

**WORLD ORGANISATION FOR ANIMAL HEALTH  
(OIE)**

**FIFTH STRATEGIC PLAN: 2011–2015**

(78 SG/20)



# CONTENTS

<b>Executive Summary</b> .....	v
<b>Chapter 1 - Strategic Directions</b> .....	1
Background.....	1
Mandate, Missions and Objectives .....	2
The Planning Environment .....	3
The Organisational Environment.....	7
The Strategic Planning Process and Framework .....	8
<b>Chapter 2 - Strategic Objectives in Detail</b> .....	9
International Communication of Animal Disease and Zoonosis Information.....	9
Development and Implementation of Scientifically Based Standards and Guidelines.....	11
Prevention, Control and Eradication of Animal Diseases, including Zoonoses .....	13
Ensuring the Scientific Excellence of Information and Advice.....	14
Capacity Building for National Veterinary Services.....	16
Strengthening the Organisation’s Influence on Policy Design, Applied Research and Governance .....	19
<b>Chapter 3 - Cross-Cutting Areas</b> .....	22
Food Security, Poverty Alleviation and Animal Health and Veterinary Public Health.....	22
“One Health” and Other Matters of Cooperation with Partner Organisations.....	22
Climate and Environmental Changes.....	23
Communicating OIE Information.....	24
<b>Chapter 4 - Institutional Arrangements</b> .....	26
Membership and Resources .....	26
Basic Texts, Administrative and Financial Procedures .....	26
Regional Approaches.....	26
Headquarters and Regional Representations .....	27
The Assembly, Council and Regional Commissions.....	28
OIE Reference Centres (Collaborating Centres and Reference Laboratories).....	28
Specialist Commissions, Working Groups and <i>Ad Hoc</i> Groups .....	29
<b>Chapter 5 - Implementing the Strategic Plan</b> .....	33
Preparation of the Director General’s Programme of Work .....	33
Human Resources .....	33
Funding, Management and Evaluation Policy .....	33
<b>Appendix: Glossary of Abbreviations</b> .....	34



## EXECUTIVE SUMMARY

- a) The World Organisation for Animal Health was founded in 1924 as the Office International des Epizooties (OIE) to provide international cooperation and coordination against the spread of animal diseases. Nearly ninety years later, the core mandate of the organisation has been modified to become “the improvement of animal health, veterinary public health and animal welfare world-wide”, because it is recognised that controlling the spread of animal diseases is best achieved by ensuring the health of animals wherever they are. The improvement of animal health has net positive consequences for human health (including for zoonotic disease control, food security and food safety) and net benefits for economic development, poverty alleviation and food production, especially in rural populations. International cooperation and coordination of actions based on the scientific assessment of risks to animal and public health and the scientific evaluation of animal welfare remain the principal means of achieving these benefits.
- b) The OIE has, since 1990, adopted a five-year strategic planning cycle for its programme of work. The present Strategic Plan is the Fifth in this series and covers the period 2011–2015. It builds on the success of the previous Strategic Plans, in particular the Fourth.
- c) Whereas the Fourth Strategic Plan was relatively expansive compared to its predecessors, the Fifth Strategic Plan is less expansive, in part because there has been no strong demand for new major areas of work, and in part because of the economic climate expected to prevail during at least the first half of the planning period. Within these constraints however, a new Strategic Objective on scientific excellence brings together various pre-existing elements with a view to strengthening them, and the Plan also foresees an overall strengthening of the Organisation’s work on aquatic animal health in view of the importance of aquatic animal protein in future global food security scenarios.
- d) However, there are important new elements in the Fifth Strategic Plan. Foremost amongst these is the contribution of animal health and veterinary public health to food security. The OIE will concentrate on actions that support food security through the reduction of disease in food-producing animals and in bees, the common pollinators of food crops.
- e) A second new major element is the application of the “One Health” concept for the reduction of risks of high impact diseases at the animal–human–ecosystems interface. This will require consideration of work in certain non-traditional areas, such as infectious diseases in wildlife, working animals, competition and companion animals, in addition to food-producing animals.
- f) A third major consideration for the planning period will be the relation between animal production and environment, including the contribution of climate and environmental changes to the occurrence and geographical spread of diseases, disease vectors and invasive species, as well as the contribution of animal production practices to environmental and climate changes. This will imply increased challenges for the OIE, but also increased opportunities for the Organisation to establish itself as the main point of reference for assessing climate and environment-induced changes in the geographical distribution of animal diseases (including zoonoses) or changes in breeding and production systems. OIE standards and recommendations will act as the front-line of prevention and control against such spread of disease and related challenges.

- g) The OIE will continue to produce scientifically based standards and guidelines for animal health (including zoonoses), animal welfare and animal production food safety and continue to provide services to Members wishing to determine the disease status of their territory, or parts of it, in relation to the animal diseases specified by the World Assembly of Delegates. Consideration will be given to the inclusion of a limited number of additional diseases to this list, in particular certain equine, poultry and swine diseases.
- h) During the period of the Fifth Strategic Plan, the OIE will work with relevant public and private international organisations to ensure that private or commercial animal health and animal welfare standards, where used, are consistent with and do not conflict with those of the OIE.
- i) Under the Fifth Strategic Plan the OIE will continue to work towards strengthening the technical capacities, management, legislation and good governance of Members' Veterinary Services through the World Animal Health and Welfare Fund and in collaboration with global partners such as FAO, WHO and regional partners as well as global, regional and national donors. Attention will be paid to "One Health" issues, training and capacity building, and strengthening the skills of and providing information to OIE Delegates and national focal points.
- j) The Plan also provides for strengthening the Organisation's communication tools including official communications (required under its mandate) and its interface with veterinary professionals, the public and the media. Global improvement and harmonisation of veterinary legislation, as well as initial and continuous veterinary education will be highlighted. The OIE will also work with academic institutions and professional veterinary associations and organisations to encourage the retention of veterinarians qualified in animal health and veterinary public health in rural and remote animal production areas.
- k) The Fifth Strategic Plan will continue the process of organisational and administrative reform begun under the previous Plan, especially in regard to the work of the regional bodies and the procedures of its decision-making processes. The OIE will develop a resource policy aimed at ensuring the adequacy and stability of the resources available to the OIE. This policy will be based on improved financial administration and accountability especially in regard to monitoring performance and to measuring outputs with stated goals and objectives and evaluation of the results.

## OIE'S STRATEGIC OBJECTIVES 2011–2015

- *Communicate timely and accurate animal disease information, including information on zoonoses, by making the best use of scientific data modelling, modern information technologies, and tracking systems for non-official information.*
- *Develop scientifically based standards and guidelines for the international community on all matters concerning animal health, veterinary public health, animal welfare, diagnosis and control of diseases, assessment and relevant recognition of Members' animal health status, sanitary safety in animal production and in international trade, and encourage the use of these standards and guidelines.*
- *Provide scientifically based recommendations on measures for the prevention, control and eradication of animal diseases including zoonoses, taking into account the economic, social and environmental impacts of such measures.*
- *Ensure the scientific excellence and timeliness of information and advice available to national Veterinary Services and other interested parties in all areas covered by the Organisation's mandate.*
- *Strengthen the capacity of Members' Veterinary Services to achieve the improvement of animal health, veterinary public health and animal welfare while improving their ability to participate in the development of international standards and guidelines on these matters; and strengthen their ability to apply these standards and guidelines.*
- *Strengthen the OIE's involvement in policy design and governance related to decision-making in animal health, veterinary public health and animal welfare, including capacity building, education, policy research, cost/benefit analysis, effective communication, and the "mediation" of potential disputes.*

# OIE FIFTH STRATEGIC PLAN: 2011-2015

## CHAPTER 1 - STRATEGIC DIRECTIONS

### BACKGROUND

1. The World Organisation for Animal Health was founded in 1924 as the Office International des Epizooties (OIE) to provide international cooperation and coordination against the spread of animal diseases. Nearly ninety years later, the core mandate of the organisation has been modified to become “the improvement of animal health, veterinary public health and animal welfare world-wide” because it is recognised that controlling the spread of animal diseases is best achieved by ensuring the health and welfare of animals wherever they are. The improvement of animal health, veterinary public health and animal welfare has net positive consequences for human health (including through food safety) and net benefits for economic development, poverty alleviation and food security especially in rural populations. International cooperation and coordination of actions based on the scientific assessment of risks to animal health and the scientific evaluation of animal welfare remain the principal means of achieving these benefits.
2. The OIE has, since 1990, adopted a five-year strategic planning cycle for its programme of work. Each five-year period is divided roughly into two phases of indicative work planning, and specific work plans are presented each year by the Director General to the Organisation’s governing body – The World Assembly of Delegates. The Strategic Plan is developed by the Council of the OIE on the basis of comments and inputs from Members, obtained directly and through the deliberations of the Organisation’s Regional Commissions.
3. The present Strategic Plan is the fifth in this series and covers the period 2011–2015. It builds on the success of the previous Strategic Plans, in particular the Fourth. The Fourth Strategic Plan established a broader horizon for the work of the Organisation than had been present in previous Plans and in particular saw the Organisation established as the world’s pre-eminent body in the scientific management of animal welfare as an extension of its continuing eminence in the field of animal health and zoonoses. The Fourth Strategic Plan also established Capacity Building for National Veterinary Services as an objective of the planning process, and began a process of improved administration of the Organisation’s structures and procedures that will continue into the Fifth planning period.
4. The Fourth Strategic Plan of the OIE was relatively expansive compared to its predecessors. It introduced two new Strategic Objectives (capacity building and promotion of the Organisation’s role in policy and research advice) and also provided for expanded programmes in animal welfare and animal production food safety.
5. The Fifth Strategic Plan may be considered as a consolidation of the achievements of the Fourth Strategic Plan, in part because there has been no demand for new major areas of work, and in part because of the economic climate expected to prevail during at least the first half of the planning period. Within these constraints, the new Strategic Objective on scientific excellence brings together various pre-existing elements with a view to strengthening them. The Plan also foresees an overall strengthening of the Organisation’s work on aquatic animal health in view of the importance of aquatic animal protein in projected scenarios of world food security.



