengthening cooperation and coordination between Ifta Institutions and Fiqh Councils to ensure unity and remove conflict of opinions and Fatwas.
- 4. To hold scientific conferences with the Islamic Affairs Authorities in the OIC Member states to foster cooperation and exchange expertise and experiences in the field of Ifta and guidance.

Selecting one hundred and fifty (150) most prominent Ifta, Fiqh, and Islamic Councils inside and outside the Muslim world to strengthen cooperation and collaborative ties with them in the field of Ifta and avoid a clash of opinions and fatwas on general issues.

Signing one hundred (100) cooperation agreements and MoU with Ifta, Fiqh, and Islamic Councils inside and outside the Muslim world, to strengthen coordination and cooperation between them and the Academy.

Organizing five (5) specialized seminars to explore ways of strengthening cooperation and coordination between Ifta Institutions and Fiqh Councils to ensure unity and solidarity.

Organizing five (5) conferences in cooperation with the Islamic Authorities inside and outside the Muslim world to foster cooperation and exchange expertise and experiences in the field of Ifta and guidance.

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OBJECTIVE IV

Reject denominational intolerance, religious fanaticism, and exclusion of other Islamic doctrines and their followers through spreading the spirit of moderation, openness, and tolerance among the followers of different schools of law and sects.

ACTIVITIES AND PROGRAMS

1. To organize special workshops on ways to combat doctrinal intolerance, religious fanaticism, and exclusion of other doctrines and their followers, through monitoring their manifestations and refuting their sources and references.

- 2. To hold conferences on the ways to strengthen intellectual security and spreading the spirit of moderation and tolerance in thoughts and behavior between the different doctrines, and religions.
- 3. To identify research and intellectual works that instill the values of moderation, temperance, openness, and tolerance.

KEY PERFORMANCE INDICATORS

Organizing five (5) workshops on the ways to fight doctrinal intolerance, religious fanaticism, and exclusion of the other doctrines, through refuting and exposing the sources and references of their thoughts and behavior, inside and outside the Muslim world.

organizing twenty-five (25) public lectures on causes and manifestations of doctrinal intolerance, religious fanaticism, and exclusion of the other doctrines, and on ways to refute, fight, and expose their causes and manifestations.

Organizing five (5) scientific conferences on ways to strengthen intellectual security and spreading the spirit of moderation and tolerance in thought and behavior between the followers of different doctrines, sects, and religions.

Publishing and translating fifty (50) most important books and studies on the values of moderation, temperance, tolerance, and openness between the followers of different doctrines and religions.

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OBJECTIVE V

Refute baseless fatwas that negate Islamic principles, established rules of Ijtihad, and scholarly Islamic schools of law without giving any recognized evidence.

ACTIVITIES AND PROGRAMS KEY PERFORMANCE INDICATORS DEPARTMENTS

Islam and the principles of litihad.

1. To adopt a network of reliable muftis acknowledged for their sound beliefs and knowledge, to seek their assistance in refuting incorrect fatwas.

Selecting three hundred (300) reliable and competent muftis from OIC Members states, based on their geographical distribution within the OIC (Asian group, African group, Arab group), to seek their assistance in refuting incorrect fatwas, contradicting the foundations of Islam and the principles of Ijtihad.

Selecting one hundred (100) reliable and competent muftis from countries of Muslim communities in the five continents (Asia, Australia, Africa, America, and Europe) to seek their assistance in refuting irregular fatwas contradicting the foundations of

2. To monitor and detect fatwas that violate the principles of religion and Ijtihad to refute and denounce them.

Studying and analyzing one hundred (100) most common irregular fatwas contradicting the foundations of Islam in belief, thought, and behavior to refute and denounce them.

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OBJECTIVE VI

Provide Shariah rulings on subjects arising from the lived reality to facilitate the development of legislations, laws, and regulations in line and harmony with the provisions of Shariah.

ACTIVITIES AND PROGRAMS

1. To organize specialized workshops to exhibit appropriate Shariah opinions on real-life issues, particularly those about regulations, governance, constitutions, and codification to use their outcomes to improve legislation, laws, and regulations in force in the OIC Member states and make them compatible with Shariah rulings.

