SMIIC

Strategic Plan 2021-2030

The Standards and Metrology Institute for Islamic Countries
It is our pleasure to share with you the new roadmap for our future activities; the SMIIC Strategic Plan 2021-2030 which is the outcome of concerted efforts and intensive studies conducted with all Member States.

SMIIC Strategic Plan 2021-2030 is the blueprint for the next 10 years to assist us in achieving our new Vision “to create a quality infrastructure that improves economy, welfare and protects our Member States”. This Plan will articulate our vision for the future, based on our member’s needs and expectations.

In this plan, it is focused on three distinct 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”. We believe these goals will give positive progress toward achieving our vision.

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 will be considered as a dynamic document that will be reviewed according to the needs so as to make it in line with the changing environment and relevant to the world-wide trends.

The SMIIC Strategic Plan 2021-2030 indeed gives the general framework and will be supported with a two-yearly implementation plan that will outline the actual actions we will take to achieve our strategic goals and objectives. The measurement framework will depend on the key performance indicators (KPIs) which will be tracked over time and used to continually measure our progress.

We would like to extend our thanks to all of our esteemed Member and Observer States for their great efforts in shaping the contents of our strategic plan and enabling the roll out of a dynamic guide for our future.

Together we have laid out a plan to venture forward with a certain vision and purpose and to act responsibly in this regard. This plan belongs to all of us hence, we welcome continuing participation of our Members as we step into a new chapter for SMIIC.
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 and eliminating technical barriers to trade consequently increasing the trade among member states. 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.

SMIIC also seeks for achieving uniformity in metrology, laboratory testing and standardization activities among Member States and ensuring education and training as well as providing technical assistance to the OIC Members in the fields 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.
The Context

In a time where change is around every corner, and where variables and challenges in economy, technology, society and environment can affect the whole globe, we must have a clear idea about where we want to go and what we want to achieve, whilst expecting change and adapting quickly to it, as well as converting each challenge to opportunity in order to maintain our growth and prosperity.

In this context, the SMIIC Strategic Plan 2021-2030 has been prepared to set out our vision, mission, goals, objectives and key performance indicators as well as to present to our esteemed Member States how SMIIC intends to fulfil its mandate and to meet their needs and expectations during the upcoming 10 years.
DRIVING FORCES OF CHANGE
Understanding the external environment in which we work and analyzing the factors affecting our success are very important to develop a realistic strategic plan that could be applicable now and in the future. In this way, we can discover, evaluate, organize, control and track economical, technological, social and environmental factors which can affect our progress towards our vision.

**Economy: 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 for our Member States to develop halal infrastructure.
Technology: 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.

Society: Changes in Consumer’s Behaviour

One of the important reasons for organizations’ success is understanding consumer needs and exceeding their expectations. Consumer behaviour is continuously changing and their expectations are becoming higher. Organizations start to involve consumers in shaping their future by giving more attention to 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.

Environment: 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 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.
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
The goals we have set in our strategic plan will outline a path to achieve 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 on eliminating technical barriers to trade, supporting sustainable economic growth, consumer welfare, health protection, environment, innovation promotion and ensuring safety for our Member States. SMIIC’s goals for 2021-2030 are:
Goals

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.

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.

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.
PERFORMANCE MEASUREMENT
Performance Measurement

Understanding how we will measure our progress and evaluate our success is one of the most pivotal elements of a successful and implementable strategic plan. Our goals are connected and interlinked, so the following key meters will be used together to measure the overall success in achieving them:

- Increase in trainings, seminars and expo conducted by SMIIC.
- Sales revenue of OIC/SMIIC standards.
- National adoptions of OIC/SMIIC standards by 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.

Detailed key performance indicators (KPIs) will be used to measure our progress towards our objectives.
OBJECTIVES

To achieve our goals, we will focus our resources on achieving our objectives and we will measure our success in achieving them by the key performance indicators. We will mention our objectives according to their contribution in achieving our goals.
Objectives

GOAL 1: Develop high-quality standards that are used worldwide

1.1 OBJECTIVE
Develop high quality standards that are relevant to the needs of members and stakeholders

Key performance indicators
- # of published standards

1.2 OBJECTIVE
Improve the standardization process

Key performance indicators
- # of experts involved in standards projects
- % of prioritized projects out of total identified
- # of research activities
- % of women experts involved in standards projects

1.3 OBJECTIVE
Encourage adoption and/or implementation of OIC/SMIIC Standards by members

Key performance indicators
- # of standards adopted and/or implemented by our Member States

