

CONFIDENTIAL



**Islamic Organization  
for Food Security  
(IOFS)**

**Vision 2031  
10 Year Strategic Plan**

September 14, 2021

Enabling a Sustainable OIC Food  
System

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# 1. Global Trends & OIC Context – Through 2031

## a. Global Food System Context for OIC MCs

In 2020, 155 million people were facing acute hunger across 55 countries, a 5 year high. World hunger rose in 2020, mostly because of the COVID-19 epidemic, which cast a long shadow. The percentage of the population that is undernourished (defined as being unable to get sufficient nutritious food on a regular basis) has risen from 8.4 percent to approximately 9.9 percent in only one year, which is increasing the difficulty of meeting the Zero Hunger goal by 2030.<sup>1</sup>

This arrangement has major socio-economic consequences, with possible implications for 28 OIC Low Income Food Deficit Countries (LIFDCs), who are especially susceptible to food price rises, trade restrictions, and increased poverty because of it<sup>2</sup>.

Many of these are within OIC member countries<sup>3</sup>. OIC Countries are more affected by undernutrition than non-OIC countries. In OIC countries, 33% of under-five children are stunted (too short for their age), 11% are wasted (too thin for their height) and 53% suffer from anemia in OIC countries. The corresponding figures for non-OIC countries are 29%, 10% and 43%.<sup>4</sup>

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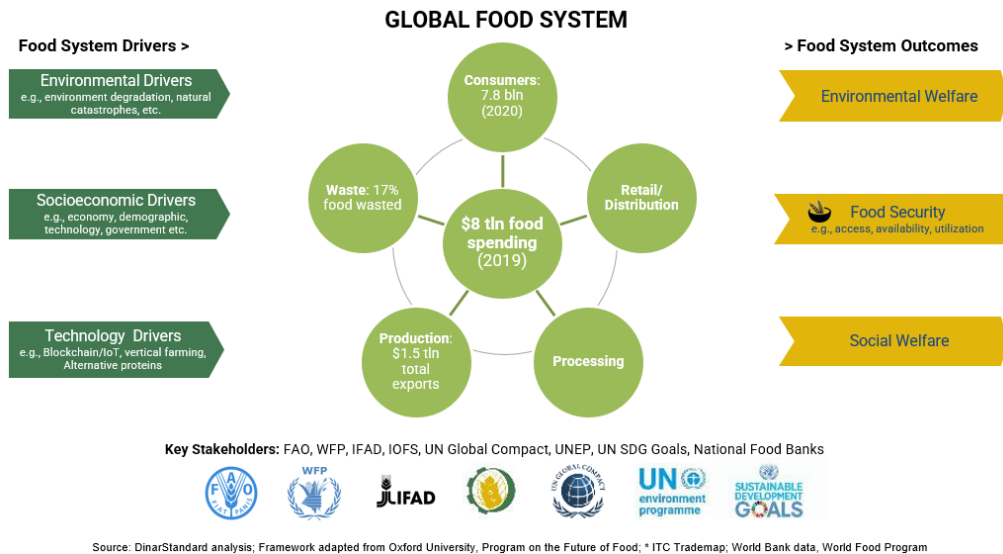
<sup>1</sup> The State of Food Security and Nutrition in the World 2021. FAO, IFAD, UNICEF, WFP and WHO.

<sup>2</sup> Food Security in OIC Member Countries 2020, SESRIC

<sup>3</sup> World Food Program

<sup>4</sup> Malnutrition in the OIC Member Countries: A Trap for Poverty, COMCEC COORDINATION OFFICE, March 2017

Figure 1: Global Food System



**The global food system:** Food security, globally and certainly for OIC member countries, is linked to global food system development. Food System includes a full life-cycle of what has been termed as “from the farm to the restaurant” or farm to fork”, or as the IOFS team likes to refer to as “Gene to fork.” The life cycle includes: consumers and their needs; consumer spending; retail/distribution; food processing; food production; and food wastage.

Within this food system, OIC member countries have a significant share in consumption but lags in production, trade and sustainability practices:

- Global consumers: 7.8 bln (2020) -- 25% OIC share<sup>5</sup>
- Global food spending: \$8 tln (2021) -- 15% OIC share<sup>6</sup>
- Retail/ Distribution: 2 OIC companies in Top 100 Global Food Retailers<sup>7</sup>
- Processing: Zero OIC companies in Top 100 Global Food Companies<sup>8</sup>
- Global Production: \$1.5 tln total exports -- 12% OIC share<sup>9</sup>

<sup>5</sup> World Bank database; Dinarstandard analysis

<sup>6</sup> Worldwide Consumer Markets database, Statista; Dinarstandard analysis

<sup>7</sup> Leading Retailers, Food Worldwide Consumer Markets database; Dinarstandard analysis

<sup>7</sup> Leading Retailers 2020, Food Retail World

<sup>8</sup> Top 100 Companies Worldwide: Food & Beverages, Statista

<sup>9</sup> World Bank database; Dinarstandard analysis

- Global food waste: 17% food wasted -- OIC MC 7 of top 15 food wasters<sup>10</sup>

**Food System Drivers:** The global and OIC food system is constantly evolving and driven primarily by global environmental drivers, socio-economic drivers and technological drivers as follows:

#### *Environmental Drivers*

Food production, post-farm processing, and distribution all contribute to greenhouse gas emissions. In a pioneering study published in Science magazine, researchers Joseph Poore and Thomas Nemecek (2018)<sup>11</sup> examined food's proportion of total emissions and split it down by source. He concludes that approximately 26% of worldwide GHG emissions are caused by food.

We also recognize that 2016 and 2020 were the warmest years ever recorded. This is against global Paris Agreement goal to limit rise to 2°C in century.<sup>12</sup>

Additionally, approximately 70% of all freshwater is utilized for agriculture throughout the globe. It would need an estimated 50% increase in agricultural output and a 15% increase in water withdrawals to feed the 9 billion people on the globe by 2050.<sup>13</sup>

According to UN and FAO affiliated Global Report on Food Crises 2021, though climatic extremes are not the only cause of food insecurity, the total affected by it amount to 16 million people living in IPC (Integrated Food Security Phase Classification) crisis or worse in 2020<sup>14</sup>.

#### *Socioeconomic Drivers*

As populations in lower- and middle-income nations continue to grow, meat consumption increases, with significant implications for health, the environment, and economy. Although food consumption is primarily a result of population growth, dynamic factors such as Bennett's Law also influence this phenomenon. This happens

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<sup>10</sup> UNEP Food Waste Index Report 2021

<sup>11</sup> Our World In Data, Global Change Data Lab. Sourced from Poore, J., & Nemecek, T. (2018). Reducing food's environmental impacts through producers and consumers. *Science*, 360(6392), 987-992.

<sup>12</sup> World Meteorological Organization (WMO) Dataset 2021

<sup>13</sup> World Bank Database

<sup>14</sup> Global Report on Food Crises, Fifth Edition, 2021

because as people gain wealth, they switch from simple starch-rich diets to a diverse diet that incorporates a wide range of fruits, vegetables, dairy products, and especially meat<sup>15</sup>.

### *Technology Drivers*

In terms of food security, the long list of accessible technologies across the whole value chain, such as new vegetable seed types, urban vertical farming, AI and data analytics and others, are being used to enhance the supply, availability, and affordability of healthy foods.

**Food System Outcomes:** The results of food systems are closely tied to the well-being of not only individuals, but also of communities and societies resulting in environmental welfare, food security, and social welfare.

The global and OIC food system is constantly evolving and driven primarily by global environmental drivers, socio-economic drivers and technological drivers as follows:

### *Environmental Welfare*

As highlighted in the Environment Drivers section, well managed food and agriculture practices would have a significant role in the overall environmental welfare which is increasingly critical to our survival as a planet.

### *Food Security*

Central to IOFS mandate, food security is one of the key outcomes of a well-managed food system.

Looking at food security holistically as part of the global food system presents many routes by which to formulate food policy, investment, and law concurrently. By allying with others, we will be able to get the most out of our collective influence on food systems change, access mutually beneficial solutions, and avoid food security contrasts.

Additionally, food systems have a significant role in influencing food availability, food quality, food variety, and food nutritional content, as well as serving as a significant

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<sup>15</sup> Bennett, Merrill K. (1941). "International Contrasts in Food Consumption". *Geographical Review*. 31 (3): 365–376

support for the lives of millions of people worldwide. Food systems have a huge impact on human health in many ways, both direct and indirect. This impact extends to the environmental and ecological health of our world. Therefore, the way food systems work, as well as the quality and affordability of the food they provide, as well as the effect food systems have on both people's health and the environment, affect food security and nutrition directly and indirectly.