- 2. To identify the most critical contemporary life issues of which Shariah rulings should be clarified, through cooperation with Ifta centers and institutions, inside and outside the Muslim world.
- 3. To organize specialized seminars on most critical current issues inside and outside the Muslim world, to respond to any Ifta requirements and clarify the Shariah's rulings regarding them.

KEY PERFORMANCE INDICATORS

Organizing five (5) specialized and focused workshops on the most critical issues relating to regulations, governance, constitutions, and codification to set the proper standards, methods, and tools for the OIC member states to use when developing their laws and regulations in accordance with Shariah rulings.

Organizing fifteen (15) public lectures on the most critical issues relating to citizenship, governance, and codification, to state Shariah opinions in light of the principles of Shariah policies (Syasah Shar'ya) regarding the rulings and issues related to regulations, laws, and legislation in their communities.

Studying and analyzing one hundred (100) contemporary issues in medicine, economics, sociology, thought, culture, and art, and clarify the Shariah positions regarding them through the preparation of comprehensive scientific studies.

Organizing five (5) specialized seminars on current issues, inside and outside the Muslim world, especially illegal immigration, youth and social media, women's issues, street children, orphans, people with special needs, and the elderly, to clarify Shariah positions towards them.

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OBJECTIVE VII

Express Shariah opinions directly when requested and translate them into the lived reality revolving around the challenges facing the Islamic Ummah, and on the documents issued by the OIC, international Islamic and non-Islamic organizations.

ACTIVITIES AND PROGRAMS

KEY PERFORMANCE INDICATORS

DEPARTMENTS

1. To hold workshops and public lectures on the intellectual, social, economic, educational, and cultural challenges facing the Islamic Ummah in contemporary times, to express Shariah opinions and provide appropriate solutions to these challenges in light of the evidence and the general fundamentals of Shariah, including its objectives and central maxims, and outcomes of its actions.

Organizing thirty (30) public lectures on the most critical intellectual, social, economic, educational, and cultural challenges facing the Islamic Ummah in contemporary times, to express Shariah opinions about them in light of the general fundamentals of Shariah, including its objectives, its central maxims, and the outcomes of its actions.

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Organizing five (5) workshops on the most critical challenges facing the Islamic Ummah in contemporary times to provide appropriate and efficient solutions emanating from the noble Shariah.

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2. To study and analyze the documents issued by the OIC and international Islamic or non-Islamic organizations to express Shariah opinions about them and purify their contents from what might conflict with the prescribed provisions of Shariah.

Studying and analyzing ten (10) most prominent current documents published by the Organization of Islamic Cooperation, Islamic or non-Islamic organizations, to express Shariah opinions on them with a view to purify their contents from what might conflict with the prescribed provisions of the Shariah.

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OBJECTIVE VIII

Issue fatwas to Muslim communities and organizations outside the Muslim world to preserve the values of Islam, its culture, and traditions, which also aims at protecting their Islamic identity, with due respect to the essentials of citizenship and residence in non-Muslim societies.

ACTIVITIES AND PROGRAMS

1. To hold conferences on the most critical contemporary issues facing Muslim communities to issue appropriate Shariah rulings in the light of the general fundamentals of Shariah, maqasid (universal objectives), central fiqh maxims with respect to the outcomes of actions for strengthening effective integration, preserving religious values, and upholding the principles of

KEY PERFORMANCE INDICATORS

DEPARTMENTS

Holding five (5) conferences on the most critical and recent calamities befalling Muslim communities to clarify the proper Islamic rulings regarding them based on the general fundamentals of Shariah, maqasid (universal objectives), central fiqh maxims, with due respect to the outcomes of actions.

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2. To hold workshops for Muftis within Muslim communities outside the Muslim world to raise their level and enhance their performance, including providing them with the necessary tools and ethics of Ifta.

coexistence and grounds of

empathy.

3. To hold specialized seminars to discuss the most important issues and Shariah questions relevant to the Muslim communities in the five continents (Asia, Australia, Africa, America, and Europe).

Holding five (5) workshops for Muftis in countries of Muslim communities, in cooperation with Ifta institutions in those countries to raise their level and enhance their performance, including providing them with the necessary tools and ethics of Ifta.

