STRATEGIC PLAN

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INTRODUCTION

The International Natural Accreditation Forum (i-NAF) is of natural accreditation bodies and other interested parties whose primary purpose is to facilitate trade and commerce among economies in the world.

i-NAF provides the forum for global natural standardization of practices for the accreditation of natural certification bodies to provide independent (3rd party) certification of natural products, halal natural products etc.

i-NAF promotes the international acceptance of accreditations granted by its accreditation body members, based on the equivalence of their accreditation programmes.

i-NAF provides an essential framework for industry and government to enhance confidence in the trade of goods and services.

i-NAF is recognised for the operation of Multi-Lateral Recognition Arrangements (MLAs) for the accreditation of:

- product certification bodies;
  - ➤ Natural products certification
  - ➤ Halal natural products certification(food and packaging etc.)
  - ➤ Ecogloballabels certification
  - ➤ Vegan Vegetarian certification
- and system certification bodies;
  - ➤ Hygiene, health and safety management system certification.

VISION

i-NAF, to be preferred partners for worldwide recognition of natural accredited conformity assessment results that meet the market, regulatory and public needs.

MISSION

Facilitate global natural product trade, support regulators, protect consumers and the environment, and facilitate sustainable development by operating a worldwide mutual recognition arrangement among accreditation bodies in order that the results issued by natural conformity assessment bodies accredited by i-NAF members are accepted globally.
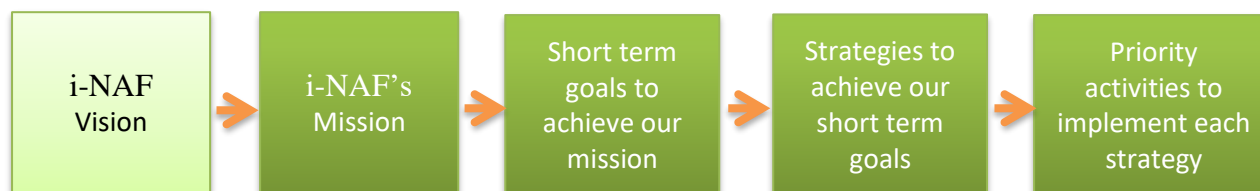
THE i-NAF STRATEGIC PLAN

The i-NAF Strategic Plan is developed by the i-NAF Natural Accreditation(Executive) Committee to establish a clear sense of direction for the realisation of i-NAF's mission.

Building on our history of accomplishments, this Strategic Plan Annex-2 responds to the emerging needs and opportunities with our regional and international stakeholders and partners. It also seeks to extract value from our significant opportunities and the lessons we have learned.

Annex 3 of this Strategic Plan identifies i-NAF's needs and opportunities and establishes corresponding short term goals, strategies and the priority activities for each of the standing committees to implement each strategy.

| i-NAF Vision | → | i-NAF's Mission | → | Short term goals to achieve our mission | → | Strategies to achieve our short term goals | → | Priority activities to implement each strategy |

GOALS AND STRATEGIES

i-NAF members represent a diverse range of global cultures and capabilities.

It is this diversity that enables us to understand and assist all of our members to develop the capability and capacity required to support domestic economic activity.

Our capability building ranges from developing programs to support accreditation of bodies certifying natural products, natural halal products, ecolabels, vegan, hygiene and health-safety management system to the natural accreditation bodies.

The four primary goals and associated strategies are:

1. Enhance i-NAF's Capability as a Learning Organization

This will enable i-NAF members to better understand our collective and individual member needs as the basis for identifying the need for broad based projects or to facilitate individual mentoring.

Strategies:

a) Enhance governance of i-NAF

b) Increase participation

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2. Enhance i-NAF's Technical Capability

This goal will enhance our capacity to respond across the entire membership in support of emerging technologies while still responding to the developmental needs of individual members.

Strategies:

a) Develop and implementation competence based on trainings

b) Expand i-NAF peer evaluator capacities and activities

3. STRENGTHEN i-NAF'S IDENTITY

This goal seeks to enhance our sense of purpose while strengthening our brand.

Strategies

a) Strengthen i-NAF's position at world

b) Strengthen our cooperative arrangements with strategic partners

c) Enhance i-NAF's profile at world

d) Develop and enhance communication tools

4. INCREASE THE ACCEPTANCE OF i-NAF AMONG STAKEHOLDERS

The i-NAF MLAs provide a robust framework for the efficient operation of third-party conformity assessment activities that could be better used to support trade arrangements.

Strategies:

a) Investigating opportunities for new MLA programs within i-NAF

b) Increasing membership and the number of signatories to the MLAs

c) Increase visibility of i-NAF among trade blocs in the world

d) Increase visibility of i-NAF MLA among regulators

All i-NAF Committees are to review the i-NAF strategies and identify their proposed activities to support these strategies.

Committee Chairs will report to the Natural Accreditation (Executive) Committee and members on their progress against their work-plans.

Further details of the above goals, strategies and relevant committees are provided in Annex 3.

