SMIIC STRATEGIC PLAN 2021-2030

ABOUT SMIIC

The Standards and Metrology Institute for Islamic Countries (SMIIC), as an institute developing necessary mechanisms for the Organization of Islamic Cooperation (OIC) countries, aims at setting new standards in the Member States and eliminating technical barriers to trade consequently increasing the trade among them. The Institute also aims to establish conformity assessment schemes for the purpose of expediting exchange of materials, manufactured goods and products among Member States beginning with mutual recognition of certificates.

The SMIIC also seeks for achieving uniformity in metrology, laboratory testing and standardization activities among Member States and ensuring education and training and providing technical assistance to the OIC Members in the domain of standardization and metrology. Hence, the Institute may cooperate with other regional and international organizations interested partially or wholly in standardization, metrology or related fields.

1- THE CONTEXT

In a time where change is around every corner, organizations need to be especially aware of how changes in the technology, resources, quality control, consumer preferences, and globalization affects their ability to be successful. They must have a clear idea about where they want to go and what they want to achieve in order to maintain their growth and prosperity. In this context, the SMIIC Strategic Plan 2021-2030 has been prepared to set out our vision (what we wish to be in the future), our mission (what we do and how we do it), our goals (how we strive to achieve our mission and vision), and our objectives (what we need to focus on and pay attention to in order to achieve our goals). Taking into consideration the long period of the strategic plan and in order to keep it adaptive and accommodative towards changes that may occur during this period, it should be considered as a dynamic document that could be reviewed according to the needs so as to make it in line and relevant to the world-wide trends. A summary of SMIIC Strategic Plan 2021-2030 is given in Annex I.

2- DRIVING FORCES OF CHANGE

It is vital for organizations to understand the external environment and to analyse factors affecting their work. By using this way, organizations can discover, evaluate, organize, control and track economical, technological, social and environmental factors which can impact on their business now and in the future. The framework examines opportunities and threats due to economic, social,

technological and environmental aspects. Outputs from the analysis demonstrate strategic planning processes and help organizations to set their strategic priorities in the best way.

<u>Economy:</u> Rapidly Changing Economic Environment & Rapid Growth in Halal Industry

Currently, the global economy is changing faster than ever before. Economic forecasts are governed by the constantly moving and changing variables. In this context, it is difficult to predict economic forecasts for long periods, as it is not possible to ignore the complexities of the global political environment and its intertwined and diverse effects on the dynamics of global, regional and even local economies. Depending on the features of the successive economical changes that the world is witnessing at the present time, we can say that Halal industry has become one of the most important business segments due to the growing Muslim population, rapid digitalization, high demand of halal products and an integrated global economy. This context makes a good opportunity to develop our Member States in halal infrastructure.

<u>Technology:</u> Rapid Digitalization

Smart use of technology is an integral part of success in organizations today. Technology includes new techniques, inventions, discoveries, automation and artificial intelligence. We live in the digital era, where technology helps in creation, collaboration, and improvement. This context makes a good opportunity for us to boost our productivity and efficiency.

<u>Society:</u> Changes in Consumer's Behaviour

One of the important reasons for organizations success is understanding consumers needs and exceeding their expectations. Consumer behaviour is continuously changing and their expectations are becoming higher. Organisations start to involve consumers in shaping their future by giving more attention for consumers feedback, communicating with them, listening to their voice and creating stronger relations with them. We shall focus our efforts on supporting our Member States in getting their stakeholders more involved.

<u>Environment:</u> Sustainability and Climate Change

The global climate system will continue to change for centuries because of both past and future emissions of greenhouse gases. Heat waves, floods and other impacts on ecosystems, human health and economy are likely to become more severe in the coming decades. Fostering environmentally sustainable development and improving the capacity to cope with climate change and disasters is considered to be the best solution to reduce these impacts. We shall focus on fostering exchange and cooperation on environmental and climate change-related challenges between our Member States in order to promote sustainable management of natural resources and ecosystems

Global/International Crisis and/or Pandemic Conditions

Global crisis can affect the whole world, causing international lockdowns, deep global recession, and breakdowns of labour markets, industrial production, sales and investment, as we have experienced lately with Corona virus (COVID-19) Pandemic. The world is now facing pandemic which is considered as the most crucial global health calamity of the century and the greatest challenge since the Second World War.