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Holding five (5) specialized seminars to discuss the most important issues and Shariah questions relevant to the Muslim communities in the five continents (Asia, Australia, Africa, America, and Europe) to provide them with the proper Shariah solutions.

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OBJECTIVE IX

Promote cooperation, rapprochement, and complementarity between scholars of different schools of law regarding the fundamental principles of religion, reinforcement commonalities, respect of differences, and maintaining ethics of the jurisprudence of divergence while giving due weight to the opinions of the different schools of law when the Academy issues fatwas and resolutions.

ACTIVITIES AND PROGRAMS

1. To publish studies and research on the promotion of rapprochement, cooperation, and complementarity between scholars of different schools of law, refuting the doctrines and thoughts of those who call for confrontation, disharmony, and hostility between different schools.

KEY PERFORMANCE INDICATORS

Publishing and translating fifteen (15) studies and research addressing the critical analysis of the objective and intellectual reasons of permissible and disgraceful disagreements in Islam and refuting objectively the doctrines of those who call for hostilities and confrontations between Islamic schools, in view of uniting sides, strengthening unity, and reinforcing cooperation and solidarity between Muslims who take the Qibla as the direction of their prayer.

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- 2. To organize monthly and quarterly lectures on the themes of comparative jurisprudence causes of disagreement among jurists, the ethics of disagreement, debate, and dialogue.
- 3. To organize targeted and specialized seminars on common grounds between recognized Islamic schools of law to bridge the gaps, avoid conflicts, achieve coexistence, respect for others, and spread the spirit of tolerance and understanding among Muslims.

Organizing twenty (25) scientific lectures on the fiqh of disagreement, its ethics and impact on the unity of the Ummah, and its peoples' solidarity.

Organizing five (5) specialized seminars on the importance of common factors and respecting differences between recognized Islamic schools of law and encouraging rapprochement and cooperation between their followers inside and outside the Muslim world.

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4. To visit the different scientific institutions with mutual interests within the OIC Member states and the countries of Muslim communities to establish partnerships with them.

Conducting fifteen (15) academic visits to the leading scientific institutions and centers involved in promoting rapprochement and cooperation between Islamic schools to acknowledge and encourage these institutions and sign cooperation agreements and MoU with them.

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5. To organize intellectual contests for youth on the causes, ethics, and effects of divergence.

Organizing fifteen (15) youth contests on divergence and its management inside and outside the Muslim world to raise awareness on following the ethics of divergence and managing it.

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Objective X

Renew the science of Islamic jurisprudence by developing it from within and through the rules of legal deduction, principles, rules, and objectives of Shariah.

ACTIVITIES AND PROGRAMS	KEY PERFORMANCE INDICATORS	DEPARTMENTS
1. To publish outstanding early and contemporary research and studies that instill the methodology of Tajdid (renewal) in Islamic jurisprudence and include serious renewal attempts.	Publishing thirty (30) most crucial, serious, outstanding, early, and modern studies on the methods and means of renewing Islamic jurisprudence, contemporary Islamic thought, and current discourse, and translating these studies into the languages prevalent inside and outside the Muslim world.	Department of Cabinet Department of Research Department of Media
2. To conduct a detailed study of scientific manuscripts on fiqh, its fundamentals, and maqasid (objectives of Shariah), and translate them into languages prevalent inside and outside the Muslim world.	Conducting a detailed study of fifteen (15) rare scientific manuscripts on fiqh, its fundamentals, and maqasid (objectives of Shariah), and translating them into languages prevalent inside and outside the Muslim world.	Department of Research Department of Cabinet Department of Media
3. To publish and translate the resolutions and recommendations of the Academy after classifying and categorizing them according to the themes of Islamic jurisprudence and thought.	Publishing and translating the resolutions and recommendations of the Academy into ten (10) prevalent languages inside and outside the Muslim world; after classifying and categorizing them according to the themes of Islamic jurisprudence,	
4. To hold specialized seminars on the renewal of Islamic jurisprudence, its importance, methodologies, strategies, and relationship with the revival of Islamic thought and religious discourse inside and outside the	Organizing five (5) specialized seminars on the renewal of Islamic jurisprudence, its importance, methodologies, strategies, and relationship with the revival of Islamic thought and religious discourse inside and outside the Muslim world.	Department of Conferences Department of Cabinet Department of Research Department of Media

Muslim world.