6. While retaining this conservative approach, there are important new elements in the Fifth Strategic Plan that will be incorporated throughout the structure of the Plan. Foremost amongst these is the attention given to improved food security through improved animal health, including the health of bees as essential pollinators of food crops. A second important element will be the application of the “One Health” concept, as described below.
7. Delivery of the Fifth Strategic Plan will depend on the commitment of the Members in providing an adequate budget to respond to the annual work programmes developed under the plan, and voluntary contributions including those through the World Animal Health and Welfare Fund. Almost equally important will be the support provided by the OIE’s partners through joint programmes and projects to support national Veterinary Services which, in the long run, bear the actual task of carrying out the programmes at the primary level.

## MANDATE, MISSIONS AND OBJECTIVES

8. The overall mandate of the Organisation is to improve animal health, veterinary public health and animal welfare world-wide. This includes prevention of spread of animal diseases; prevention and control of animal diseases transmissible to humans (zoonoses); reduction of risks from infectious diseases at the animal–human–ecosystems interface; improved animal production food safety measures; and improvement of animal welfare.
9. Within this overall mandate, the following specific missions form part of the Organisation’s competence:
  - To ensure transparency in the global animal disease situation, including zoonoses;
  - To collect, analyse and disseminate relevant scientific information, especially on disease control methods and animal welfare;
  - To provide expertise in the control of animal diseases including zoonoses, including at the animal–human–ecosystems interface, while taking into account the “One Health” concept whenever possible;
  - To ensure safety of world trade in animals and animal products by preparing, adopting and promoting the application of relevant health standards for such trade, as foreseen in the World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (the “SPS Agreement”);
  - To improve the safety of food of animal origin from hazards originating in animal production;
  - To establish standards and guidelines for animal welfare through a science-based approach and promote their application;
  - To improve the legal framework, competency and resources of national Veterinary Services, and particularly their global public good<sup>1</sup> components;
  - To address animal health issues related to poverty alleviation and the assurance of food security;
  - To provide expertise to Members in understanding and managing the effects of environmental and climate changes on animal health and welfare;

---

<sup>1</sup> The concept of global public good refers to activities having a priority social interest for the international community. International financial institutions recognise this quality in certain public components of national Veterinary Services (mainly early detection and rapid response to animal diseases, including zoonoses).

- To influence policy design, education, research and governance on worldwide issues concerning animal health, veterinary public health and animal welfare.
10. The scientific basis of the Organisation's work cannot be overstated. Its network of OIE Reference Centres<sup>2</sup>, its Specialist Commissions, Working Groups and *ad hoc* Groups and the resources of the OIE Headquarters will ensure that such information is soundly based on the best available scientific evidence. Scientific research into means of reducing risks to animal health and welfare, especially the spread of infectious diseases, will be encouraged. Research into the cost/benefit evaluation of disease control, including socio-economic consequences, will also be encouraged.
  11. The OIE will work with partner organisations to strengthen national Veterinary Services as these have the immediate responsibility for carrying out the Organisation's mandate. The OIE will work to enhance the status of practising veterinarians and other related professionals in these Services.
  12. Planning for the period 2011–2015 will be built on the Fourth Strategic Plan, which was largely successful in achieving its objectives. There are five broad strategic objectives brought forward for the Fifth Strategic Plan from previous Plans and a new objective dealing with scientific excellence is added. This latter objective, although cutting across several existing objectives, is intended to build upon the action taken in the latter part of the Fourth Strategic Plan in relation to OIE Reference Centres and to meet the scientific and technological challenges of the new planning period.
  13. Each of these objectives is described in detail in the following Chapter together with indicative work planning to achieve the objectives.

## THE PLANNING ENVIRONMENT

### *ACHIEVEMENTS OF THE FOURTH STRATEGIC PLAN*

14. The OIE Fourth Strategic Plan was a major extension of previous plans. It introduced a structured approach to capacity building for Veterinary Services and included a new objective on policy design, research and governance on all matters related to animal health and welfare. The OIE's traditional areas of work in providing accurate and timely animal disease information and the setting of scientifically based standards for the control of diseases in terrestrial and aquatic animals were strengthened substantially during this period. The role of the Organisation in the scientific management of animal welfare grew to the stage where the Organisation became recognised as the pre-eminent source of information and advice on animal welfare world-wide. At the same time, especially in cooperation with the Codex Alimentarius Commission, the OIE's work and influence on animal production food safety was firmly established, providing governments and other interested parties with consistent, coherent and complementary advice on the management of food safety risks throughout the entire animal production and food processing chains.
15. The World Animal Health Information Database (WAHID), development of which began under the Third Strategic Plan, became fully functional during the course of the Fourth Strategic Plan, providing timely and accurate animal disease information to Members and other interested parties. During the period of the Fourth Strategic Plan, a "tracking system" was successfully introduced based on disease information obtained from non-official sources, this information being subject to official verification. The Global Early Warning and Response System for Major Animal Diseases Including Zoonoses (GLEWS), for sharing of

---

<sup>2</sup> In this text the term "OIE Reference Centres" means OIE Reference Laboratories and OIE Collaborating Centres, as described in the proposed revision of the OIE Basic Texts.

information on animal disease outbreaks and epidemiological analysis, was established by the OIE, the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO) in 2006.

16. There were significant enhancements to the *Terrestrial Animal Health Code*, including a new Section on standards for animal welfare, new standards and guidelines dealing with animal production food safety, including traceability of live animals, Salmonella in poultry, control of antimicrobial resistance, control of hazards in animal feed and new chapters on brucellosis and bovine tuberculosis. These texts were designed to provide complementary standards to the standards and guidelines of the Codex Alimentarius Commission so as to ensure full coverage of food safety controls from the farm to the table. In the *Aquatic Animal Health Code* new chapters were introduced on import risk analysis and on the control of animal health hazards in aquatic animal feeds. Rules were adopted for the recognition of commercial diagnostic test kits for animal diseases and several such kits were formally validated by the Organisation.
17. During the period of the Fourth Strategic Plan, the World Animal Health and Welfare Fund (the World Fund)<sup>3</sup> became fully operational. The World Fund was instrumental in delivering the capacity-building objectives of the Fourth Strategic Plan, and in this period more than 100 Members (developing and in-transition countries) received an initial evaluation of the conformity of their Veterinary Services with OIE quality standards using the PVS Tool. In some Members this support applied to modernising national veterinary legislation, PVS gap analysis and analysis of subsequent investments, and monitoring of implementation. The World Fund was also used to co-finance regional capacity-building activities, with priority being given to the national Veterinary Services, Delegates and national focal points.
18. The Fourth Strategic Plan also saw the establishment of the OIE Avian Influenza Vaccine Bank. Since its inception in May 2006, the vaccine bank has delivered more than 62 000 000 doses of vaccines with the financial support of the European Commission (EC) and Canada through the World Fund.
19. The period of the Fourth Strategic Plan saw an expansion of the OIE's cooperative arrangements with other international organisations and with professional and other non-governmental organisations. Cooperation related to avian influenza (HPAI/H5N1) outbreaks is described below, but the establishment of the OFFLU (OIE-FAO Network of Expertise on Animal Influenza) cooperative network of research centres may be considered as one of the most important outputs of the Fourth Strategic Plan.
20. Another significant achievement of the Fourth Strategic Plan was the strengthening of the work of the OIE's Reference Centres, especially through the use of laboratory-to-laboratory cooperation ("twinning") and the extension of this concept in general.
21. Major scientific Conferences held (or in preparation) during the period of the Fourth Strategic Plan included:
  - OIE/WHO/EU Conference on Rabies in Eurasia, 2007
  - Second Global Conference on Animal Welfare, 2008
  - Global Conference on Foot and Mouth Disease, 2009
  - International Conference on Animal Identification and Traceability, 2009
  - Conference on Veterinary Education, 2009

---

<sup>3</sup> The World Fund was established during the period of the Third Strategic Plan as a result of Resolution XVII adopted by the International Committee on 28 May 2004.