The EIU's Global Food Security Index (GFSI) ranks nations from zero to 100, where 100 represents "the best." OIC member nations vary greatly in terms of geographic location, economic level, and political stability (or war). With regard to food security, some of the wealthiest nations in the world, such as Qatar, Kuwait, the United Arab Emirates, and Saudi Arabia, are in the best position. Food security has been made possible by upgrading essential food-related infrastructure. The nation of Qatar has recently invested in developing its port and rail infrastructure, while the government of Kuwait has done the same at a major seaport.<sup>16</sup>

Some food-insecure nations, however, are in the midst of violent wars, like Syria and Yemen. Conflict, food scarcity, and economic crisis have lowered food security in many nations, and the consequence is decreased food availability and production as well as increasing food assistance dependence<sup>17</sup>. Similarly, food production has fluctuated significantly in Sub-Saharan African nations, such as Uganda, Sierra Leone, and Chad, in recent years owing to climate change-related events like as insect infestations, hunger, and crop diseases.

### *Social Welfare*

Agriculture, one of the most important economic sectors in the OIC member nations, accounts for about one-quarter of total employment in these countries. Specifically, in 12 OIC members situated in Sub-Saharan Africa, the percentage surpasses 50 percent.<sup>18</sup>

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<sup>16</sup> Global Food Security Index 2020, Economics Intelligence Unit

<sup>17</sup> Global Food Security Index 2019, Economics Intelligence Unit

<sup>18</sup> Food Security in OIC Member Countries 2020, SESRIC




Health and wellness is another key area of impact of effective food security. As an example, obesity has tripled since 1975<sup>19</sup>. Meanwhile, OIC obesity across MC is 48% higher than global average<sup>20</sup>. According to SESRIC OIC Health Report 2019, percentage of OIC member country adults who were obese increased to approximately 17.5%. In member countries in the Middle East and North Africa, 29.1% of the population age 18 and over was obese. European and Central Asian member countries came in second with 20.1% of their population considered obese.

## b. Mega-trends Driving Future of Global Food Security

In developing IOFS long-term vision and strategy, it was important to consider the developing mega-trends that are driving the future of global food security. Based on an analysis of various industry literature and industry expertise of experts, following seven megatrends have been considered:

Figure 2: Key Mega-trends Driving Future of Global Food Security

 <b>Food Security 7 MEGA-TRENDS</b>	Context	Global Solutions
1. Climate change & natural resources	<b>23%</b> of greenhouse gas emissions from food	<ul style="list-style-type: none"> <li>• <b>Global</b> initiatives (UN Food Systems)</li> <li>• <b>OIC</b>/Intra-regional initiative/ Global trade/partnerships</li> </ul>
2. Macroeconomic factors	<b>-3.5%</b> Global economic growth rate – worst level since World War 2	<ul style="list-style-type: none"> <li>• Increased <b>M&amp;A</b></li> <li>• <b>Foodtech</b> investments</li> <li>• <b>Retail collaborations</b></li> </ul>
3. Hunger & malnutrition	<b>135m</b> people facing acute hunger in 55 countries	<ul style="list-style-type: none"> <li>• <b>Stimulus packages</b></li> <li>• <b>Digital charity platforms &amp; Self-help</b> groups</li> </ul>
4. Food reserve schemes	<b>74 days</b> is how long global food reserves would last	<ul style="list-style-type: none"> <li>• <b>Restaurmar</b>: grocery/ restaurant hybrid</li> <li>• <b>E-Commerce</b> platforms</li> </ul>
5. Food supply dependency & disruptions	<b>-26%</b> year on year drop in global air cargo capacity in mid-May 2020	<ul style="list-style-type: none"> <li>• <b>Covid 19 Global Port Restrictions Map</b></li> </ul>
6. Food consumption & wastage	<b>33% to 50%</b> of food produced globally is never eaten	<ul style="list-style-type: none"> <li>• <b>Consumer awareness</b> drives</li> <li>• Improved <b>storage</b> methods</li> </ul>
7. Bio & agri-tech	<b>\$17.4bn</b> size of global agri-tech market in 2019	<ul style="list-style-type: none"> <li>• <b>Blockchain</b>-enabled traceability</li> </ul>

Source: [DinarStandard](#) analysis. [ITC Trademap](#), World Bank, WFP (World Food Program) data

<sup>19</sup> World Health Organization, Obesity Factsheet

<sup>20</sup> OIC Health Report 2019, SESRIC.

## **1. Climate change & natural resources**

One may also speak of feedback loops in which several effects multiply one another, forming compounding consequences that occur over time. An example of how downturns in the economy may impact food affordability and cause people to eat unhealthy diets can be seen in the State of Food Security and Nutrition in The World 2020 edition, which showed that unhealthy diets during economic downturns lead to a rise in GHG emissions.<sup>21</sup>

## **2. Macroeconomic factors**

Before the epidemic, economic growth in the Middle East and Central Asia, the OIC area that has the highest concentration of member states, has already slowed down from 1.8% to 1.0% in 2019., the IMF projected that the region's economic growth rate would be 3.2 percent. However, the epidemic caused all of the predictions to be completely and unexpectedly modified. An economic slowdown in the world growth places dangers for sub-Saharan Africa, where OIC member nations are concentrated. Foreign direct investment and international commerce, particularly in the field of commodities exports, face reduced prices because of a slowing global economy .

The 2017 version of the *State of Food Security and Nutrition in the World* concludes that violence damages almost every facet of food systems, from the time, effort, and money required to produce, harvest, prepare, and transport food to finding the resources to pay for that food as well as to consumption. There are direct effects, such as the loss of agricultural and livelihood assets, the seizing of natural resources via coercion or corruption, and the relocation of people from land for grazing, as well as people who are directly impacted by climate change. Food and other necessities may be restricted or eliminated altogether during periods of severe civil unrest. Also, traded products may rise in price, which decreases food access and usage at the household level. Food, money, labor, and other necessary commodities cannot move freely in marketplaces when there is conflict. This causes food shortages and adds to the price of products, and so this system fails. Health and nutrition are jeopardized by conflicts as well as social protection and healthcare.

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<sup>21</sup> The State of Food Security and Nutrition in the World 2021. FAO, IFAD, UNICEF, WFP and WHO

### **3. Hunger & malnutrition**

The fight against all types of malnutrition, no matter where it occurs, is one that we all have to join. Though, at this time, data constraints prevent it from being done, it is predicted that by 2020, 22% (149.2 million) of children under 5 would be stunted, 6.7% (45.4 million) will be wasted, and 5.7% (38.9 million) will be overweight. The numbers on stunting and wasting, which reflect the impacts of the epidemic, are anticipated to be higher<sup>22</sup>.

OIC nations are not exempt here since they form a significant part of the developing countries. Of the world's total undernourished individuals, in 2018, 175.98 million people, equal to 25.9% of the total, were in OIC member nations. East and South Asia and Latin America (47.3 percent) and Sub-Saharan Africa (36.4 percent) areas comprised the majority of the malnourished individuals (83.7 percent).<sup>23</sup>

### **4. Food reserve schemes**

Prudent short-term steps to stabilize prices are necessary, due to an increasingly scarce supply of rice. These are called controlling or limiting the flow of rice exports, handing out more food, keeping price restrictions in place, and punishing food hoarding. While some attempts have been made, the problem in rice production is so severe that national involvement is not sufficient and needs collaboration with other nations. Such a food reserve would help to moderate severe rice price swings in the worldwide market, whether it be regional or global.

These reserves, which are developed by donations or purchases from major rice-producing countries, are developed to deal with temporary food shortages by providing additional grains (such as wheat and corn) to other members that experience supply shortfalls due to famine, typhoons, and pests and diseases. When there a bountiful harvest, surplus food is collected to provide food security to food-deficit countries. The East Asia Emergency Rice Reserve (EAERR), the South Asian Association for Regional Cooperation (SAARC) Food

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<sup>22</sup> The State of Food Security and Nutrition in the World 2021. FAO, IFAD, UNICEF, WFP and WHO

<sup>23</sup> Agriculture And Food Security In OIC Member Countries, SESRIC, 2020

Security Reserve, and the ASEAN Emergency Rice Reserve (AERR) are the three major emergency rice reserve systems established in Asia.

An UN estimate in 2012 calculated that 74 days is how long global food reserves would last<sup>24</sup>.