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ANNEX 1

i-NAF 'S STRATEGIC PARTNERSHIP TARGETS IN ACCREDITATION

A. INTERNATIONAL PEAK BODIES

A.1 The International Accreditation Forum (IAF) www.iaf.nu

A.2 The International Halal Accreditation Forum (IHAF) www.ihaf.org.ae

B. LOCAL REGIONAL PEAK BODIES

B.1 Pacific Accreditation Cooperation (PAC) www.apec-pac.org

B.2 Inter-American Accreditation Cooperation (IAAC) www.iaac.org.mx

C. OTHER REGIONAL PEAK BODIES

C.1 European Co-operation for Accreditation (EA) www.european-accreditation.org

C.2 Arab Accreditation Cooperation (ARAC) www.arabarac.org

C.3 African Accreditation Cooperation (AFRAC) www.intra-afrac.org

C.4 South African Development Community in Accreditation www.sadca.org

ANNEX 2

i-NAF GOALS, STRATEGIES, ACTIVITIES AND COMMITTEES RESPONSIBLE FOR EACH ACTIVITY

1. ENHANCE i-NAF'S CAPABILITY AS A LEARNING ORGANISATION

STRATEGIES TO ACHIEVE EACH GOAL	ACTIVITIES TO IMPLEMENT EACH STRATEGY	COMMITTEES RESPONSIBLE FOR EACH ACTIVITY
a) Enhance governance of i-NAF	Strengthen i-NAF's systemic capabilities 1. Review the current i-NAF structure and Terms of Reference for standing committees in terms of becoming a learning organization 2. Enhance the quality and efficiency of the i-NAF management system.	NAC/EC MLA-C, All Committees
b) Increase participation	Facilitate broader participation 1. Increase utilization of virtual meetings for small groups 2. Establish special sessions for groups / members to talk about their issues and needs for assistance from i-NAF 3. Provide for small group discussions / activities (3-5 people) 4. Mentoring developing accreditation bodies in order to harmonise and build consistency in accreditation activities	NAC/EC, HNA-C, ECOLA-C, TC, MLA-C
	Collective learning / experience sharing 1. Set up a focal point of each important topic for members 2. Record any key outcomes from group discussions that may be of benefit to other members.	HNA-C, ECOLA-C, TC, MLA-C

2. ENHANCE i-NAF'S TECHNICAL CAPABILITY

STRATEGIES TO ACHIEVE EACH GOAL	ACTIVITIES TO IMPLEMENT EACH STRATEGY	COMMITTEES RESPONSIBLE FOR EACH ACTIVITY
a) Develop and implementation competence based on trainings	Increase the rigor of training for assessors - Using IAF assessor guide as basis Introduce workshop style meetings in addition to the regular style i-NAF committee meetings at i-NAF General Assembly	HNA-C, ECOLA-C, TC, MLA-G
b) Expand i-NAF peer evaluator capacities and activities	Develop and enhance the criteria for i-NAF peer evaluator and trainee peer evaluator	MLA-C, TC

3. STRENGTHEN i-NAF'S IDENTITY

STRATEGIES TO ACHIEVE EACH GOAL	ACTIVITIES TO IMPLEMENT EACH STRATEGY	COMMITTEES RESPONSIBLE FOR EACH ACTIVITY
a) Strengthen i-NAF's position at World	- Increase global and inter-regional communication and consensus, including more consensus with strategic partners	NAC/EC, TC,
b) Strengthen our cooperative arrangements with strategic partners	- Cooperation fields joint peer evaluations	NAC/EC, HNA-C, ECOLA-C, TC, MLA-C
	- Strengthen i-NAF relationship with other forums and SRBs	NAC/EC, HNA-C, ECOLA-C
b) Enhance i-NAF's profile at world	- Communicate i-NAF's activities associated with the World Goals • Provide member capacity building that supports World Goals • Provide member capacity building that supports emerging technologies and trade	NAC/EC, HNA-C, ECOLA-C, TC
c) Develop and enhance communication tools	- Make clear mechanism for a learning organization • Develop tools for Internal communication • Enhance virtual meeting capability	NAC/EC, HNA-C, ECOLA-C
	- Develop tools for External communication • Consider utilizing a wider set of media tools, e.g. website, facebook, twitter etc.	NAC/EC, HNA-C, ECOLA-C

4. INCREASE THE ACCEPTANCE OF i-NAF AMONG STAKEHOLDERS

STRATEGIES TO ACHIEVE EACH GOAL	ACTIVITIES TO IMPLEMENT EACH STRATEGY	COMMITTEES RESPONSIBLE FOR EACH ACTIVITY
a) Investigating opportunities for new MLA programs within i-NAF	• Review any recommendations for new MLAs • Developing, endorsing and implementing new MLA scheme	MLA-C
b) Increasing membership and the number of signatories to the MLAs	• Review any recommendations for new MLAs • Examine potential for new membership categories • Review MLA offered and potential for new MLAs • Set targets for new MLA signatories to each existing MLA	MLA-C
c) Increase visibility of i-NAF among trade blocs in the world	• Invite other accreditation platforms to i-NAF meetings • Identify other trade blocs in the region - WTO, EU, Arab, Africa, Asia-Pacific countries etc.	NAC/EC, MLA-C
d) Increase visibility of i-NAF MLA among regulators	• Each i-NAF member to identify one or more regulators who could be invited for i-NAF meetings.	NAC/EC, MLA-C