OBJECTIVE XI

To conduct constructive interreligious and intercultural dialogue to foster cooperation for the benefit of humanity in coordination, with the OIC Secretariat General.

ACTIVITIES AND PROGRAMS

1. To hold conferences on the fundamentals of constructive dialogue and the basics of coexistence and accepting others, and the essentials of solidarity between the followers of different religions.

KEY PERFORMANCE INDICATORS

Organizing five (5) conferences on the fundamentals of constructive dialogue and the basics of coexistence and accepting others, and the essentials of solidarity between the followers of different religions to foster the culture of tolerance, openness, and cooperation.

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2. To hold public lectures to study the origins of the clash of civilizations and cultures to refute and discard it.

Organizing fifteen (15) public lectures dealing with the critical study of the origins of the clash of civilizations and cultures to refute and discard it.

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3. To monitor aspects of religiophobia, hate speech, and defamation of religion in the Muslim world to raise awareness against them.

Studying, analyzing, and criticizing one hundred (100) most common aspects of religiophobia, hate speech and disdain for religious symbols inside and outside the Muslim world, in order to refute them and fight them.

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Department of Cabinet Publishing and translating forty (40) most important books dealing with the values Department of Research and principles of coexistence and accepting the others. Department of Media 4. To publish and translate contemporary books and scientific studies dealing with Publishing and translating thirty (30) most important modern books dealing with **Department of Cabinet** the phenomenon of religiophobia, premises of hate speech, and disdain for the the phenomenon of Department of Research religious and cultural symbols. religiophobia, hate speech, Department of Media religious and cultural defamation. Elaborating and publishing contemporary, comprehensive, and reader-friendly Codes on universal mutual values, and translating them into ten (10) prevalent **Department of Cabinet** languages inside and outside the Muslim world to foster the principles of Department of Research coexistence, cooperation and solidarity, and empathy between the followers of Department of Media different religions. 5. To publish and translate Publishing and translating ten (10) important ancient Islamic books demonstrating ancient Islamic books **Department of Cabinet** demonstrating the preeminent the preeminent effort of Islamic Shariah to foster coexistence and accepting one Department of Research effort of Islamic Shariah to another. Department of Media foster coexistence.



Epilogue

Activities and Programs of the Strategic Plan in Numbers

This conclusion includes a summary of the figures concerning the activities and programs that the International Islamic Fiqh Academy is committed to organize and implement during the next five years, with Allah the Almighty's will.

The Secretariat General of the Academy is aware of the scale of these activities and programs - quality and quantity - and the extent of their financial, managerial, and human implications.

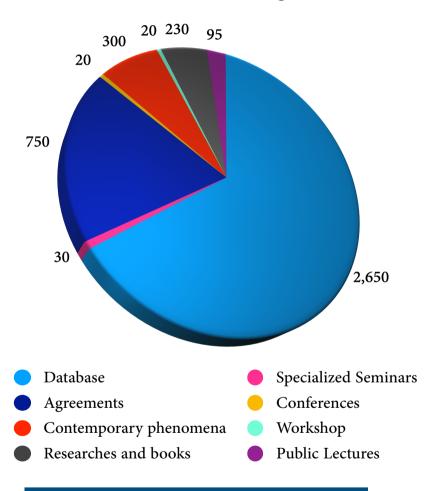
Accordingly, the Secretariat General of the Academy reiterates its full readiness and willingness to coordinate and collaborate with academic and scientific institutions and centers worldwide to implement these activities and programs.

The Secretariat General of the Academy is confident - as usual - of the moral and financial support of the OIC Member States, as well as other organizations, foundations, and individual donors to finance this ambitious Plan and to enable the Academy to achieve its mission and vision in the best possible way, with Allah the Almighty's will.



Five-Year Activities and Programs in Numbers

Numbers of Activities and Programs



Total number of Activities and Programs for Five-Years = 4,095

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