## **5. Food supply dependency & disruptions**

Meaningful programs that target hunger have been jeopardized by interruptions in critical nutrition assistance and setbacks during the COVID-19 pandemic provided.

Global cargo demand, measured in CTks, dropped by 21.5% for international operations in May 2020, compared to the year before<sup>25</sup>

## **6. Food consumption & wastage**

As the population increases, food consumption is anticipated to increase. South Asia and sub-Saharan Africa see the greatest differences due to these alterations. Also, additional issues with respect to the various locales include the rapid aging of rural areas, and the effects of growing economies in the developing world. Migration also changes societal elements,

When we create massive quantities of food but do not consume it, it has many negative effects on the environment, society, and the economy. About 8-10% of global greenhouse gas emissions have been estimated from producing food that is never eaten. Around 17% of food produced globally is never eaten.<sup>26</sup>

## **7. Bio & agri-tech**

The global agri-tech market size was estimated at **\$17.4bn** in 2019 and projected to reach **\$41.2bn** in by 2027<sup>27</sup>. Many of the technologies presently used in the agricultural food systems result in environmental deterioration. Due to our extensive production methods that concentrate on profit above the environment. Therefore, we see less plant diversity. New

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<sup>24</sup> UN estimated as quoted in <https://www.theguardian.com/global-development/2012/oct/14/un-global-food-crisis-warning>

<sup>25</sup> The International Air Transport Association (IATA) Press Release 30 June 2020

<sup>26</sup> UNEP Food Waste Index Report 2021

<sup>27</sup> Global Agritech Market Report 2021,

technology development, particularly the advent of more "systemic" technologies, the increased use of digital systems, and biotechnologies, has the potential to help meet both the food production and environmental protection objectives. Safety and acceptability are issues still being addressed in order to prevent technology gaps from developing between nations with a high standard of living and those with a lower standard of living.

### c. OIC Food Security Context

Core OIC member country food security needs are high as articulated earlier, however they are quite diverse in their needs. IOFS has considered a segmentation of 4 OIC food security quadrants as shown in the below figure.

#### **Segmenting the OIC Member Countries by Level of Food System Stability<sup>28</sup>**

Group A1 – Established agrifood processors Turkey, Indonesia

Group B1 – Food secure, import dependent Bahrain, Qatar, Saudi Arabia

Group A2 – Lagging, high potential exports Afghanistan, Kazakhstan, Niger

Group B2 – Least developed, food insecure Yemen, Iraq, Somalia

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<sup>28</sup> Dinarstandard Analysis as quoted in *COMCEC- Increasing the Resilience of the Food Systems in Islamic States in Face of Future Food Crises* report

Figure 3: OIC food security needs are high, yet segmented

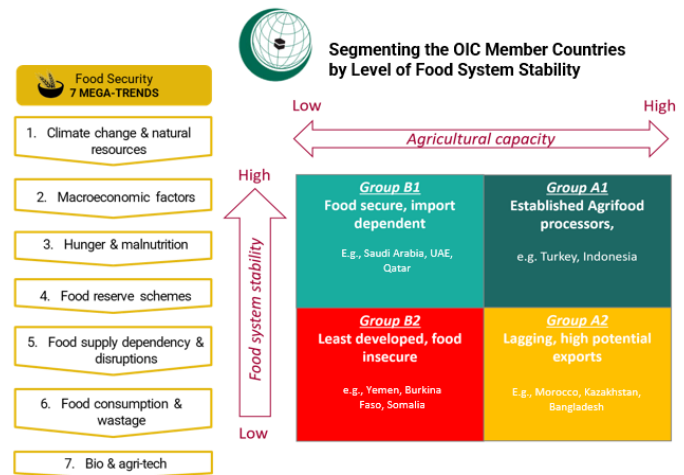
**Core OIC food system needs**

- Needs segmented by **4 OIC food security quadrants** (See figure)
- OIC countries **net-food trade deficit of \$65 bln** (2019) severely impacts food security
- **9 prioritized OIC food clusters** have a total **\$158 bln** current export value
- High **Famine/Disaster** relief needs

**Ecosystem needs**

- **Agri-Tech in OIC is in its infancy** of development and adoption
- **Islamic Finance with \$2.88 tln** in IF assets, 2019 has limited linkages
- Talent: **Only 4 of top 100** food sciences global unis in OIC

Sources: UN ICP data, DinarStandard OIC company database



Source: COMCEC- Increasing the Resilience of the Food Systems in Islamic States in Face of Future Food Crises

The food system is also challenged by its net import dependency. OIC countries **net-food trade deficit of \$65 bln** (2019) severely impacts food security<sup>29</sup>. This is besides high **famine/disaster** relief needs many of the less developed OIC MCs require. Other aspects of OIC food ecosystem includes its infant agri-tech environment, Islamic finance’s limited enabling role<sup>30</sup> and limited talent pool and university ecosystem<sup>31</sup>.

For IOFS a key strategic context is also OIC Strategy & Action Plan 2016-25. Key strategic areas identified along with the related stakeholders to engage with from within the OIC ecosystem.

<sup>29</sup> Agriculture and Food Security in OIC Member Countries 2020, SESRIC

<sup>30</sup> State of the Global Islamic Economy Report 2020/21

<sup>31</sup> Shanghai Ranking, 2021 Global Ranking of Academic Subjects, Food Science & Technology

Figure 4: IOFS linkage to OIC Strategy & Action Plan 2016-25



**Other Key Stakeholders:** OIC GS, COMCEC, ICDT, IDB, ICESCO, SESRIC, SMIIC, Member Countries



... and others

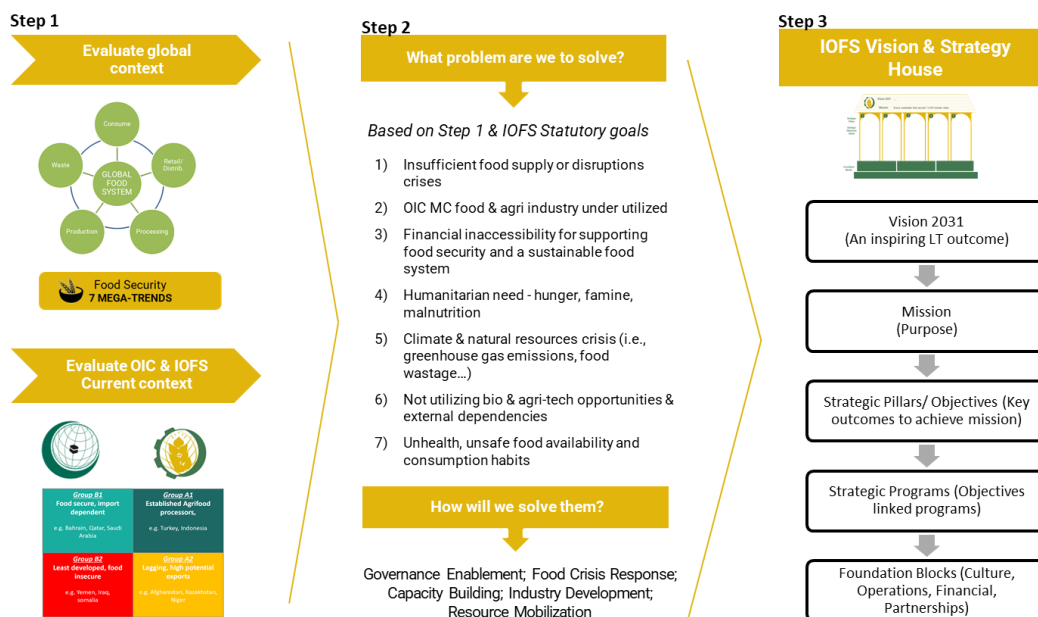
Sources: OIC Programme of Action Implementation Plan

## 2. IOFS Vision 2031 & Strategy Framework

### a. Approach & Process

A clear structured three-step process was followed to achieve an inspiring 10-year vision that can be translated into an actionable strategy. This strategy also factors IOFS statutory goals and the developing global and OIC food security environment.

Figure 5: IOFS Vision 2031 Strategic Framework Process



**Step 1: Identify the long-term context to ‘food security’ in which IOFS member countries will operate:** The previously covered Chapter 4 of ‘Global Trends & OIC Context’ presents a comprehensive lens and input from which key areas to address and prioritize were identified. These insights were key inputs to the following step.