The new COVID-19 virus crisis highlighted the importance of quality infrastructure, especially standards, metrology and conformity assessment services, and their role in protecting human health by ensuring safe production and guaranteeing quality and accuracy of medical devices, personal protection equipment, tests and measurements. This context makes a good opportunity to promote the importance of halal food standards since hygiene, sanitation and food safety aspects are prerequisites in the preparation of Halal food.

3- SMIIC VISION FOR 2030

"To create a quality infrastructure that improves economy, welfare and protects our Member States".

4- SMIIC MISSION

"To develop quality infrastructure, by establishing uniformity in standardization, metrology and accreditation activities including conformity assessment and quality improvement to facilitate trade and support sustainable economic growth, consumer welfare, environment and innovation promotion for our Member States".

5- OUR STRATEGIC GOALS

Strategic Goals are set as a specific target that moves us towards our vision. They help us to stay focused and on track to ensure that we create a quality infrastructure that improves economy, welfare and protects our Member States. As well as, guiding us where to direct our efforts to maximize our impact in eliminating technical barriers to trade, supporting sustainable economic growth, consumer welfare, health protection, environment, innovation promotion and ensuring safety for our Member States.

Strategic Goal 1: *Develop high-quality standards that are used worldwide*

To realize our vision, our standards have to be developed with high quality and have to be widely accepted and used. We need to be sure that we are developing consensus-based and market-relevant standards that address the needs of the key actors in industry and our Member States. We will focus our efforts to align SMIIC standards with the international standards in order to facilitate trade and encourage implementing SMIIC standards.

Strategic Goal 2: *Support members' needs and ensure effective engagement of their stakeholders*

To realize our vision, we must support our members to achieve their needs, especially in engaging their stakeholders which is considered to be a crucial factor for standardization work success.

Strategic Goal 3: *Support the enhancement of quality infrastructure and interconnectivity of members*

To realize our vision, we must support our members to enhance quality infrastructure at the national level and to improve connectivity and integration between them.

6- PERFORMANCE MEASUREMENT

Understanding how an organization will measure its success is one of the most pivotal elements of a successful and implementable strategic plan. The following key metrics will be used to measure our success in achieving our goals:

- ➢ Increase in trainings, seminars and expo conducted by SMIIC.
- ➢ Sales revenue of OIC/SMIIC standards.
- ➢ National adoptions of OIC/SMIIC standards from Member States.
- ➢ Number of OIC/SMIIC standards referenced in Member States regulations.
- ➢ Percentage of participation in the SMIIC Information System.
- ➢ Number of new work items proposed by Member States to technical committees.

Additional key performance indicators (KPIs) are included in clause 8.

7- STRATEGIC OBJECTIVES

To achieve our strategic goals, we will focus our resources on achieving the following thirteen (13) strategic objectives and we will measure our success in achieving them by the key performance indicators shown in clause 8. We will mention our strategic objectives according to the four perspectives in the Balanced Scorecard (clause 7-1) and according to their contribution in achieving our Strategic Goals (clause 7-2). For more clarification SMIIC Strategic Plan 2021-2030 Balanced Scorecard is given in Annex II and SMIIC Strategic Plan 2021-2030 Map is given in Annex III.

7-1 Strategic Objectives according to Balanced Scorecard (BSC) Perspectives

The Balanced Scorecard (BSC) is a strategic planning and management system that organizations use to measure and monitor their progress towards strategic goals. The BSC suggests that we examine an organization from four different perspectives to help us develop goals, measures (KPIs), objectives, and initiatives related to those views.

The four perspectives are:

1. **Value/Customer:** Views organizational performance from the perspective of the customer or key stakeholders the organization is designed to serve.

2. **Internal Processes:** Views the quality and efficiency of an organization's performance related to the product, services, or other business processes.
3. **Organizational Capacity (Learning & Growth):** Views human capital, infrastructure, technology, culture, and other capacities that are key to breakthrough performance.
4. **Financial:** Views an organization's financial performance and the use of financial resources.

Value/Customer Perspective

➢ **Strategic Objective 1.** Develop high quality standards that are relevant to the needs of Members and stakeholders.
➢ **Strategic Objective 2.** Encourage Adoption and/or Implementation of OIC/SMIIC Standards by Members.
➢ **Strategic Objective 3.** Promote SMIIC activities to leverage satisfaction.
➢ **Strategic Objective 4.** Support members especially Least Developed Countries-(LDCs) to strengthen National Quality Infrastructure.
➢ **Strategic Objective 5.** Provide a common and internationally recognized platform of Halal accreditation based on OIC/SMIIC standards.