- Conference of OIE Reference Laboratories and Collaborating Centres, 2010
  - Global Conference on Veterinary Legislation, scheduled for 2010.
22. Institutional changes initiated during the course of the Fourth Strategic Plan included the revision of the OIE's Basic Texts, to improve the transparency of its structures and procedures and enhance efficiency in the delivery of the work programme at Headquarters and Regional levels, and the introduction of the concept of "Twinning Agreements" between OIE Reference Centres (Collaborating Centres and Reference Laboratories) and corresponding scientific research centres and laboratories in the territories of developing Members.

*"ONE HEALTH": REDUCTION OF RISKS AT THE ANIMAL–HUMAN–ECOSYSTEMS INTERFACE*

23. Probably the most significant zoonotic events during the period of the Fourth Strategic Plan involved influenza. In 2003, a new strain of highly pathogenic avian influenza (HPAI/H5N1) spread through Asia, Africa and Europe; in 2008, there was the pandemic event involving the H1N1 influenza virus. The response to these events involved major issues ranging from the scientific to the socio-economic and, because of the human health implications of the disease, complex issues of cooperation and coordination between competent authorities and agencies at the local, national, regional and global level.
24. The OIE played (and continues to play) a major role in providing the necessary accurate and timely information on the occurrence of the disease, developing international standards and recommendations for managing the disease in animals, and, in cooperation with FAO and WHO, providing policy advice, strategy design and technical assistance for the control and eradication of HPAI/H5N1. Ongoing cooperative efforts between international agencies to monitor and manage the disease have established the status of the OIE as a full and priority partner among the relevant international agencies involved.
25. The critical role played by national Veterinary Services in the affected areas and those areas potentially affected was a feature of the response to the HPAI/H5N1 epizootic. The strengthening of their capabilities was one of the most important factors in the successful management of outbreaks.
26. Lessons learned from the HPAI/H5N1 event are being applied to the reduction of risks of other high impact diseases at the animal–human–ecosystems interface, in particular through the application of the "One Health" concept. In October 2008, the OIE together with FAO, WHO, UNICEF, the UN System Influenza Coordinator and the World Bank prepared a comprehensive strategic framework for reducing risks at the animal–human–ecosystems interface.
27. According to the cooperating agencies, implementation of this strategic framework will be guided by key principles that include the adoption of a multidisciplinary, multinational and multi-sectoral approach, the integration of technical, social, political, policy and regulatory issues, and the establishment of broad-based partnerships across sectors and along the research-to-delivery continuum. They also include engagement of wildlife and ecosystems communities, the human and veterinary medical communities and advanced research institutions.
28. Veterinary Services will continue to provide the front-line services in the control of animal diseases as they concern the food security, and in the control of diseases at the animal–human–ecosystems interface, as they are responsible for the health of the animal at the source of such diseases, including zoonoses and food-borne diseases.
29. Many of these issues will appear in the structure of the Fifth Strategic Plan. There are significant implications for the OIE, including the development of relevant work programmes in non-traditional areas such as wildlife, working animals (for traction and

transport), and competition and companion animals. Moreover, the traditional focus of the OIE on safe trade in animals and animal products will have to be expanded to consider the impact of static reservoirs of disease and the transboundary movement of disease by means other than trade.

#### *POVERTY AND FOOD SECURITY*

30. The financial and economic crisis of 2008/09 was preceded by sharp rises in the price of agricultural commodities and foodstuffs, threatening food security in many mainly developing countries. International market prices then fell and prices also fell for some consumers, but by mid-2009 they were still well above previous lows. This, combined with the economic recession, means that the number of people who are poor and, consequently, hungry remains high or has increased. The projected increase in the world's population and the increasing competition for food and feed resources during the period of the Fifth Strategic Plan will create further pressure on food security, with implications for poverty especially in rural communities in developing countries.
31. Measures to address food security through improved animal health and veterinary public health are included in the present Strategic Plan and will be the underlying priority. The improvement of food security is closely linked to improved production practices that involve less waste and fewer losses, helping also to alleviate the poverty situation in many countries. This will require addressing national disease situations in addition to transboundary disease scenarios.

#### *CLIMATE AND ENVIRONMENTAL CHANGES*

32. Another major consideration for the planning period will be the contribution of climate and environmental changes, and especially drought, with consequences for animal breeding and production practices, and for the occurrence and geographical spread of diseases and disease vectors, including invasive species that have implications for animal health. This will imply increased challenges for the OIE, but also increased opportunities for the Organisation to establish itself as the main point of reference for assessing climate- and environment-induced changes in the geographical distribution of animal diseases (including zoonoses). OIE standards and recommendations will act as the front-line of prevention and control against such spread of disease and related challenges.
33. Consideration will also be given to assess the animal health and welfare aspects of measures taken to reduce methane emissions from ruminants.

#### *NEW TECHNOLOGIES*

34. The fifth planning period will see the continued exponential development of new technologies in the sciences of animal health, veterinary public health and animal welfare. The rate of change, especially in the understanding of the mechanisms of infection and transmission, the genomics of infectious agents, the use of bio- and nanotechnologies and the impacts of climate and environmental changes will put great stress on the established scientific structures of the OIE: Specialist Commissions, Working Groups, and Reference Centres. For this reason, a new Strategic Objective has been created within the Fifth Strategic Plan to ensure that the Organisation retains its high reputation for scientific excellence and to strengthen the OIE network of Reference Centres.
35. Advances in communications and GPS technologies will offer opportunities for improved reporting, mapping and management of disease outbreaks, and the OIE (working with its partners) will take advantage of these opportunities.

## THE ORGANISATIONAL ENVIRONMENT

### *GOVERNANCE AND ADMINISTRATION*

36. Compared to many other international organisations, the governance and administration of the OIE are cost-efficient. The World Assembly of Delegates and the Regional Commissions develop the policy; the Specialist Commissions, Working and *ad hoc* Groups and the network of Reference Centres develop scientific advice; and the Director General, Headquarters staff and the Regional and Sub-Regional Representations provide administration for the Organisation. The Council of the OIE provides advice to the Assembly on policy matters and to the Director General on administrative matters. The Organisation is also able to draw upon the expertise of national and international experts to assist in formulating advice to Members.
37. The Organisation's relatively lean structure and minimal bureaucracy should be seen as one of its greatest assets, allowing it to respond flexibly and effectively to new challenges while maintaining a sound basis for its on-going work, and gearing extensive human and financial resources from an efficient base.
38. Under the Fourth Strategic Plan, a process was initiated to review and revise the Organisation's Basic Texts to bring them into conformity with modern practices, to maintain transparency and to strengthen the scientific basis of the Organisation's work. The Fifth Strategic Plan will continue the process of organisational and administrative reform, especially in regard to monitoring performance and measuring outputs with stated goals and objectives. It will provide for the continued evolution of the financial management systems and reflection of international best practices adapted to the characteristics of the OIE.
39. The Fifth Strategic Plan will also address opportunities for improved communication and dissemination of the OIE's animal health information and other advice.

### *INTER-AGENCY COOPERATION*

40. The OIE has always cooperated with relevant partners as a means of better delivering its programme of work and has cooperative agreements with over 40 international governmental and non-governmental organisations and formal or informal agreements for cooperation with other organisations. Cooperation between the OIE, FAO<sup>4</sup> and WHO in particular has demonstrated a positive synergistic effect on the work programmes of these Organisations and this will continue and be enhanced under the Fifth Strategic Plan. This will include:
  - Global Early Warning and Response System for Major Animal Diseases including Zoonoses (GLEWS) with FAO and WHO
  - Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs)
  - OIE-FAO Network of Expertise on Animal Influenza (OFFLU)
  - FAO Crisis Management Centre – Animal Health
41. The international response to the HPAI/H5N1 epizootic created a new and stronger cooperative environment between partner international agencies, and this is reflected in particular in the "One Health" concept outlined above.

---

<sup>4</sup> A detailed description of the Agreement signed by the OIE and FAO in October 2008, including a chart showing the distribution of responsibilities between the two Organisations, was published in the OIE *Bulletin* No. 2009-1, pp.31-33.

42. Examples of such cooperation between the OIE and FAO include the emergency response in 2008 to the Members along the Chobe/Zambezi river system in Southern Africa to combat epizootic ulcerative syndrome in fish, a disease previously unknown in the Region, and the inter-agency (FAO/WHO/OIE) response to the Virus A-H1N1 influenza pandemic. The global programme concerning the control of foot and mouth disease conducted jointly by the OIE and FAO is also a significant example.
43. The Fifth Strategic Plan sees continued expansion of the OIE's partnership arrangements through inter-agency cooperation and cooperation with regional partners, and other organisations on a formal or informal basis in areas of capacity building for national Veterinary Services, and in combined eradication programmes for specific diseases.