**Step 2: Determine key problems for IOFS to solve for MC’s as well as how to solve them:** Based on inputs from Chapter 4 of ‘Global Trends & OIC Context’ as well as IOFS statutory goals, seven key problems to solve were prioritized for the 10-year vision and strategy. In addition, based on global best-practices assessment of similar organizations key categories



of how IOFS should solve the problems sustainably were identified (These became the basis of IOFS Strategic Objectives).

**Step 3: A Comprehensive IOFS Vision & Strategy House derived:** In order to incorporate the inputs from previous steps in developing a comprehensive 10-year vision that is actionable, a strategic framework comprising of following five sections was setup as IOFS Vision & Strategy House. This approach is customized from general global best practices of organizational vision and strategy applied by the best organizations today<sup>32</sup>:

- Vision 2031: Present an inspiring and enduring statement(s) of ultimate outcome of the organizations impact
- Mission: The stated purpose of the organization's existence
- Core Values: Recognizing the importance of an organizations principles and its culture to enable its success
- Strategic Pillars/ Objectives: Corresponding to the identified key categories of how the organization seeks to achieve its vision along with associated objectives and measurable goals
- Strategic Programs: The key strategic programs of the organization to achieve its objectives.
- Foundation Blocks: Key operation building blocks that will enable the organizations successful and sustainable delivery

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<sup>32</sup> Built to Last: Successful Habits of Visionary Companies, by Jim Collins and Jerry I. Porras

## b. IOFS Vision 2031 & Strategy Framework



*IOFS will become the trusted partner to all OIC MCs in strengthening their food security and systems*

*We will ensure food security of MCs during crises*

*We will enable viability and accessibility of nutritious, healthy and halal food to MCs with minimal environmental impact*

*We will support agri-food technology excellence and global leadership as a key enabler*

*We will enable OIC food industry to flourish and become global leaders driving net food export status of OIC MCs.*

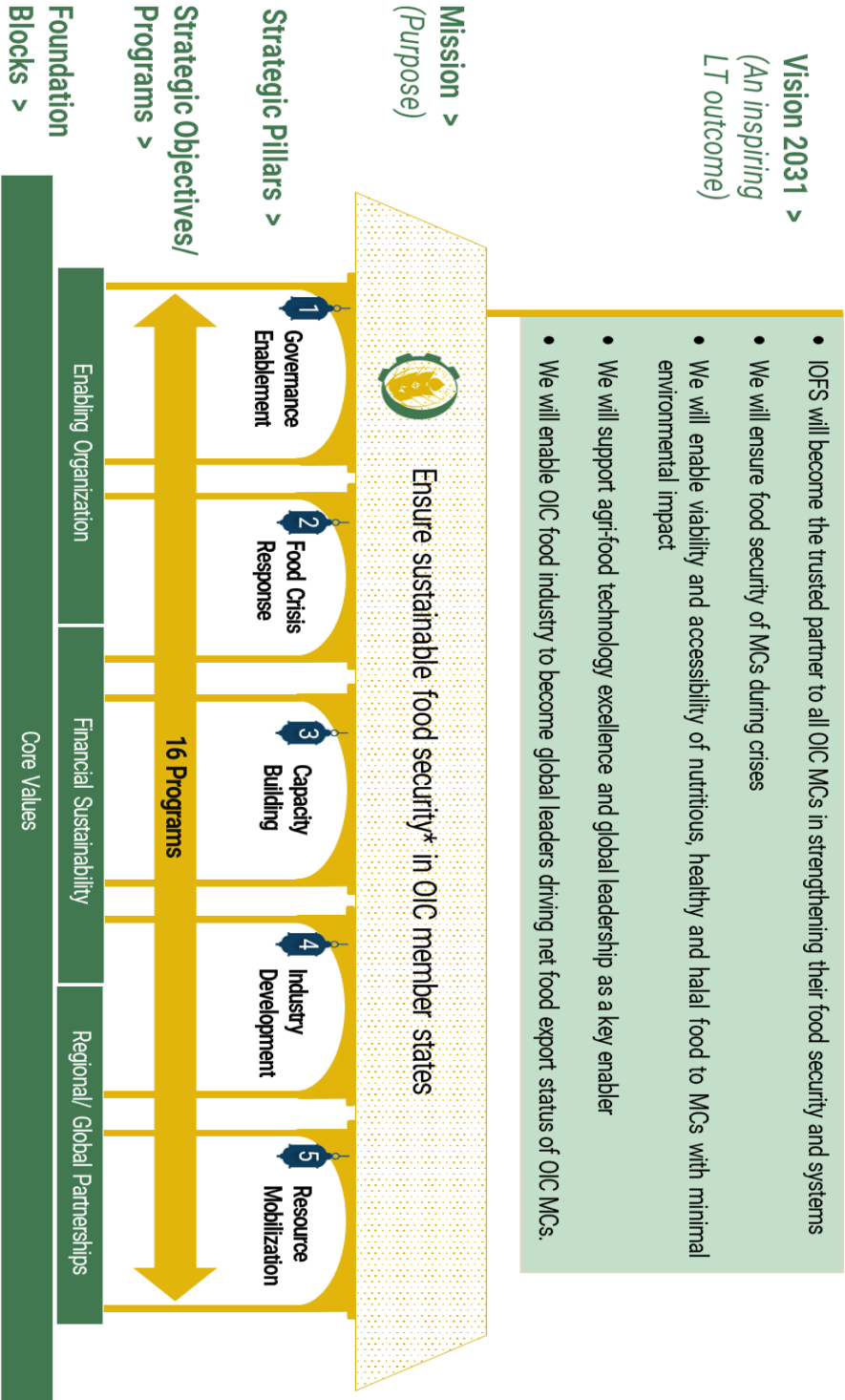


IOFS Vision & Strategy House: Based on the process described in the previous section, below were the key components of the IOFS Vision and Strategy house developed:

**IOFS Vision:** IOFS envisions to deliver the following ultimate outcomes for its member countries:

The above vision is the outcome that inspires its team and stakeholders to deliver upon its mission and strategy.

Figure 6: IOFS Vision & Strategy House



**IOFS Mission:** IOFS mission articulates its purpose of existence. As directed by the IOFS statutory document:



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IOFS Mission is to ensure sustainable food security\* in OIC member states.

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\*Food Security definition: a condition when all people, at all times, have physical, social, economic and financial access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life.

**Strategic Pillars > Objectives > Programs:** 5 *Strategic Pillars* have been identified in organizing how IOFS seeks to achieve its vision and mission. Within each of these pillars are related *Strategic Objectives*. The actual 16 *Strategic Programs* are the mechanisms to achieve these objectives. These are as follows:

**1. Governance Enablement:**

- Objective #1: Facilitate effective MC FS policies and regulatory frameworks
  - Program#1: **Food Security Governance** (current)
- Objective #2: Assess and monitor MC food security needs for effective decision making
  - Program#2: **IOFS Food Balance Database** (current)

**2. Food Crisis Response:**

- Objective #3: Establish **Food security reserve** to cover food shortages and support price stability
  - Program#3: **OIC Food Security Reserves** (current)

- Objective #4: Establish **humanitarian** food relief programs to support crises hit situations for MC
  - Program#4: **Flour for Humanity** (current)
  - Program#5: **Qurbani Meat** (current)

### 3. Capacity Building:

- Objective #5: Provide **technical expertise to strengthen MCs capacity**
  - Program#6: **Development of Gene Banks** (current)
  - Program#7: **OIC Strategic Commodities** (current)
  - Program#8: **OIC Halal, Healthy & Safe Food Ecosystem** (current)
  - Program#9: **Bio & AgriTech Development** (*future*)
  - Program#10: **Climate impact/ Resource Management** (*future*)
  - Program#11: **Water Management in Agriculture** (current)
  - Program#12: **Transboundary Pest Control Management** (current)

### 4. Industry Development:

- Obj #6: **Strengthen OIC Agri-food industry competitiveness to enable export growth** by large to SMEs, Intra-OIC trade, and post-harvest loss mgmt.
  - Program#13: **IFPA International Islamic Food Processing Association** (current)
  - Program#14: **OIC Food System Talent Development** (*future*)

### 5. Resource Mobilization:

- Obj #7: Mobilize MCs FS focused **financial resources** to support food security and system
  - Program#15: **Grain Fund** (current)
- Obj #8: **Facilitate financial collaborations** to support special projects and investments
  - Program#16: **National food sectors development in cooperation with state investment agencies** (current)

**Foundation Blocks:** As per the IOFS strategy framework, IOFS will have the following core *Foundational Blocks* that serve as its building blocks enabling its successful and sustainable delivery:

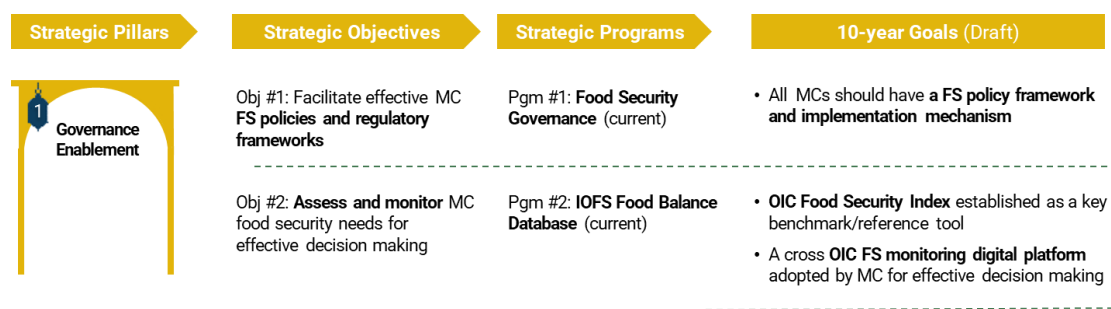
- Core Values
- A Responsive Organization Structure & Operating Model
- IOFS Financial Sustainability
- OIC & Global Partnerships / Engagement

### 3. IOFS 16 Strategic Program

The 16 IOFS Strategic Programs identified all link up to the related IOFS Strategic Objectives and Strategic Pillars ensuring that every Program is clearly linked to stated objectives, mission and ultimately the overall vision of IOFS.

Below is a profile of each of the 16 Strategic Programs with their 10-year outlook and organized by the five Strategic Pillars.

#### **Pillar #1 Governance Enablement:**



#### **Program #1: Food Security Governance**

<b>Strategic Program:</b> <b>Food Security Governance</b>	<b>Strategic Objective:</b> Obj #1: Facilitate effective MC FS policies and regulatory frameworks	<b>Strategic Pillar:</b> Governance Enablement	<b>Current Status:</b> Active
<b>Program description:</b> This Program supports the Governance Enablement pillar of IOFS strategy driving effective and efficient government food security/system policy making and governance.			
<b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to review and changes)</i>		<b>Strategic Partners:</b>	

<ul style="list-style-type: none"> <li>• <b>Food System Best Practices sharing events:</b> OIC National Food system dialogue: July 14, 2021 hosted first ever collective OIC event on topic with UN system enjoys involved for the first time. Others to be planned.</li> <li>• <b>Food Security policy framework and implementation mechanism guidelines for MC's:</b> Based on best practices and experienced inputs, develop Food Security policy and implementation frameworks and guidelines for IOFS MC's to adopt</li> </ul>	<ul style="list-style-type: none"> <li>• Global: FAO, WFP, UN SDG Program</li> <li>• OIC: COMCEC, SESRIC, COMSTECH</li> </ul> <p><b>Cross-linked IOFS Programs</b></p> <ul style="list-style-type: none"> <li>• IOFS Food Balance Database <i>(to host related policy and guidelines)</i></li> <li>• Coordination with all Pillar Programs for Policy making</li> <li>• OIC Food Security Index Input</li> </ul>
<p><b>10- Year strategic Goal(s):</b></p> <ul style="list-style-type: none"> <li>• All MCs should have a <b>Food Security policy framework and implementation mechanism</b></li> </ul>	

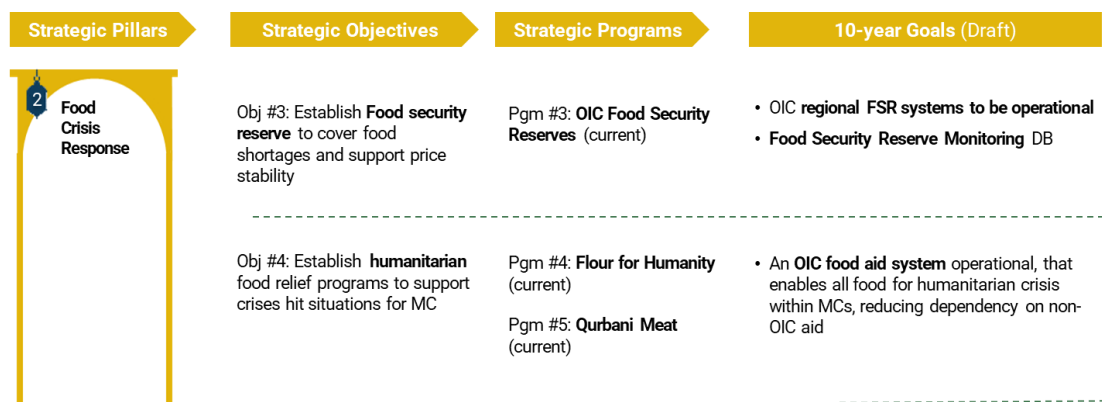
**Program#2: IOFS Food Balance Database**

<p>Strategic Program: <b>Food Balance Database</b></p>	<p>Strategic Objective: Obj #2: <b>Assess and monitor</b> MC food security needs for effective decision making</p>	<p>Strategic Pillar: Governance Enablement</p>	<p>Current Status: Active</p>
<p><b>Program description:</b></p> <p>This Program supports the Governance Enablement pillar of IOFS strategy driving food security/ system intelligence gathering for effective decision making by MCs</p>			



<p><b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i></p> <ul style="list-style-type: none"> <li>• <b>OIC Food Balance Database (current):</b> Baseline Food Security data aggregated from global benchmark sources for MC utilization</li> <li>• <b>OIC Food Security Index:</b> Develop OIC's own Food Security Index to address distinct benchmarking needs.</li> <li>• <b>OIC Food Balance Database (expended):</b> Further grow the Database into a cross OIC FS monitoring digital platform</li> </ul>	<p><b>Strategic Partners:</b></p> <ul style="list-style-type: none"> <li>• Global: FAO, WFP ICARDA</li> <li>• OIC: COMCEC, SESRIC, ICDT, KAUST</li> </ul> <p><b>Cross-linked IOFS Programs</b></p> <ul style="list-style-type: none"> <li>• Index as KPI/benchmarking component for various IOFS programs</li> </ul>
<p><b>10- Year strategic Goals:</b></p> <ul style="list-style-type: none"> <li>• <b>OIC Food Security Index</b> established as a key benchmark/reference tool</li> <li>• A cross <b>OIC FS monitoring digital platform</b> adopted by MC for effective decision making</li> </ul>	

**Pillar #2 Food Crisis Response:**



**Program#3: OIC Food Security Reserves**

<b>Strategic Program:</b> <b>OIC Food Security Reserves</b>	<b>Strategic Objective:</b> Obj #3: Establish <b>Food security reserve</b> to cover food shortages and support price stability	<b>Strategic Pillar:</b> Food Crisis Response	<b>Current Status:</b> Active
<b>Program description:</b> This Program supports the Food Crisis Response pillar of IOFS strategy enabling effective food reserve mechanism to manage shortages and price fluctuations.			
<b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i> <ul style="list-style-type: none"> <li>• <b>Food reserve strategy - prefeasibility study (current):</b> Six regional reserve mechanism and steering committee-based structure being evaluated by MCs.</li> <li>• <b>Food security reserves intelligence:</b> Linked to OIC Food Balance Database program, develop a food reserve intelligence dashboard/ module for effective reserves monitoring and coping by MCs.</li> </ul>		<b>Strategic Partners:</b> <ul style="list-style-type: none"> <li>• Global: FAO, WFP</li> <li>• OIC: Ministries of Food &amp; Agriculture</li> </ul> <b>Cross-linked IOFS Programs</b> <ul style="list-style-type: none"> <li>• OIC Food Balance DB <i>(with food reserves up to date data)</i></li> <li>• OIC Food Security Index Input</li> </ul>	
<b>10- Year strategic Goals:</b> <ul style="list-style-type: none"> <li>• OIC regional FSR systems to be operational</li> <li>• Food Security Reserve Monitoring DB</li> </ul>			