Internal Processes Perspective

➢ **Strategic Objective 6.** Improve the standardization process.
➢ **Strategic Objective 7.** Support and coordinate members especially Least Developed Countries-(LDCs) for effective engagement with regional and international organizations.
➢ **Strategic Objective 8.** Ensure the coordination and synergies with other organizations and among projects implemented.

Learning and Growth Perspective

➢ **Strategic Objective 9.** Improve technical infrastructure of SMIIC to meet priority needs.
➢ **Strategic Objective 10.** Coordinate and organize projects, meetings and trainings for Technical Capacity Building.
➢ **Strategic Objective 11.** Support the members to enhance interconnectivity.

Financial Perspective

➢ **Strategic Objective 12.** Increase revenue to make SMIIC financially sufficient.
➢ **Strategic Objective 13.** Utilize SMIIC members' resources for supporting SMIIC activities to decrease expenses.

7-2 Strategic Objectives according to their contribution in Strategic Goals

Strategic Goal 1. Develop high-quality standards that are used worldwide
Strategic Objective 1. Develop high quality standards that are relevant to the needs of Members and stakeholders.
Strategic Objective 6. Improve the standardization process.
Strategic Objective 2. Encourage adoption and/or implementation of OIC/SMIIC Standards by Members.
Strategic Objective 9. Improve technical infrastructure of SMIIC to meet priority needs.

Strategic Goal 2. Support members' needs and ensure effective engagement of their stakeholders
Strategic Objective 3. Promote SMIIC activities to leverage satisfaction.
Strategic Objective 7. Support and coordinate members especially Least Developed Countries-(LDCs) for effective engagement with regional and international organizations.
Strategic Objective 10. Coordinate and organize projects, meetings and trainings for Technical Capacity Building.
Strategic Objective 13. Utilize SMIIC members' resources for supporting SMIIC activities to decrease expenses.
Strategic Objective 12. Increase revenue to make SMIIC financially sufficient.

Strategic Goal 3. Support the enhancement of quality infrastructure and interconnectivity of members
Strategic Objective 4. Support members especially Least Developed Countries-(LDCs) to strengthen National Quality Infrastructure.
Strategic Objective 5. Provide a common and internationally recognized platform of Halal accreditation based on OIC/SMIIC standards.
Strategic Objective 8. Ensure the coordination and synergies with other organizations and among projects implemented.
Strategic Objective 11. Support the members to enhance interconnectivity.

8- KEY PERFORMANCE INDICATORS (KPIs)

Strategic KPIs are the key measures that will have the most impact in moving us forward. KPIs monitor the implementation and effectiveness of an organization's strategies, determine the gap between actual and targeted performance and determine organization effectiveness and operational efficiency. For each strategic objective on the strategy map, at least one measure or Key Performance Indicator (KPI) has been identified and will be tracked over time. The following KPIs will indicate progress toward our strategic objectives:

- ➢ **Strategic Objective 1.** Develop high quality standards that are relevant to the needs of Members and stakeholders.
  > **KPI 1:** # of standards published.

- ➢ **Strategic Objective 2.** Encourage Adoption and/or Implementation of OIC/SMIIC Standards by Members.
  > **KPI 2:** # of standards adopted and/or implemented by our Member States.

- ➢ **Strategic Objective 3.** Promote SMIIC activities to leverage satisfaction.
  > **KPI 3:** # of survey's, seminars and expo.
  > **KPI 4:** % of satisfaction degree rate.

- ➢ **Strategic Objective 4.** Support members especially Least Developed Countries-(LDCs) to strengthen National Quality infrastructure.
  > **KPI 5:** # of trainings.

KPI 6: # of projects.

➢ **Strategic Objective 5.** Provide a common and internationally recognized platform of Halal accreditation based on OIC/SMIIC standards.

KPI 7: # of recognized Halal accreditation bodies.

➢ **Strategic Objective 6.** Improve the standardization process.

KPI 8: # of experts involved in standards projects.
KPI 9: % of prioritized projects out of total identified.
KPI 10: # of research activities.
KPI 11: % of women experts involved in standards projects.

➢ **Strategic Objective 7.** Support and coordinate members especially Least Developed Countries-(LDCs) for effective engagement with regional and international organizations.