## THE STRATEGIC PLANNING PROCESS AND FRAMEWORK

44. The preparation of the Fifth Strategic Plan was managed by the Council of the OIE following consultations with the Regional Commissions and Specialist Commissions during 2008 and 2009. A summary outline of the plan was presented to the World Assembly of Delegates in May 2009 and then circulated to Members to obtain their further reactions. In October 2009 a special meeting of the Council was held to consolidate these views and to prepare a more complete draft of the Strategic Plan for consideration in February 2010, with subsequent distribution to Members and submission for adoption to the Assembly in May 2010. The Strategic Plan is a statement of objectives to be achieved within the planning period. It provides the basis for individual work plans to be developed and implemented over the next five years. The Plan must be sufficiently flexible to allow responses to changes in the animal health, veterinary public health, animal welfare and trading environments that are not foreseen at the current moment.
45. Strategic planning for the years 2011–2015 must take into account the effects of the economic recession of 2008/09. It is expected that there will be a gradual increase in economic activity from the low base of 2009 and that availability of additional voluntary financial resources will increase slowly but will gather pace towards the end of the planning period. This implies a cautious approach for at least the first half of the planning period.
46. The Strategic Plan is to be supplemented by an initial Programme of Work that gives effect to the objectives and which will be submitted for adoption to the Assembly in 2011 with an estimate of the resources required for implementing the programme. Programmes of Work will be submitted annually in subsequent years. The Council recommends that it review the progress towards achieving these objectives during the third year of the Plan (2013) with a view to making such adjustments to the Programme of Work as may be required to meet the described objectives by the year 2015.

## CHAPTER 2 - STRATEGIC OBJECTIVES IN DETAIL

### INTERNATIONAL COMMUNICATION OF ANIMAL DISEASE AND ZOOONOSIS INFORMATION

**Objective:** *Communicate timely and accurate animal disease information, including information on zoonoses, by making the best use of scientific data modelling, modern information technologies, and non-official information tracking systems.*

47. There are two main streams of communication of animal disease information: scientific information gathering, analysis and official communication, and public communication based on this scientific analysis. This objective deals with the official communication stream. Public communication is dealt with in Chapter 3 as a cross-cutting matter.
48. Communicating timely and accurate animal disease information, including information on zoonoses, remains one of the core functions of the Organisation and is one in which the OIE is the world leader. Providing such information requires timely access by the OIE to all relevant data sources, both conventional and non-conventional (using in this case non-official information tracking systems), followed by professional analysis, evaluation and interpretation of data including the views of the Member affected before an official communication is made. The World Animal Health Information System (WAHIS), with the WAHID web-based interface, forms the nucleus of the OIE's information system.
49. The OIE will continue, as a matter of high priority, to disseminate official information concerning the disease status of its Members in a timely and efficient manner, based on official information received from Members (or confirmed by the official Delegate). All OIE Members have an obligation to report information on animal diseases in an open and timely manner, especially when there is a change in disease status. Information technologies permit the rapid acquisition and processing of information as well its dissemination in a transparent, responsive and efficient manner. The OIE will also collect and analyse animal disease information from other reliable sources, including the information transmitted by Reference Laboratories on the results of tests undertaken in this role.
50. Improvements with disease notification will continue to be made so that the first indications of significant disease events on the territory of a Member are made immediately to the OIE. Furthermore, when a notification is made, the OIE will work with the Member concerned to obtain data to assist the analysis of the disease event (including the potential impact on trade) and determine trends in disease spread.
51. Under the Fifth Strategic Plan, the OIE will place high priority on understanding the implications of climate and environmental changes and their links with animal diseases. Also, increased interaction of domestic animals with wildlife, due to environmental and human population pressures among other reasons, means that wildlife as a risk factor must be effectively managed to control certain diseases in domestic animals. In the period of the Fifth Strategic Plan, the OIE will take positive steps to communicate information about diseases in wildlife, incorporating such information into the WAHIS system as WAHIS-WILD.
52. The OIE will reinforce its "sanitary alert system" to supplement the current information network, based on epidemiological analysis of data in its information system and in cooperation with FAO and WHO, so that urgent and follow-up actions can be anticipated.



53. As part of its commitment to the concept of “One Health”, the OIE will work with relevant UN agencies and partners specialised in wildlife conservation to harmonise and integrate disease information and analysis systems, and in particular it will establish linkages and integration between WAHIS and other appropriate information systems at the national, regional and international level.
54. The OIE will seek to enhance international capacity in disease intelligence and analysis of disease emergence, horizon scanning, modelling and forecasting. This will include further strengthening of the GLEWS initiative taking into account existing national, regional and international models.
55. The OIE will also work with its partners to strengthen disease surveillance capacities, including standards, tools and monitoring processes, at national, regional and global levels and in particular will work with WHO towards better cooperation of surveillance systems for veterinary and public health.
56. Specific recommendations include:

### ***Animal Health Information***

- a) Improving animal health information, its collection and dissemination regarding natural or intentional events for better control of infectious animal diseases, including zoonoses and aquatic animal diseases, as well as diseases affecting the safety of animal products;
- b) Strengthening the ability of the OIE Reference Laboratories to provide information on the results of tests undertaken in their official capacity;
- c) Strengthening cooperation and information exchange in relation to border control;
- d) Establishing frameworks for surveillance of the effects of environmental and climate changes including on the emergence and spread of exotic diseases and alien invasive species;
- e) Extending WAHIS by including information on occurrence of diseases in wild animals (WAHIS-WILD);
- f) Encouraging, when necessary, and obtaining harmonisation and compatibility of existing regional animal health information systems with WAHIS (WAHIS Regional Core);
- g) Conducting a five-year review of WAHIS to examine its strengths and weaknesses, and to see how it can be improved both to meet Members’ needs and to improve compliance with reporting requirements.

### ***Surveillance and Epidemiology***

- a) Support to Members for strengthening animal disease surveillance systems for natural or intentional events, including those involving aquatic animals, wildlife, working animals and competition and companion animals;
- b) Improving the knowledge of epidemiological surveillance systems for animal diseases and harmonisation of surveillance systems at the regional and global levels;
- c) Developing improved protocols, procedures and tools for carrying out surveillance systems and in-depth analysis of emerging infectious disease (EID) outbreaks, including transboundary animal diseases and diseases at the domestic animals-wildlife interface, using as examples infectious diseases that impact on the well-being of poor communities and farmers;

- d) Developing similar tools for the analysis of the impact of environmental and climate change, including the problems linked with invasive species, especially in relation to vector-borne diseases and to aquatic animal health;
- e) Encouraging the use of new technologies (for example, on-farm test kits and mobile hand-held communications) for the reporting of animal disease events at the local level by establishing guidelines for the integration of such data into formal reporting and information systems;
- f) Encouraging comprehensive and continuing epidemiological studies to understand infection and transmission dynamics in wildlife, domestic animals and humans;
- g) Developing standards, tools and monitoring processes for use in surveillance at local, national, regional and global level.

## DEVELOPMENT AND IMPLEMENTATION OF SCIENTIFICALLY BASED STANDARDS AND GUIDELINES

**Objective:** *Develop scientifically based standards and guidelines for the international community on all matters concerning animal health, veterinary public health, animal welfare, diagnosis and control of diseases, assessment and relevant recognition of animal health status, and sanitary safety in animal production and international trade in animals and animal products, and encourage the use of these standards and guidelines. Strengthen the OIE's involvement in this field with regard to aquatic animals.*

- 57. One of the major roles of the OIE is to produce scientifically based standards and guidelines for animal health (including zoonoses), animal welfare and animal production food safety (the latter being complementary to the Codex Alimentarius Standards for food safety). Such standards and guidelines are the most tangible examples of mechanisms developed by the OIE.
- 58. The OIE's standards include standards and guidelines on surveillance and notification of disease, risk analysis, the quality of Veterinary Services, disease prevention and control, trade measures, veterinary public health, and animal welfare, in addition to standards for the diagnosis of diseases and related diagnostic test methods. Since the recognition of the animal health standards by the WTO as the scientific reference points for the safety of international trade of animals and animal products, the development of OIE standards for international trade has assumed a prominent role. Scientifically based standards are also essential in the determination of the health status of a Member, zone or compartment, this being one of the most important existing risk management measures for the improvement of animal health.
- 59. Critical to the continued acceptance of these standards is transparency during standards development and the use of scientific, risk-based approaches, including assessment of adverse health or environmental consequences that may in turn have socio-economic consequences. Scientific evidence used as a basis for standards development should be representative of all relevant situations throughout the world so that the resulting standards have international relevance.

60. The OIE will continue to provide services to Members wishing to determine the disease status of their territory, or parts of it, in relation to the four animal diseases already specified by the World Assembly of Delegates.<sup>5</sup> Consideration may be given in the course of the Fifth Strategic Plan to the inclusion of a limited number of additional diseases in this list, including in particular certain equine, poultry and swine diseases, but such proposals will be treated with caution and evaluated to determine whether their inclusion is justified and whether or not the determination of status is the most appropriate risk management technique for the control of these diseases or for the promotion of safe trade.
61. During the period of the Fifth Strategic Plan, the OIE will work with relevant public and private international organisations to ensure that private or commercial animal health and animal welfare standards, where used, are consistent with and do not conflict with those of the OIE.<sup>6</sup>
62. The work of the OIE on standards can be divided into two broad categories:
- Standards contained in the *Terrestrial Animal Health Code* and *Aquatic Animal Health Code* dealing with animal diseases including zoonoses, animal welfare, and sanitary safety (including animal production food safety); and
  - Biological standards contained in the *Manual of Diagnostic Tests and Vaccines for Terrestrial Animals* and *Manual of Diagnostic Tests for Aquatic Animals*, which provide a harmonised approach to disease diagnosis by describing internationally agreed laboratory diagnostic techniques. The *Terrestrial Manual* also includes requirements for the production and control of biological products (mainly vaccines).