**Program#4: Flour for Humanity**

<b>Strategic Program:</b> <b>Flour for Humanity</b>	<b>Strategic Objective:</b> Obj #4: Establish <b>humanitarian</b> food relief	<b>Strategic Pillar:</b> Food Crisis Response	<b>Current Status:</b> Active
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	programs to support crises hit situations for MC		
<p><b>Program description:</b></p> <p>This Program supports the Food Crisis Response pillar of IOFS strategy driving food security/ system intelligence gathering for effective decision making by MCs</p>			
<p><b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i></p> <ul style="list-style-type: none"> <li>• <b>OIC Food Balance Database (current):</b> Baseline Food Security data aggregated from global benchmark sources for MC utilization</li> <li>• <b>OIC Food Security Index:</b> Develop OIC's own Food Security Index to address distinct benchmarking needs.</li> <li>• <b>OIC Food Balance Database (expended):</b> Further grow the Database into a cross OIC FS monitoring digital platform</li> </ul>		<p><b>Strategic Partners:</b></p> <ul style="list-style-type: none"> <li>• Global: FAO, WFP</li> <li>• OIC: COMCEC, SESRIC, ICDT</li> </ul> <p><b>Cross-linked IOFS Programs</b></p> <ul style="list-style-type: none"> <li>• Index as KPI/benchmarking component for various IOFS programs</li> </ul>	
<p><b>10- Year strategic Goals:</b></p> <ul style="list-style-type: none"> <li>• An <b>OIC food aid system</b> operational, that enables all food for humanitarian crisis within MCs, reducing dependency on non-OIC aid</li> </ul>			

**Program#5: Qurbani Meat**

Strategic Program:	Strategic Objective:	Strategic Pillar:	Current
<b>Qurbani Meat</b>	Obj #4: Establish <b>humanitarian</b> food relief programs to support crises hit situations for MC	Food Crisis Response	Status: Active

**Program description:**

This Program supports the Food Crisis Response pillar of IOFS strategy driving food security/ system intelligence gathering for effective decision making by MCs

**Current & Potential Activities:** *(These activities are not final and definitive and would be subject to management review and changes)*

- **OIC Food Balance Database (current):**  
Baseline Food Security data aggregated from global benchmark sources for MC utilization
- **OIC Food Security Index:** Develop OIC's own Food Security Index to address distinct benchmarking needs.
- **OIC Food Balance Database (expended):**  
Further grow the Database into a cross OIC FS monitoring digital platform

**Strategic Partners:**

- Global: FAO, WFP
- OIC: COMCEC, SESRIC, ICDT

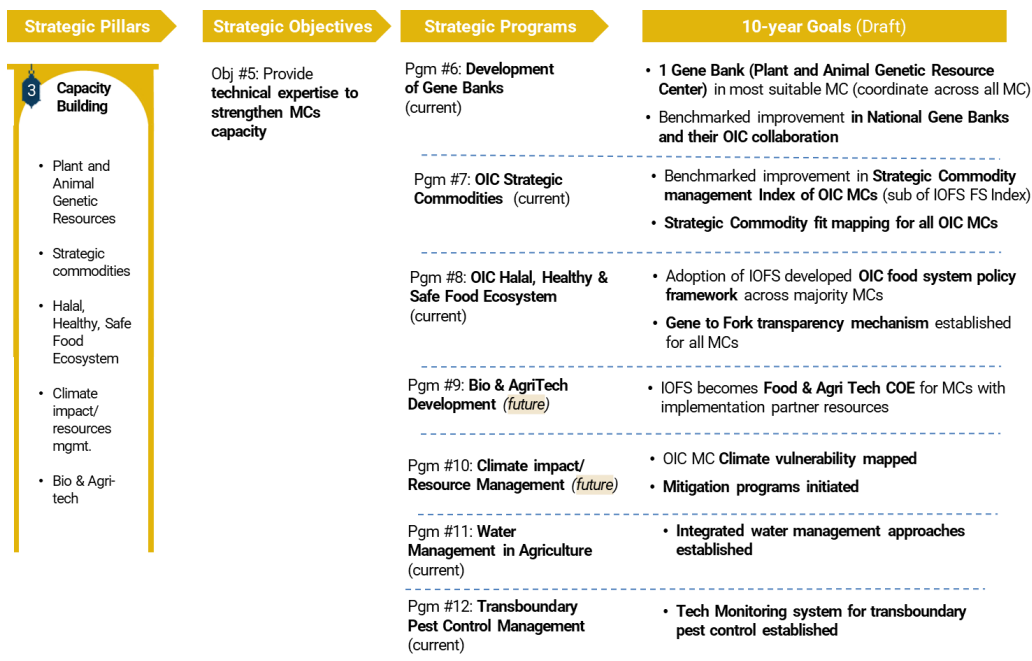
**Cross-linked IOFS Programs**

- Index as KPI/benchmarking component for various IOFS programs

**10- Year strategic Goals:**

- An **OIC food aid system** operational, that enables all food for humanitarian crisis within MCs, reducing dependency on non-OIC aid

**Pillar #2 Capacity Building:**



### Program#6: Development of Gene Banks

Strategic Program: <b>Gene Bank</b>	Strategic Objective: Obj #5: Provide <b>technical expertise to strengthen MCs capacity</b>	Strategic Pillar: Capacity Building	Current Status: Active
<b>Program description:</b> This Program supports the Capacity Building pillar of IOFS strategy enabling MCs knowhow and application of plant or animal genetic resources			
<b>Current &amp; Potential Activities:</b> ( <i>These activities are not final and definitive and would be subject to management review and changes</i> ) <ul style="list-style-type: none"><li><b>Training (current):</b> Bringing best practices-based training on plant based and animal based genetic resources</li></ul>		<b>Strategic Partners:</b> <ul style="list-style-type: none"><li>Global: FAO</li><li>OIC: COMSTECH</li></ul> <b>Cross-linked IOFS Programs</b> <ul style="list-style-type: none"><li>OIC Food Balance Database (<i>contribute to OIC Gene R&amp;D and</i></li></ul>	

<ul style="list-style-type: none"> <li>• <b>OIC Genetic Resources Landscape Report:</b> Provide MCs with OIC wide genetic resources landscape to leverage.</li> </ul>	<i>other centers database module)</i>
<p><b>10- Year strategic Goals:</b></p> <ul style="list-style-type: none"> <li>• <b>1 Gene Bank (Plant and Animal Genetic Resource Center)</b> in most suitable MC (coordinate across all MC)</li> <li>• Benchmarked improvement in <b>National Gene Banks and their OIC collaboration</b></li> </ul>	

**Program#7: OIC Strategic Commodities**

<p>Strategic Program: <b>OIC Strategic Commodities</b></p>	<p>Strategic Objective: Obj #5: Provide <b>technical expertise to strengthen MCs capacity</b></p>	<p>Strategic Pillar: Capacity Building</p>	<p>Current Status: Active</p>
<p><b>Program description:</b></p> <p>This Program supports the Capacity Building pillar of IOFS strategy in strengthening key strategic commodity availability and quality across the MCs.</p>			
<p><b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i></p> <ul style="list-style-type: none"> <li>• <b>Training (current):</b> Bringing best practices- on enabling resilience and efficiency across select commodities that are critical to MCs such as Wheat, Rice, Palm Oil, Cassava</li> <li>• <b>Mapping Country Alignment:</b> Orienting competitiveness and/or fit of MCs to key commodities through ongoing research reports and data</li> </ul>		<p><b>Strategic Partners:</b></p> <ul style="list-style-type: none"> <li>• Global: FAO, WFP</li> <li>• OIC: COMCEC, SESRIC, ICDT</li> </ul> <p><b>Cross-linked IOFS Programs</b></p> <ul style="list-style-type: none"> <li>• OIC Food Balance Database <i>(contribute OIC commodities alignment database module)</i></li> </ul>	

	<ul style="list-style-type: none"> <li>OIC Food Security Index Input</li> </ul>
<p><b>10- Year strategic Goals:</b></p> <ul style="list-style-type: none"> <li>Benchmarked improvement in <b>Strategic Commodity management Index of OIC MCs</b> (sub of IOFS FS Index)</li> <li><b>Strategic Commodity fit mapping for all OIC MCs</b></li> </ul>	