KPI 12: # of LDC Members supported to get engaged with regional and international organisations.

➢ **Strategic Objective 8.** Ensure the coordination and synergies with other organizations and among projects implemented.

KPI 13: # of projects coordinated.

➢ **Strategic Objective 9.** Improve technical infrastructure of SMIIC to meet priority needs.

KPI 14: # of programmes.
KPI 15: # of improvements to existing technical infrastructure tools such as SMIIC IS, SMIIC FS, virtual meetings accounts, … etc.

➢ **Strategic Objective 10.** Coordinate and organize projects, meetings and trainings for Technical Capacity Building.

KPI 16: # of projects and trainings conducted for capacity building.

➢ **Strategic Objective 11.** Support the members to enhance interconnectivity.

KPI 17: # of common projects.

➢ **Strategic Objective 12.** Increase revenue to make SMIIC financially sufficient.

KPI 18: % of contributions received.
KPI 19: % of revenue (from services) against expenses.

➢ **Strategic Objective 13.** Utilize SMIIC members' resources for supporting SMIIC activities to decrease expenses.

KPI 20: # of resources utilized from members.

Annex I - Summary of SMIIC Strategic Plan 2021-2030 Draft

Driving Forces of Change	➢ Economy: Rapidly Changing Economic Environment & Rapid Growth in Halal Industry ➢ Technology: Rapid Digitalization ➢ Society: Changes in consumer's behaviour ➢ Environment: Sustainability and Climate Change ➢ Global/International Crisis and/or Pandemic Conditions
SMIIC`s vision (what we wish to be in the future)	To create a quality infrastructure that improves economy, welfare and protects our member state
SMIIC`s mission (what we do and how we do it)	To develop quality infrastructure, by establishing uniformity in standardization, metrology and accreditation activities including conformity assessment and quality improvement to facilitate trade and support sustainable economic growth, consumer welfare, environment and innovation promotion for our Member States
Strategic Goals (how we strive to achieve our mission and vision)	➢ Develop high-quality standards that are used worldwide ➢ Support members' needs and ensure effective engagement of their stakeholders. ➢ Support the enhancement of quality infrastructure and interconnectivity of members
Performance measurements	➢ Increase in trainings, seminars and expo conducted by SMIIC ➢ Sales revenue of OIC/SMIIC standards ➢ National Adoptions of OIC/SMIIC standards from Member States ➢ Number of OIC/SMIIC standards referenced in Member States regulations ➢ Percentage of participation in the SMIIC Information System ➢ Number of new work items proposed by Member States to technical committees.

Strategic Objectives (what we need to focus on and pay attention to in order to achieve our goals)	Strategic Objective	KPIs
	➢ **Strategic Objective 1.** Develop high quality standards that are relevant to the needs of Members and stakeholders	1. # of published standards
	➢ **Strategic Objective 2.** Encourage Adoption and/or Implementation of OIC/SMIIC Standards by Members	2. # of standards adopted and/or implemented by our member states
	➢ **Strategic Objective 3.** Promote SMIIC activities to leverage satisfaction	3. # of survey's, seminars and expo 4. % of satisfaction degree rate
	➢ **Strategic Objective 4.** Support members especially Least Developed Countries (LDCs) to strengthen National Quality infrastructure	5. # of trainings 6. # of projects
	➢ **Strategic Objective 5.** Provide a common and internationally recognized platform of Halal accreditation based on OIC/SMIIC standards	7. # of recognized Halal accreditation bodies
	➢ **Strategic Objective 6.** Improve the standardization process	8. # of experts involved in standards projects 9. % of prioritized projects out of total identified 10. # of research activities 11. % of women experts involved in standards projects
	➢ **Strategic Objective 7.** Support and coordinate members especially Least Developed Countries-(LDCs) for effective engagement with regional and international organizations	12. # of LDC Members supported to get engaged with regional and international organisations

Strategic Objectives (what we need to focus on and pay attention to in order to achieve our goals)	Strategic Objective	KPIs
	➢ **Strategic Objective 8.** Ensure the coordination and synergies with other organizations and among projects implemented	13. # of projects coordinated
	➢ **Strategic Objective 9.** Improve technical infrastructure of SMIIC to meet priority needs	14. # of programmes 15. # of improvements to existing technical infrastructure tools such as SMIIC IS, SMIIC FS, virtual meetings accounts, … etc.
	➢ **Strategic Objective 10.** Coordinate and organize projects, meetings and trainings for Technical Capacity Building	16. # of projects and trainings conducted for capacity building
	➢ **Strategic Objective 11.** Support the members to enhance interconnectivity	17. # of common projects
	➢ **Strategic Objective 12.** Increase revenue to make SMIIC financially sufficient	18. % of contributions received 19. % of revenue (from services) against expenses
	➢ **Strategic Objective 13.** Utilize SMIIC members' resources for supporting SMIIC activities to decrease expenses	20. # of resources utilized from members