The guidelines and recommendations are given in specific documents separate from the *Codes* and *Manuals*.

63. Within the first of these categories, the contents of the *Terrestrial Animal Health Code* and *Aquatic Animal Health Code* will be reviewed to ensure their on-going relevance. Consideration will also be given, on a case-by-case basis, to the impact of climate- and environmentally induced changes on the provisions of the *Codes*. Within the “One Health” concept, consideration will also be given to developing such general and/or specific recommendations as may be necessary for reducing the risks of high impact diseases at the animal–human–ecosystems interface.
64. During the period of the Fifth Strategic Plan, the OIE will promote knowledge and understanding of the scientific principles of the OIE standards and the specific content of the OIE *Codes* and *Manuals* among Members.
65. Application of OIE standards while respecting the institutional and legal practices of each Member will also be encouraged, and to this end recommendations will be developed to help Members to update their own national veterinary legislation for the improvement of governance and the ability to meet the standards and guidelines contained in the relevant OIE *Codes* and *Manuals* (See also the Objective on capacity building).
66. Other specific activities will include:
- Developing scientifically based standards and guidelines for safe global trade in animals and animal products;

---

<sup>5</sup> Currently, foot and mouth disease, rinderpest, bovine spongiform encephalopathy and contagious bovine pleuropneumonia.

<sup>6</sup> See Resolution XXXII adopted by the International Committee on 29 May 2008.

- Developing, as required, scientifically based standards and recommendations for the prevention and control of diseases, as well as the management and improvement of animal welfare;
- Developing animal production food safety standards complementary to the food safety standards of the Codex Alimentarius Commission;
- Improving public and private sector awareness of the importance of the OIE international standards for animal health, veterinary public health and animal welfare;
- Encouraging and improving participation of all Members in the OIE international standard-setting process;
- Providing standards and/or guidelines on development of disease-free countries or zones for a limited number of equine, poultry and swine diseases;
- Developing new international standards for preventing the transmission of diseases originating in working animals (i.e., for traction and transport), and competition and companion animals, taking into account the responsibility of the Veterinary Services, veterinarians and the private owners of the animals.
- Continuing to develop and update standards, guidelines and recommendations on diagnostic tests, vaccines and veterinary drugs, including antimicrobials.
- Promoting the use of OIE-recognised assays and diagnostic kits by both the public and the private sector;
- Strengthening collaboration with relevant international and regional Organisations on technical and legal issues related to veterinary products, including legislation, registration and control and monitoring of use.

## PREVENTION, CONTROL AND ERADICATION OF ANIMAL DISEASES, INCLUDING ZOOSES

**Objective:** *Provide scientifically based recommendations on measures for the prevention, control and eradication of animal diseases including zoonoses, taking into account the economic, social and environmental impacts of such measures. Strengthen the OIE's involvement in this field with regard to aquatic animals.*

67. This Objective provides the main contribution of the OIE to "One Health" issues. The OIE will promote the international co-ordination and cooperation required to control animal diseases worldwide, in close collaboration with all those responsible for animal and human health and, where appropriate, with regional and global organisations specialised in financing cooperation.
68. In particular, and in cooperation with international partners and the private sector, the OIE will develop methodologies for assessing the burden of animal disease, undertaking benefit-cost evaluations, and costing strategies for the control of diseases.
69. The Organisation will continue to work on the management of transboundary diseases in the context of the FAO/OIE Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs) and regional initiatives to control transboundary animal diseases will receive increased attention. Also, the OIE will work with its partners (mainly FAO and WHO, respectively) towards the global eradication or control of diseases adversely affecting animal health, veterinary public health, food security or trade, or with negative impacts on poverty, and in particular towards the global control of foot and mouth disease and rabies. Efforts to contain the spread of highly pathogenic animal influenza will continue.

70. The OIE will stress the impact of improved control, prevention and eradication of animal diseases on food security. This results from improved production practices, less waste and fewer losses of valuable livestock. Actions will involve improvement of the disease situation at the national level. Specific actions aiming at improving the animal health status of Members will be coordinated with initiatives launched by OIE Members individually or collectively with strong involvement of the existing OIE/FAO Regional Animal Health Centres.
71. As part of the programme for the global eradication of rinderpest, the Organisation will, in collaboration with FAO, implement an international oversight mechanism to ensure safe destruction and containment of rinderpest virus-contaminated materials, promote surveillance and notification systems adapted to the post-eradication era and put in place global and regional contingency plans in case of re-emergence.
72. Other specific activities under this objective include:
- a) Study and implement the possibilities of insurance mechanisms to facilitate early detection and notification of infections and diseases and compensation as part of animal depopulation programmes when these are used in prevention or control programmes;
  - b) Extend the existing vaccine and/or antigen banks for selected major diseases;
  - c) Develop, together with partner organisations at international and regional levels, common strategies concerning the control of transboundary diseases and their implications for trade;
  - d) Develop international and regional protocols for establishing health and trade contingency plans to deal with health events and crises involving animals, whether such events or crises are of natural or intentional origin;
  - e) Assist OIE Members in developing and carrying out coordinated regional programmes for preventing, controlling and eradicating priority animal diseases;
  - f) With international and regional partners, address the animal and zoonotic disease risks of the smallholder farming sector, including communities in peri-urban areas;
  - g) Strengthen cooperation and information exchange in relation to border control.

## ENSURING THE SCIENTIFIC EXCELLENCE OF INFORMATION AND ADVICE

**Objective:** *Ensure the scientific excellence and timeliness of information and advice available to national Veterinary Services and to other interested parties in all areas covered by the Organisation's mandate. Strengthen the OIE's involvement in this field with regard to aquatic animals.*

73. The excellence of its scientific advice has always been inherent in the OIE's philosophy, but this is now being highlighted as a major objective under the Fifth Strategic Plan. Although cutting across several existing objectives, This Objective is intended to build upon the action taken in the latter part of the Fourth Strategic Plan in relation to OIE Reference Centres and to meet the scientific and technological challenges of the new planning period.
74. The scientific basis of the OIE's information and advice is derived primarily from the Organisation's network of Reference Centres, Specialist Commissions, Working Groups, *ad hoc* Groups, OIE Experts and the resources of the OIE Headquarters. This scientific basis must be maintained. During the Fifth Strategic Plan, the network will be strengthened qualitatively and quantitatively by the designation of Reference Centres to provide advice in new areas of research, and by strengthening the network through the use of "Twinning"

- agreements between OIE Reference Centres and candidate centres. “Twinning” contributes to building a more capable veterinary scientific community in developing countries, able to better participate in OIE activities, including global standard-setting negotiations.
75. The OIE will also work towards extending the network of Reference Centres dealing with aquatic animal diseases as part of the overall emphasis on the importance of aquatic animal health to future food security.
76. The OIE will also encourage a greater diversity of specialisation among scientists in its *ad hoc* Groups, in order to incorporate new subjects such as climatology, ecology or entomology as well as an increased degree of interaction and interdisciplinarity across diverse areas of science. The OIE will strengthen its influence on research policies in these disciplines by extending the involvement of OIE Reference Centres. It will give consideration to extending the network of OIE expertise to economics and other social sciences. Research into the cost/benefit evaluation of disease control, including socio-economic consequences, will also be encouraged.
77. Developments in science and technology during the planning period will continue to place pressure on the scientific capacity of the Organisation. These will include:
- Continued developments in communication and GPS technologies and increased access to these technologies, with lower costs;
  - Rapid developments in genomics and technologies based on genomics;
  - Developments in biotechnology and nanotechnology.
78. In particular, developments in communications and GPS technologies will mean easier, timelier and more precise reporting of disease outbreaks, putting pressure on the traditional reporting procedures of the Organisation and raising the risk of the development of alternative communication channels. This matter will be addressed under the Fifth Strategic Plan as part of the review of WAHIS and the introduction of WAHIS-WILD (see para. 56).
79. The OIE will work with key partners to prepare a strategic global scientific research and development agenda on priority emerging high-impact infectious diseases occurring at the animal–human–ecosystems interface.
80. Other activities under this Objective will include:
- a) Developing technical and public information on the role of genomics and its contribution to the diagnosis, genetic resistance and control of transmissible diseases of terrestrial and aquatic animals;
  - b) Continuing the work of the former *ad hoc* Group on Biotechnology through two separate groups, one focused on vaccinology and the other on molecular diagnostic tests;
  - c) Addressing issues concerning the use of nanotechnologies in animal health and welfare;
  - d) Developing a better scientific understanding of the implications of climate and environmental changes for animal disease and animal welfare, including in aquatic animals;
  - e) Developing a better scientific understanding of the contribution of animal production systems to climate and environmental changes;
  - f) Encouraging comprehensive and continuing epidemiological studies to understand infection and disease transmission dynamics between wildlife, domestic animals and humans;

- g) Encouraging research into pathogen characteristics in different farming systems and epidemiological situations to understand more clearly genetic evolution and its impact on pathogens and the safety of commodities;
- h) Encouraging research into local, regional and global marketing systems, including the magnitude of traffic and the dynamics of pathogens along market chains;
- i) Encouraging research into inter-species pathogen transmission and migration patterns, in collaboration with the wildlife sector;
- j) Encouraging research into the surveillance of antimicrobial resistance in pathogens and the possible causes leading to the development of antimicrobial resistance;
- k) Identifying and making a comparative analysis of measures used by Members for disease prevention and control;
- l) Providing guidelines and methodologies for undertaking livestock censuses and identification/traceability as vital tools for livestock disease surveillance and control;
- m) In cooperation with international partners and the private sector, developing methodologies for assessing the burden of disease, undertaking benefit-cost evaluations, and costing strategies;
- n) Strengthening opportunities for interaction between the public and private sectors in scientific research to meet animal health and welfare challenges;
- o) Considering the application of social science to the challenges of communicating with, and changing the behaviour of, livestock producers in relation to animal health and welfare.