**Program#8: OIC Halal, Healthy & Safe Food Ecosystem**

<p>Strategic Program: <b>OIC Halal, Healthy &amp; Safe Food Ecosystem</b></p>	<p>Strategic Objective: Obj #5: Provide <b>technical expertise to strengthen MCs capacity</b></p>	<p>Strategic Pillar: Capacity Building</p>	<p>Current Status: Active</p>
<p><b>Program description:</b></p> <p>This Program supports the Capacity Building pillar of IOFS strategy in strengthening the Halal, Healthy &amp; Safe Food across the MCs.</p>			
<p><b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i></p> <ul style="list-style-type: none"> <li><b>Technical Training (current):</b> Engage MCs on technical requirements and strategy to ensure ‘gene to fork’ halal, healthy and safe implementation, and transparency</li> <li><b>Mutual recognition:</b> Work closely with SMIIC to support Halal compliance mutual recognition</li> <li><b>Gene to fork methodological concepts:</b> Lead development of concept paper and</li> </ul>		<p><b>Strategic Partners:</b></p> <ul style="list-style-type: none"> <li>Global: FAO</li> <li>OIC: SMIIC, COMCEC, SESRIC, ICDT</li> </ul> <p><b>Cross-linked IOFS Programs</b></p> <ul style="list-style-type: none"> <li>OIC Food Security Index Input</li> </ul>	

disseminate across MC's for best practices implementation support	
<p><b>10- Year strategic Goals:</b></p> <ul style="list-style-type: none"> <li>• Adoption of IOFS developed <b>OIC food system policy framework</b> across majority MCs</li> <li>• <b>Gene to Fork transparency mechanism</b> established for all MCs</li> </ul>	

**Program#9: Bio & AgriTech Development**

<p>Strategic Program: <b>Bio &amp; AgriTech Development</b></p>	<p>Strategic Objective: Obj #5: Provide <b>technical expertise to strengthen MCs capacity</b></p>	<p>Strategic Pillar: Capacity Building</p>	<p>Current Status: Future</p>
<p><b>Program description:</b></p> <p>This Program supports the Capacity Building pillar of IOFS strategy in strengthening technical and innovative solutions development capacity of MCs</p>			
<p><b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i></p> <ul style="list-style-type: none"> <li>• <b>Food &amp; Agritech COE:</b> Become the OIC foodtech and agritech center of excellence (topic examples: biotech crops, agri farming robotics, water resource management and other software and AI decision making solutions). Present thought leadership and facilitate training programs and workshops.</li> <li>• <b>Food and Agritech Service Provider Network:</b> Build linkages with and identify</li> </ul>		<p><b>Strategic Partners:</b></p> <ul style="list-style-type: none"> <li>• Global: FAO, ICARDA</li> <li>• OIC: COMSTECH, COMCEC, SESRIC, ICDT, OIC R&amp;D centers</li> </ul> <p><b>Cross-linked IOFS Programs</b></p> <ul style="list-style-type: none"> <li>• OIC Food Balance Database <i>(contribute tech database module)</i></li> </ul>	



and qualify quality OIC based food and agri tech service providers to help develop and grow them as well as support as implementation resource for MCs.	<ul style="list-style-type: none"> <li>OIC Food Security Index Input</li> </ul>
<b>10- Year strategic Goals:</b> <ul style="list-style-type: none"> <li>IOFS becomes <b>Food &amp; Agri Tech COE</b> for MCs with implementation partner resources</li> </ul>	

**Program#10: Climate Impact/ Resource Management**

Strategic Program: <b>Climate Impact/ Resource Management</b>	Strategic Objective: Obj #5: Provide <b>technical expertise to strengthen MCs capacity</b>	Strategic Pillar: Capacity Building	Current Status: Future
<b>Program description:</b> <p>This Program supports the Capacity Building pillar of IOFS strategy in safeguarding OIC MC's climate from food and agriculture and related resource management impact.</p>			
<b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i> <ul style="list-style-type: none"> <li><b>OIC Food Security Climate Vulnerability Index &amp; Research:</b> Developing benchmarking index and report for MCs for effective policy making and strategies</li> <li><b>Mitigation Programs Training:</b> Engage with various food and agri stakeholders across</li> </ul>		<b>Strategic Partners:</b> <ul style="list-style-type: none"> <li>Global: FAO, WFP</li> <li>OIC: COMCEC, SESRIC, ICDT</li> </ul> <b>Cross-linked IOFS Programs</b> <ul style="list-style-type: none"> <li>OIC Food Balance Database <i>(contribute climate impact/resource</i></li> </ul>	

MCs on climate impact and related resource management	<i>management database module)</i> <ul style="list-style-type: none"> <li>OIC Food Security Index Input</li> </ul>
<b>10- Year strategic Goals:</b> <ul style="list-style-type: none"> <li>OIC MC <b>Climate vulnerability mapped</b></li> <li><b>Mitigation programs initiated</b></li> </ul>	

**Program#11: Water Management in Agriculture**

<b>Strategic Program:</b> <b>Water Management in Agriculture</b>	<b>Strategic Objective:</b> Obj #5: Provide <b>technical expertise to strengthen MCs capacity</b>	<b>Strategic Pillar:</b> Capacity Building	<b>Current Status:</b> Active
<b>Program description:</b> This Program supports the Capacity Building pillar of IOFS strategy in strengthening OIC MC's water management and efficiency for agriculture and related impact			
<b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i> <ul style="list-style-type: none"> <li><b>Mitigation Programs Training (current):</b> Engage with various food and agri stakeholders across MCs on climate impact and related resource management</li> <li><b>OIC Water Management for Agriculture Research:</b> Developing recommendations on integrated water management approaches across MC regions</li> </ul>		<b>Strategic Partners:</b> <ul style="list-style-type: none"> <li>Global: FAO</li> <li>OIC: IsDB, COMCEC, SESRIC, ICDT, OIC related R&amp;D centers</li> </ul> <b>Cross-linked IOFS Programs</b> <ul style="list-style-type: none"> <li>OIC Food Balance Database <i>(contribute water resource)</i></li> </ul>	

	<i>management database module)</i>
<b>10- Year strategic Goals:</b> <ul style="list-style-type: none"> <li>• <b>Integrated water management approaches established</b></li> </ul>	

**Program#12: Transboundary Pest Control Management**

Strategic Program: <b>Transboundary Pest Control Management</b>	Strategic Objective: Obj #5: Provide <b>technical expertise to strengthen MCs capacity</b>	Strategic Pillar: Capacity Building	Current Status: Active
<b>Program description:</b> <p>This Program supports the Capacity Building pillar of IOFS strategy in strengthening OIC MC's transboundary pest control management for protecting agriculture outputs</p>			
<b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i> <ul style="list-style-type: none"> <li>• <b>Mitigation Programs Training (current):</b> Engage with various food and agri stakeholders across MCs on transboundary pest control management</li> <li>• <b>Pest Control Technologies &amp; Best Practices Resource:</b> Developing resource bank on related technologies and solutions for MCs</li> </ul>		<b>Strategic Partners:</b> <ul style="list-style-type: none"> <li>• Global: FAO</li> <li>• OIC: COMCEC, SESRIC, ICDT</li> </ul> <b>Cross-linked IOFS Programs</b> <ul style="list-style-type: none"> <li>• Bio &amp; Agritech Program</li> <li>• OIC Food Balance Database <i>(contribute OIC pest movement mapping, pest</i></li> </ul>	

	<i>control technology module)</i>
<b>10- Year strategic Goals:</b>	
<ul style="list-style-type: none"> <li>• <b>Tech Monitoring system for transboundary pest control established</b></li> </ul>	

**Pillar #3 Industry Development:**



**Program#13: IFPA International Islamic Food Processing Association**

Strategic Program: <b>IFPA</b>	Strategic Objective: <b>Obj #6: Strengthen OIC Agri-food industry competitiveness to enable</b> export growth by large to SMEs, Intra-OIC trade, and post-harvest loss mgmt.	Strategic Pillar: Industry Development	Current Status: Active
<b>Program description:</b>			
This Program supports the Industry Development pillar of IOFS strategy with purpose to champion and enable private sector led trade development and food security across the OIC.			
<b>Current &amp; Potential Activities:</b> ( <i>These activities are not final and definitive and would be subject to management review and changes</i> )		<b>Strategic Partners:</b>	
<ul style="list-style-type: none"> <li>• <b>OIC Food Industry Association: (current):</b> Build an OIC wide industry services association providing trade financing, advisory, training,</li> </ul>		<ul style="list-style-type: none"> <li>• Global: FAO</li> <li>• OIC: Industry Associations, IsDB group</li> </ul>	
		<b>Cross-linked IOFS Programs</b>	