Annex II - SMIIC Strategic Plan 2021-2030 Balanced Scorecard

Vision: To create a quality infrastructure that improves economy, welfare and protects our member states

Mission To develop quality infrastructure, by establishing uniformity in standardization, metrology and accreditation activities including conformity assessment and quality improvement to facilitate trade and support sustainable economic growth, consumer welfare, environment and innovation promotion for our Member States

Strategic Goals	Develop high-quality standards that are used worldwide	Support members' needs and ensure effective engagement of their stakeholders	Support the enhancement of quality infrastructure and interconnectivity of members

	Strategic Objectives	Key Performance Indicators	Initiatives
Value/ Customer	1. Develop high quality standards that are relevant to the needs of Members and stakeholders	# of standards published	
	2. Encourage adoption and/or implementation of OIC/SMIIC Standards by Members	# of standards adopted and/or implemented by our Member States	
	3. Promote SMIIC activities to leverage satisfaction	# of surveys, seminars and expo	
		% of satisfaction degree rate	
	4. Support members especially Least Developed Countries-(LDCs) to strengthen National Quality infrastructure	# of trainings	
		# of projects	
	5. Provide a common and internationally recognized platform of halal accreditation based on OIC/SMIIC standards	# of recognized Halal accreditation bodies	
Internal Processes	6. Improve the standardization process	# of experts involved in standards projects	
		% of prioritized projects out of total identified	
		# research activities	
		% of women experts involved in standards projects	
	7. Support and coordinate members especially Least Developed Countries-(LDCs) for effective engagement with regional and international organizations	# of LDC Members supported to get engaged with regional and international organizations	
	8. Ensure the coordination and synergies with other organizations and among projects implemented	# of projects coordinated	
Learning and Growth	9. Improve technical infrastructure of SMIIC to meet priority needs	# of programmes # of improvements to existing technical infrastructure such as SMIIC IS, SMIIC FS, virtual meetings accounts, … etc.	
	10. Coordinate and organize projects, meetings and trainings for Technical Capacity Building	# of projects and trainings conducted for capacity building	
	11. Support the members to enhance interconnectivity	# of common projects	
Financial	12. Increase revenue to make SMIIC financially sufficient	% of contributions received	
		% of revenue (from services) against expenses	
	13. Utilize SMIIC members' resources for supporting SMIIC activities to decrease expenses	# of resources utilized from members	

Annex III - SMIIC Strategic Plan 2021-2030 Map

Vision: To create a quality infrastructure that improves economy, welfare and protects our member states

Mission: To develop quality infrastructure, by establishing uniformity in standardization, metrology and accreditation activities including conformity assessment and quality improvement to facilitate trade and support sustainable economic growth, consumer welfare, environment and innovation promotion for our Member States

Strategic Goals

- Develop high-quality standards that are used worldwide.
- Support members' needs and ensure effective engagement of their stakeholders
- Support the enhancement of quality infrastructure and interconnectivity of members

Value/Customer

- Develop high quality standards that are relevant to the needs of Members and stakeholders
- Encourage adoption and/or Implementation of OIC/SMIIC Standards by Members
- Promote SMIIC activities to leverage satisfaction
- Support members especially Least Developed Countries-(LDCs) to strengthen National Quality infrastructure
- Provide a common and internationally recognized platform of Halal accreditation based on OIC/SMIIC standards

Internal Processes

- Improve the standardization process
- Support and coordinate members especially Least Developing Countries-(LDCs) for effective engagement with regional and international organizations
- Ensure the coordination and synergies with other organizations and among projects implemented

Learning And Growth

- Improve technical infrastructure of SMIIC to meet priority needs
- Coordinate and organize projects, meetings and trainings for Technical Capacity Building
- Support the members to enhance interconnectivity

Financial

- Increase revenue to make SMIIC financially sufficient
- Utilize SMIIC members' resources for supporting SMIIC activities to decrease expenses