## CAPACITY BUILDING FOR NATIONAL VETERINARY SERVICES

**Objective:** *Strengthen the capacity of Members' Veterinary Services to achieve the improvement of animal health, veterinary public health and animal welfare, while improving their ability to participate in the development of international standards and guidelines on these matters; and strengthen their ability to apply these standards and guidelines.*

81. This objective was introduced in the Fourth Strategic Plan and is aimed at enabling Members to strengthen the quality of their national Veterinary Services, benefit from their membership in the OIE, take part effectively in the standard-setting activities of the OIE, and also fulfil their obligations of membership by applying OIE standards.
82. The OIE is not established as a funding or developmental organisation *per se*. The main instrument for capacity building in the OIE is the World Animal Health and Welfare Fund, established in 2004, and which finances projects of international public utility relating to the control of animal diseases, including those affecting humans, and the promotion of animal welfare and animal production food safety.
83. The OIE also acts as a catalyst for other bodies, international or regional, public or private, to invest in building the capacities of the national Veterinary Services of its Members<sup>7</sup>. It also participates in the Standards and Trade Development Facility (STDF), a mechanism

---

<sup>7</sup> The same principles that apply to capacity building for Veterinary Services should also apply in Members where the responsibility for establishing or applying animal health measures is exercised by an organisation other than the Veterinary Services or by an authority or agency on behalf of the Veterinary Services (See Article 1.3.3.1. of the *Terrestrial Code*). For the purposes of the Fifth Strategic Plan, reference to Veterinary Services should also be taken to include services responsible for aquatic animal health.

established jointly by FAO, WHO, OIE, the World Bank and the WTO to support developing countries in building capacities to apply sanitary and phytosanitary measures.

84. Implementation of capacity-building activities is done by both the OIE Headquarters and the Regional Representations. The OIE Headquarters is mainly in charge of activities at the governmental level, such as highlighting the rights and obligations of OIE Members and the tasks, responsibilities and crucial role played by Delegates and their relevant staff.
85. To the extent possible, the OIE will seek to provide support to the developing and in-transition countries among its Members through the World Animal Health and Welfare Fund and in collaboration with global partners such as FAO, regional partners such as Regional Economic Commissions, and donors' representatives such as the World Bank, the European Commission and bilateral donors.
86. The OIE will continue to develop materials for capacity building and training consistent with its mandate, scope of operations and available resources, and in cooperation with partners as appropriate.

### ***Strengthening of Veterinary Services***

87. Almost all of the activities under this Objective will be aimed at strengthening the good governance of Members' Veterinary Services, including technical and management capacities and legislation. The principal approach will be through the use of the OIE PVS Tool for the evaluation of Veterinary Services, the PVS Gap Analysis and PVS follow-up to provide continuous improvement of compliance with OIE standards on quality. Equally important will be the application of the latest version of the PVS Tool to countries that have been analysed with previous versions of the tool. The OIE will seek to assist Veterinary Services to meet quality standards.
88. The scope of the PVS Tool will be expanded to cover official services dealing with aquatic animal health, veterinary public health, wildlife management services relevant to animal health, and animal welfare services.

### ***"One Health" Issues***

89. As part of its contribution to the inter-organisation Strategic Framework for Reducing Risks of Infectious Diseases at the Animal-Human-Ecosystems Interface, the OIE will:
  - a) Support Members to develop well-structured and detailed national integrated plans, providing a longer (three-year) financing framework, accommodating a flexible approach to the use of the funds beyond emergency response, and ensuring that the national plans, programmes and integrated projects are aligned to the institutional structures and mandates of the Members and the international organisations;
  - b) Improve capacities to handle high impact infectious diseases at the animal-human-ecosystems interface;
  - c) Develop surveillance capacity, including the development of tools and monitoring processes for use at national, regional and global level (See also the Objective on international communication of animal disease and zoonosis information);
  - d) Apply the PVS Tool on a pilot basis to evaluate in some countries their integrated disease surveillance systems;
  - e) Encourage improved collaboration between the public health and animal health sectors and other competent ministries to improve preparedness for and response to potential natural or intentional infectious disease outbreaks;



- f) Develop model frameworks for engaging or reinforcing public-private sector partnerships to support national disease control programmes;
- g) Strengthen animal health capacity and communication strategies to prevent, detect and respond to natural or intentional disease outbreaks at national, regional and global level, in cooperation with the health sector.

### ***Training and Professional Development***

90. The OIE will stress the importance of training workshops at a regional level on proper use of the terrestrial and aquatic animal health standards and guidelines, including awareness of how to demonstrate disease status objectively.
91. The OIE will continue its efforts to strengthen training activities (preferably on a regional or sub-regional basis) directed to Delegates and their national focal points so that they are able to organise, manage and implement appropriate legislation for veterinary products including registration, quality control and final use of such products.
92. The OIE will work with national veterinary authorities to encourage and evaluate the initial and continuing education of veterinarians and veterinary para-professionals in their respective countries in accordance with OIE PVS criteria. It will also work in support of veterinary education establishments to design curricula for veterinarians and veterinary para-professionals so that they are able to fulfil at least the basic missions of the OIE to improve animal health, veterinary public health and animal welfare worldwide and to meet the new societal expectations at global, regional and national levels.
93. Following the publication of the OIE Guidelines on Veterinary Legislation in 2009, the OIE will pursue its initiative on updating veterinary legislation by preparing conferences and training modules on veterinary legislation.

### ***Strengthening OIE Focal Points***

94. The World Assembly of Delegates (formerly the International Committee) has established a system of national focal points in six areas of the OIE's work. Focal points are established under the authority of the Delegate of each OIE Member. They assist the OIE Delegate and act as a direct contact point with the OIE in their respective areas. Focal points have already been established for the following areas:
  - Animal disease notification (for aquatic or terrestrial animal diseases, or both)
  - Animal production food safety
  - Animal welfare
  - Aquatic animal diseases (including disease notification if not covered by the Animal Disease Notification Focal Point)
  - Veterinary products
  - Wildlife diseases
95. While focal points serve primarily as a means for improved communication between Members and the OIE, their functions also include establishing networks and improved communications at the country level often between two or more Competent Authorities.
96. The OIE will continue to strengthen the network of focal points in their respective areas of competence, mainly through training courses and workshops at regional and subregional level. The scope of the OIE focal points will be extended to national laboratories and communication, subject to the availability of financial resources.

## STRENGTHENING THE ORGANISATION'S INFLUENCE ON POLICY DESIGN, APPLIED RESEARCH AND GOVERNANCE

**Objective:** *Strengthen the OIE's involvement in policy design and governance related to decision-making in animal health, veterinary public health and animal welfare, including capacity building, education, policy research, effective communication, cost/benefit analysis and the "mediation" of potential disputes.*

97. This strategic area was introduced in the Fourth Strategic Plan with a view to consolidating a number of previously dispersed activities within a single strategic area to provide additional synergy and therefore strength and a consolidated vision for the future role of the Organisation in influencing global, regional and national policies on animal health and welfare. Some of the specific research activities included in this area under the Fourth Strategic Plan have been moved to the area on "ensuring scientific excellence and timeliness", thereby improving the focus of the current Objective.
98. Within this Objective, special efforts will be made to enhance the authority and status of the official Veterinary Services and aquatic animal health services at the national level. Particular stress will be placed on the development of education programmes at the university and post-graduate level in the area of veterinary public health to ensure the long-term availability of qualified professionals in national Veterinary Services. This will include the updating of initial and continuing training programmes.
99. Throughout the period of the Fifth Strategic Plan, there will be increased emphasis on the importance of animal health (including zoonoses and animal production food safety) for ensuring food security, with special emphasis on important sources of protein available from animal products, including milk and milk products, and eggs.