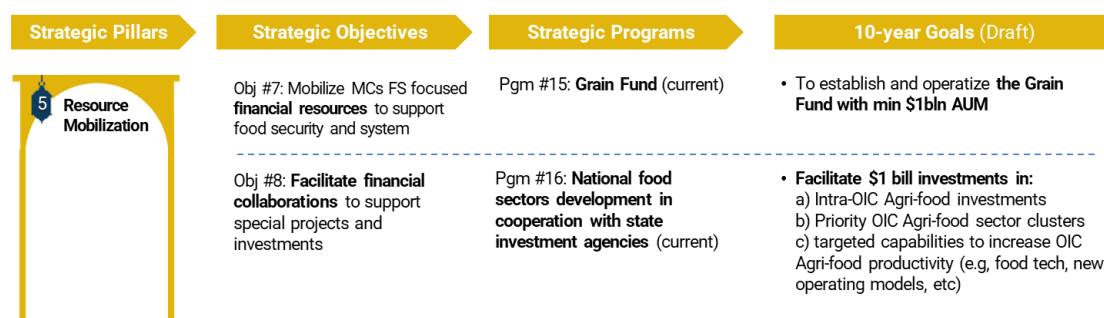
<p>talent sourcing, research and networking event services.</p> <ul style="list-style-type: none"> <li>• <b>Drive OIC food industry investments:</b> Facilitate bankable OIC food industry investments that support OIC industry’s growth and competitiveness</li> <li>• <b>Support OIC food industry champions:</b> Engage and support leading food companies across the OIC to drive further competitiveness and trade growth of MCs.</li> </ul>	<ul style="list-style-type: none"> <li>• OIC Food Security Index Input</li> <li>• OIC Food Balance Database <i>(contribute OIC food industry company database module)</i></li> </ul>
<p><b>10- Year strategic Goals:</b></p> <ul style="list-style-type: none"> <li>• <b>Top OIC food manufacturers</b> engaged with IFPA for global growth competitiveness</li> <li>• <b>\$500 mill+ Food industry investments facilitated</b></li> </ul>	

**Program#14: OIC Food System Talent Development**

<p>Strategic Program: <b>Talent Development</b></p>	<p>Strategic Objective: Obj #6: <b>Strengthen OIC Agri-food industry competitiveness to enable export growth by large to SMEs, Intra-OIC trade, and post-harvest loss mgmt.</b></p>	<p>Strategic Pillar: Industry Development</p>	<p>Current Status: Future</p>
<p><b>Program description:</b></p> <p>This Program supports the Industry Development pillar of IOFS strategy with purpose to strengthen and growth talent pool for the food and agriculture sectors of the MCs.</p>			

<p><b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i></p> <ul style="list-style-type: none"> <li>• <b>OIC Education Forum (current):</b> An anchor event and sub-events in engaging OIC wide universities in developing and growing higher education and vocational training programs across the OIC</li> <li>• <b>OIC Food &amp; Agri Universities Resource:</b> Develop linkages and resource on OIC wide universities for MCs industry to leverage for talent recruitment</li> </ul>	<p><b>Strategic Partners:</b></p> <ul style="list-style-type: none"> <li>• Global: FAO</li> <li>• OIC: COMCEC, SESRIC</li> </ul> <p><b>Cross-linked IOFS Programs</b></p> <ul style="list-style-type: none"> <li>• IFPA</li> <li>• OIC Food Balance Database <i>(OIC food industry talent/jobs database module)</i></li> <li>• Bio &amp; AgriTech Development</li> <li>• OIC Food Security Index Input <i>(Talent sub-index)</i></li> </ul>
<p><b>10- Year strategic Goals:</b></p> <ul style="list-style-type: none"> <li>• Facilitate 10 Food Sciences new University programs across OIC</li> </ul>	

**Pillar #4 Resource Mobilization:**



**Program#15: Grain Fund**

Strategic Program: <b>Grain Fund</b>	Strategic Objective: Obj #7: Mobilize MCs FS focused <b>financial resources</b> to	Strategic Pillar: Resource Mobilization	Current Status: Active
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	support food security and system		
<p><b>Program description:</b></p> <p>This Program supports the Resource Mobilization pillar of IOFS strategy enabling a sustainable Funding mechanism in addressing food security requirements for essential commodities food reserves, managing price fluctuations, crop losses, humanitarian needs and general industry growth needs.</p>			
<p><b>Current &amp; Potential Activities:</b> <i>(These activities are not final and definitive and would be subject to management review and changes)</i></p> <ul style="list-style-type: none"> <li>• <b>OIC Grain (Agri-Food) Fund:</b> Establish a multi-purpose funding platform to address food price fluctuations, crop losses, industry growth capital and general humanitarian needs</li> </ul>		<p><b>Strategic Partners:</b></p> <ul style="list-style-type: none"> <li>• Global: IFAD</li> <li>• OIC: IsDB Group</li> </ul> <p><b>Cross-linked IOFS Programs</b></p> <ul style="list-style-type: none"> <li>• Food Reserves</li> <li>• IFPA</li> <li>• Flour for Humanity</li> </ul>	
<p><b>10- Year strategic Goals:</b></p> <ul style="list-style-type: none"> <li>• To establish and operatize <b>the Grain Fund with min \$1bln AUM</b></li> </ul>			

Program#16: **National food sectors development in cooperation with state investment agencies**

Strategic Program: <b>Cooperation with state investment agencies</b>	Strategic Objective: Obj #7: Mobilize MCs FS focused <b>financial resources</b> to support food security and system	Strategic Pillar: Resource Mobilization	Current Status: Active
<p><b>Program description:</b></p>			

This Program supports the Resource Mobilization pillar of IOFS strategy engaging with various member country national and private sector investment agencies to invest in strategic projects.

**Current & Potential Activities:** *(These activities are not final and definitive and would be subject to management review and changes)*

- **OIC Food & Agri Investment strategy conceptualization:** Identify OIC wide food and agri investment gaps and opportunities across competitive clusters and to facilitate productivity gains
- **OIC Food & Agri investment stakeholder taskforce:** Facilitate MC investment agency coordination and roundtables to discuss and coordinate on complimentary strategies and address regulation gaps

**Strategic Partners:**

- Global: IFAD
- OIC: IsDB, OIC Investment agencies, PE firms

**Cross-linked IOFS Programs**

- IFPA

**10- Year strategic Goals:**

- **Facilitate \$1 bill investments in:**
  - a) Intra-OIC Agri-food investments
  - b) Priority OIC Agri-food sector clusters
  - c) targeted capabilities to increase OIC Agri-food productivity (e.g, food tech, new operating models, etc)



## 4. IOFS Foundational Blocks

The *Foundation Blocks* represent the key enabling aspect of IOFS strategy. These are the key operational building blocks that will enable the organizations successful and sustainable delivery. They key blocks addressed are IOFS core values, its organizational model, its financial sustainability, and strategic global and regional partnerships.



- a. **Core Values:** Core values are the enduring characteristics of an organization that enables it long-term success. IOFS core value have been captured in the Corporate Governance Code of IOFS. The core values identified are:
  - i. Islamic core
  - ii. Peace
  - iii. Enlightenment
  - iv. Integrity
  - v. Respect
  - vi. Collaboration
  - vii. Sustainability of nature
  - viii. Innovation

*10-year goal(s): Attract top talent from OIC inspired by IOFS culture and impact*

- b. **Organization Structure:** IOFS is a specialized institution of the OIC with current operational headquarters located in Nursultan, Republic of Kazakhstan. It is governed by its Board of Directors and with input from the general assembly of its member countries.

There is a current subsidiary entity, IFPA that was setup Dec 2020 at the same office. No other offices exist.

*10-year goal(s): To become a standalone IOFS Group with new architecture that can respond to MC needs efficiently and with wider reach. This new architecture will be digitally-led in its organization structure (e.g., digital platforms for program engagement, mobile-apps, data analytics driven)*

- c. **Financial Sustainability:** Currently there are 36 MCs in IOFS out of which 10 MCs have financially contributed to IOFS consistently. Financial control committee has confirmed financial reporting transparency.


*10-year goal(s): IOFS seeks to have all 56 OIC countries as its members and achieve 70% of the minimum MC financial commitment to IOFS. IOFS Programs IFPA & Grain Fund are expected to be financially self-sufficient. Meanwhile other programs will also have revenue models through strategic partnerships/ sponsorships/ fees.*


- d. **Strategic Partnerships:** Currently 80% of IOFS strategic partnerships are focus on OIC partnerships. These include IsDB Group entities, OIC entities, and other OIC related national institutions. 20% of focus is on international partnerships that include CILSS, AOAD, ICBA, ICARDA, and others.


*10-year goal(s): Have deep working engagement with all OIC/IDB group member entities with multiple program collaborations. Meanwhile have basic working engagement with FAO, select UN and related regional multilateral bodies and donors*

**Please contact IOFS management for further information:**

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**Vision 2031  
10 Year Strategic Plan**