1.4 OBJECTIVE
Improve technical infrastructure of SMIIC to meet priority needs

Key performance indicators
- # of programs
- # of improvements to existing technical infrastructure tools such as SMIIC IS, SMIIC FS, virtual meetings accounts, etc.
GOAL 2: Support members’ needs and ensure effective engagement of their stakeholders

2.1 OBJECTIVE
Promote SMIIC activities to leverage satisfaction

2.2 OBJECTIVE
Support and coordinate members especially Least Developed Countries (LDCs) for effective engagement with regional and international organizations

2.3 OBJECTIVE
Coordinate and organize projects, meetings and trainings for Technical Capacity Building

2.4 OBJECTIVE
Utilize SMIIC members’ resources for supporting SMIIC activities to decrease expenses

2.5 OBJECTIVE
Increase revenue to make SMIIC financially sufficient

Key performance indicators
- # of surveys, seminars and expo
- % of satisfaction degree rate

Key performance indicators
- # of LDC members supported to get engaged with regional and international organizations

Key performance indicators
- # of projects and trainings conducted for capacity building

Key performance indicators
- # of resources utilized from members

Key performance indicators
- % of contributions received
- % of revenue (from services) against expenses
GOAL 3: Support the enhancement of quality infrastructure and interconnectivity of members

3.1 OBJECTIVE
Support members especially Least Developed Countries (LDCs) to strengthen National Quality Infrastructure

Key performance indicators
- # of trainings
- # of projects

3.2 OBJECTIVE
Provide a common and internationally recognized platform of Halal accreditation based on OIC/SMIIC standards

Key performance indicators
- # of recognized Halal accreditation bodies

3.3 OBJECTIVE
Ensure the coordination and synergies with other organizations and among projects implemented

Key performance indicators
- # of projects coordinated

3.4 OBJECTIVE
Support the members to enhance interconnectivity

Key performance indicators
- # of common projects
**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

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### Strategic Goals

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Key performance indicators</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

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### Value / Customer

- **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
- **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
- **Ensure the coordination and synergies with other organizations and among projects implemented**
  - # of projects coordinated

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### Internal Processes

- **Improve technical infrastructure of SMIIC to meet priority needs**
  - # of programs
  - # of improvements to existing technical infrastructure such as SMIIC IS, SMIIC FS, virtual meetings accounts, etc.
- **Coordinate and organize projects, meetings and trainings for technical capacity building**
  - # of projects and trainings conducted for capacity building
- **Support the members to enhance interconnectivity**
  - # of common projects

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### Learning and Growth

- **Increase revenue to make SMIIC financially sufficient**
  - % of contributions received
  - % of revenue (from services) against expenses
- **Utilize SMIIC members’ resources for supporting SMIIC activities to decrease expenses**
  - # of resources utilized from members

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### Financial

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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**

1. Develop high-quality standards that are used worldwide
2. Support members' needs and ensure effective engagement of their stakeholders
3. 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 Developed 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
The strategic goals we have set in our strategic plan will outline a path to achieve our mission and vision.

### Goals

**What needs to be accomplished to implement our strategic plan**

The strategic goals we have set in our strategic plan will outline a path to achieve our mission and vision.

### Objectives

**What we need to focus on in order to achieve our goals**

To achieve our goals, we will focus our resources on achieving our objectives and we will measure our success in achieving them by the key performance indicators.

### 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 Strategic Plan 2021 - 2030

#### 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**

#### GOAL 1: Develop high-quality standards that are used worldwide

- Develop high quality standards that are relevant to the needs of members and stakeholders.
- Improve the standardization process.
- Encourage adoption and/or implementation of OIC/SMIIC Standards by Members.
- Improve technical infrastructure of SMIIC to meet priority needs.

#### GOAL 2: Support members’ needs and ensure effective engagement of their stakeholders

- Promote SMIIC activities to leverage satisfaction.
- Support and coordinate members especially Least Developed Countries (LDCs) for effective engagement with regional and international organizations.
- Coordinate and organize projects, meetings and trainings for technical capacity building.
- Utilize SMIIC members’ resources for supporting SMIIC activities to decrease expenses.
- Increase revenue to make SMIIC financially sufficient.

#### GOAL 3: Support the enhancement of quality infrastructure and interconnectivity of members

- 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.
- Ensure the coordination and synergies with other organizations and among projects implemented.
- Support the members to enhance interconnectivity.