### ***Policy Research and Design***

100. Within the time frame of the Fifth Strategic Plan, the OIE will develop tools for the use of its Members in policy research in relation to design options for the control and management of animal diseases, and in particular those at the human-animal-ecosystems interface. Such policy research, linked with epidemiological studies and socio-economic research, is necessary to improve and rationalise delivery of technical options for the management of diseases.
101. In addition, the OIE will extend the experience gained in the cost/benefit evaluation of programmes to manage the HPAI/H5N1 epizootic to other animal diseases. Methodologies will be developed to clarify the relative direct and indirect impacts and the economic cost of different types of animal diseases and assess the costs and benefits of global and national animal disease prevention and control, in particular through appropriate governance allowing early detection and notification and rapid response at Member level and at the local level. The cost of the appropriate governance (in compliance with OIE international standards on the quality of Veterinary Services) will be compared more systematically with the potential cost of sanitary crises resulting from diseases.
102. Within the availability of resources, consideration will also be given to similar policy research into design options and cost/benefit for animal welfare policies.

### ***Capacity Building Including Professional Development and Leadership***

103. Consistent with its Strategic Vision for 2015, the OIE will develop programmes for professional development and leadership in the veterinary terrestrial and aquatic animal health sectors. In particular these will include:

- a) Increased emphasis on initial and continuing education in veterinary public health disciplines, including aquatic animal health;
- b) Working with deans or directors of veterinary training institutions and key national veterinary education policy-makers to strengthen and/or harmonise veterinary curricula so that future graduates are increasingly able to work in an international environment, applying international standards for disease surveillance, veterinary public health, food safety and animal welfare;
- c) Involving national Veterinary Services and veterinary statutory bodies in the harmonisation of accreditation procedures for veterinary faculties, to foster recognition of the importance of veterinary activities for society as a whole at the global level;
- d) Including initial and continuing education of veterinary professionals and para-professionals in capacity-building activities (see also para. 98).
- e) Working with veterinary statutory bodies for a better selection of, and the continuing education of, veterinarians and para-professionals.

104. The OIE will also work with academic institutions and professional veterinary associations and organisations to encourage the retention of veterinarians qualified in veterinary public health in rural and remote areas.

105. To promote the leadership of the Veterinary Services and aquatic animal health services in areas of their competence at the national level, the OIE, in cooperation with its public and private partners, will assist Members to develop institutional frameworks that enable cooperation between the different stakeholders—including representatives of human, animal and environment agencies—in the control and prevention of animal diseases (including zoonoses and food-safety-related issues) and allow early detection of and response to emerging infectious diseases at the animal–human–ecosystems interface. Such frameworks should encourage improved collaboration between the public health and animal health sectors and other line ministries to improve preparedness for and response to potential infectious diseases.

### ***Public Information Policy***

106. The OIE will develop communication programmes to provide accurate, authoritative and timely information on animal health, veterinary public health and animal welfare issues to decision-makers, veterinarians and other professionals, including farmers, and the media and public. This will include communication in association with the risk management measures and other recommendations of the Organisation.

107. Within this framework, special efforts will continue to reinforce the role and status of the official OIE Delegates within their own countries as effective communicators of OIE policies and standards and their ability to engage in dialogue at the national level with the authorities that represent the countries at FAO, WHO, CBD and other relevant bodies such as the Codex Alimentarius Commission or the IPPC.

108. The OIE will continue to carry out, from time to time in all Regions, specific seminars on communication for Veterinary Services to help them to improve their communication capabilities.

109. The OIE website will be redesigned to give prominence to public information and the OIE will establish a presence in the commonly used social networks on the Internet (See also the following Chapter under “Communication”).

### ***International Events***

110. The OIE will participate in activities associated with World Veterinary Year 2011, celebrating the 250th world anniversary of veterinary education. As tangible evidence of its commitment to food security, the OIE will take part in the Forum on “Feeding the Planet, Energy for Life. Working together for food safety, food security and healthy lifestyles” at the Universal Exposition in Milan, 2015.

### ***Mediation of Potential Disputes***

111. The OIE will continue to assist Members as an independent provider of expert advice as envisaged in Article 5.3.8. of the *Terrestrial Code*, in the “mediation” of disputes on sanitary issues affecting trade. Such assistance will be at the request of Members involved, with participation on a voluntary and cost-recovery basis, and without affecting the rights and obligations of Members under the SPS Agreement. The OIE will explore opportunities to improve the mediation process and will also inform the Assembly on progress with cases being dealt with by the World Trade Organization SPS Committee.

## CHAPTER 3 - CROSS-CUTTING AREAS

### FOOD SECURITY, POVERTY ALLEVIATION AND ANIMAL HEALTH AND VETERINARY PUBLIC HEALTH

112. Food protein from animals, including from eggs, milk, meat and fish, contributes substantially to providing adequate nutrition and food security, while the health of bees (for pollination) is essential to the production of very many food crops. According to FAO, “Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life” (World Food Summit, 1996). Improved animal health contributes to food security by:

- Reducing the risk of chronic and catastrophic losses in production;
- Improving the safety of foods derived from animals;
- Providing a variety of safe foods to meet dietary needs and food preferences.

113. Stresses on global, national and local food security are likely to increase during the period of the Fifth Strategic Plan due to the competition for physical, human and financial resources. Mitigating the impact of animal disease will help to reduce some of these stresses.

114. The contribution of animal health and veterinary public health to the improvement of food security and food safety will be the underlying priority of the OIE’s work throughout the period of the Fifth Strategic Plan. The importance of non-zoonotic diseases that affect food security (and indirectly contribute to public health issues) will not be overlooked.

115. The OIE will also continue to stress the importance of animal health and veterinary public health in poverty alleviation. Improved animal health and veterinary public health enables global and domestic trade in animals and products and ensures that the investment of farmers in livestock, whether for production of food and other goods such as wool or hides, or as work or competition animals, is protected against the effects of disease. Without creating new areas of work, such a vision will enlarge the OIE’s current scope of work, taking such factors into account when addressing the main Strategic Objectives described in the previous Chapter. For example, the global goal of the eradication of foot and mouth disease will reduce livestock and production losses as well as ensure the free movement of goods, and the goal of eliminating rabies will reduce public health cost burdens in developing countries.

### “ONE HEALTH” AND OTHER MATTERS OF COOPERATION WITH PARTNER ORGANISATIONS

#### ***Strategic Framework for Reducing Risks of Infectious Diseases at the Animal–Human–Ecosystems Interface based on the “One Health” concept***

116. The OIE will work with its partner organisations (FAO, WHO, UNICEF, World Bank and the UN System Influenza Coordinator) to establish an international institutional framework that addresses emerging infectious diseases by reducing the risks of these diseases at the animal–human–ecosystems interface and would strengthen capacities in a number of key areas:

- Surveillance systems, including a strengthening of international wildlife/ecosystems health capacity;
- Information and disease intelligence systems, common or shared (e.g. GLEWS);

- Member incentives for early disease detection and notification, in particular for animal diseases under the relevant OIE standards;
  - Rapid response capacity;
  - Contribution of the private sector;
  - Improved administrative efficiency between the international financial institutions (IFIs) and the specialised international agencies, and between the IFIs and Members.
117. In addition, the OIE will work towards a standing coordination mechanism between the partner agencies to help ensure continuity of joint operations and encourage increased responsiveness to new outbreaks.
118. Specific areas that need more attention to enhance cooperation between the different agencies include:
- a) Closer cooperation between wildlife and natural resource management agencies and the organisations specialised in emerging infectious diseases;
  - b) Enhanced research capacity to identify trends and assess the risks of emerging infectious diseases;
  - c) Strengthened global communication capacity;
  - d) Development of early response teams in international agencies, in addition to national and regional response teams;
  - e) Continued clarification of the distribution of responsibilities between the different agencies.

### ***Cooperative Agreements and Other Cooperative Arrangements***

119. By the beginning of 2010, the OIE had concluded agreements with 43 international governmental and non-governmental organisations, as well as two specific agreements with FAO concerning GF-TADs and GLEWS. The objective of these agreements with inter-governmental organisations is to provide mutual support and cooperation at the policy and funding levels, ensure that the relative responsibilities of the respective organisations are defined, and strengthen the technical aspects of the OIE's work programme.
120. Agreements with non-governmental organisations are primarily aimed at strengthening technical aspects of the OIE's work. The OIE will continue to work through cooperative agreements with such organisations, especially with a view to establishing private-public working relationships in areas under the Organisation's mandate.
121. The OIE also maintains bilateral agreements with non-industry regional bodies such as the European Commission, PANAFTOSA, AOAD, ASEAN and AU-IBAR (among others) in support of its activities.
122. The OIE will continue to participate actively in the Standards and Trade Development Facility (STDF) established by the OIE, FAO, WHO, WTO and the World Bank to assist the delivery of capacity-building projects in the cross-linked areas of animal health and animal production food safety. The OIE will assist Members to present projects through the Regional and Sub-Regional Representations when appropriate and encourage a greater commitment to supporting animal health projects submitted to the STDF for funding.

### **CLIMATE AND ENVIRONMENTAL CHANGES**

123. Climate and environmental changes are a subset of the larger set of ecosystem changes that promote the emergence and re-emergence of animal diseases, in particular vector-borne diseases, drought and nutrition stress. Veterinary authorities, including aquatic animal health services, need to develop systems and strategies for preparedness and response that

are adaptable, resilient and capable of dealing with emerging and re-emerging animal and aquatic diseases irrespective of their cause. However, an understanding of the impact of climate and environmental change (including for example, deforestation, urbanisation and the growth of urban and peri-urban agriculture) on diseases and/or on breeding and production systems will help the process of developing preparedness and response plans.

124. The OIE will address the role of climate and environmental changes with respect to emerging and re-emerging animal diseases and animal production over the short, medium and long term. In particular, the OIE, in collaboration with other international organisations, will assist veterinary authorities to develop foresight and other decision-making frameworks that take into account new information about the evolving relationship between ecosystems, invasive species and emerging and re-emerging animal diseases, recognising the need for adaptive policy responses.

125. Within this overall framework, particular attention will be paid to the effects of climate and environmental changes on aquatic animal health, including problems linked with invasive species.

126. The OIE will also develop activities directed at a better scientific understanding of the impact of the cost/benefit of animal production on climate and environmental changes. It will encourage the establishment of one or more OIE Reference Centres on climatic and environmental changes related to terrestrial and aquatic animal health and animal production.

## COMMUNICATING OIE INFORMATION

127. The communication function of the OIE is strategically important for the delivery of its major objectives, especially in providing timely and accurate animal disease information and in facilitating understanding of the objectives, mechanisms and scientific basis of its work, particularly in the development of standards for animal health, veterinary public health and animal welfare. The implementation of the WAHIS/WAHID reporting system contributed greatly to the first of these during the period of the Fourth Strategic Plan and will continue to do so during the Fifth Strategic Plan. The OIE is committed to inform its Members, the public and the media not only of its activities, but also of the organisational directions and priorities, objectives and implications of its actions and policy development.

128. The Organisation's main channels of communication and information are:

- The OIE website, including WAHID;
- The OIE *Codes and Manuals*;
- The *OIE Bulletin* published four times per year;
- The *Scientific and Technical Review* published three times per year and *World Animal Health* published annually;
- The Technical Series and other *ad hoc* scientific and technical publications;
- Proceedings of international scientific conferences and reports of other meetings;
- *Ad hoc* media releases and statements by the Director General on current issues;
- Factual publications and promotional material on the OIE's activities.

129. The period of the Fifth Strategic Plan will see continued, even accelerated, advances in communication technologies and a demand for real-time information on animal health issues. As mentioned above (para. 56), there will be a five-year review of the WAHIS/WAHID system, but this in itself will be insufficient to meet the needs of an information-hungry world.

130. The OIE's *Scientific and Technical Review* contains original articles and scientific communications. It is a major contribution to the Organisation's reputation for scientific excellence. The paper edition may be purchased through the on-line bookshop, and individual abstracts and articles may be downloaded free of charge from the website.

131. During the period of the Fifth Strategic Plan, the OIE will develop and implement a new communications policy and strategy with a view to:

- Continuing to ensure access to current, real-time animal health information;
- Continuing to ensure access to OIE standards and recommendations contained in the *Codes* and *Manuals* and related official information, such as the list of approved diagnostic test kits;
- Ensuring access to relevant information on OIE programmes, including joint programmes such as GLEWS, GF-TADs and OFFLU, and programmes conducted by Regional and Sub-Regional Representations;
- Providing more efficient access by professionals, academics and researchers to scientific information on animal health and welfare;
- Improving public awareness of animal health, animal production food safety, and animal welfare issues;
- Improving public awareness of the socio-economic and food security dimensions of animal health including their status as public goods.

132. The communications strategy will include the permanent updating of the OIE website and the use of social networking and other information channels for promoting public understanding of the work of the OIE.

133. The immediate goal of this policy and strategy will be stronger communication with Delegates, as well as with professionals, policy makers and the public.



## CHAPTER 4 - INSTITUTIONAL ARRANGEMENTS

### MEMBERSHIP AND RESOURCES

134. There are currently 176 Members of the OIE (May 2010), nine more than under the Fourth Strategic Plan, which ranks reasonably well with the Membership of other standard-setting bodies recognised in the SPS Agreement: 183 Members of the Codex Alimentarius Commission (including the European Union) and 172 Contracting Parties to the International Plant Protection Convention. There are 153 Members of the WTO, including the European Union. The Fifth Strategic Plan will promote membership to complete its global coverage, with mechanisms at the regional level to foster the full participation of all OIE Members in the work of the Organisation.

135. Every effort will be given to improve the recovery of statutory contributions and increase the volume of voluntary contributions. The World Animal Health and Welfare Fund will continue to be a major resource for the implementation of the capacity-building activities under the Fifth Strategic Plan. The management of resources is described in the following Chapter.

### BASIC TEXTS, ADMINISTRATIVE AND FINANCIAL PROCEDURES

136. The Fifth Strategic Plan will provide for the continued evolution of the financial management systems adapted to OIE characteristics in line with international best practices. Furthermore, investments will be made to reinforce the highest standards of accountability by extending the framework of audits of the operations of the Regional and Sub-Regional Representations. Efforts will be made to strengthen reporting on the basis of performance management using activity-based and results-based reporting in all areas of OIE deliverable outputs. The role of the two Auditors designated by the Council of the OIE will be strengthened, while retaining the independence of the internal and external audit mechanisms.

### REGIONAL APPROACHES

137. The Fourth Strategic Plan paid considerable attention to regional and sub-regional matters and the specific concerns of the Regional Commissions. The Fifth Strategic Plan will continue to stress the regional dimension of the OIE's work through both the Regional Commissions and the Regional and Sub-Regional Representations. This will include:

- Enhanced resources for regional activities in the Regular Budget of the OIE based on voluntary contributions;
- Promotion of mechanisms to involve the regions in concrete action and policy development in the framework of the Strategic Plan and the annual Programme of Work;
- Promotion of appropriate mechanisms to harmonise the activities of the Regional Representations;
- Improved arrangements for annual meetings of the elected members of the Bureaux of the Regional Commissions and the respective Regional Representatives to organise activities and determine priorities, taking into account also proposals from the sub-regions.

## HEADQUARTERS AND REGIONAL REPRESENTATIONS

### *OIE HEADQUARTERS*

138. The design of the staffing structure in the OIE will be adapted to the requirements of the Fifth Strategic Plan. Conditions will be developed to ensure that highly qualified and experienced personnel are retained and that new staff will meet the high standards of the Organisation. In view of the growth of the OIE and its increasing responsibilities, the OIE will develop programmes for mentoring and training people to be the leaders of the future, including within the OIE.
139. The Organisation will also work with the governments of Members to allow qualified staff from veterinary authorities to be recruited or seconded on a temporary basis into the Headquarters and Regional and Sub-Regional Representations, to gain experience in the work of the OIE. Funding arrangements for such a scheme will be considered.
140. The OIE Directorate will continue to use the best international procedures in order to reduce the cost of purchase of goods and services.

### *REGIONAL AND SUB-REGIONAL REPRESENTATIONS*

141. The OIE Regional Representations will pursue their activities, reporting directly to the Director General. The latter will verify that the work programmes of these Representations correspond to those endorsed by the OIE Regional Commissions and that the administrative and financial management of these Representations conform to the Mandates and Internal Rules contained in the OIE Basic Texts. In particular, the Director General, through a structured and systematic supervising mechanism from OIE Headquarters, will continue to ensure absolute transparency in the management of voluntary contributions provided for the operation of these Regional Representations and total independence for the OIE Representations with respect to the national authorities of their host countries.
142. The Regional Representations will be called upon to continue to play an active role in the new strategic area of capacity building, in particular in facilitating the training of Delegates both in regard to their status as representatives of their Members at meetings of the Assembly and other OIE bodies as well as their role and obligations within their own countries. The Regional Representatives will also be called upon to provide information and training for Delegates in the important function of ensuring that official OIE positions are taken into account at the national level when formulating national inputs to the work of FAO, WHO, WTO, the Codex Alimentarius Commission and other bodies whose work has a link with the work of the OIE.
143. The resources made available to the regional bodies by the OIE Headquarters will be strengthened by making use of all potential forms of resources, including the World Fund and the secondment of staff. This strengthening will take the form of permanent contacts with international and regional specialised financial organisations through which the Director General can identify, negotiate and mobilise funding to support projects in the regions and the Veterinary Services in Members that request such assistance. Members in the region in question will be informed on a regular basis of the activities of their Representation.
144. The OIE Sub-Regional Representations will continue to report through their respective Regional Representatives to the Director General. Extension of the network of Sub-Regional Representations will be carefully considered on a case-by-case basis and will be dependent on the assurance of adequate long-term resources necessary for the functioning of these Representations.

## THE ASSEMBLY, COUNCIL AND REGIONAL COMMISSIONS

### *THE WORLD ASSEMBLY OF DELEGATES AND THE COUNCIL OF THE OIE*

145. The World Assembly of Delegates of the OIE (the Assembly) is the Organisation's supreme governing body and consists of the annual General Session of the official Delegates appointed by the OIE's Members. The Council examines questions referred to it by the Assembly, and provides policy advice to the Assembly and administrative advice to the Director General. The respective roles of the Assembly and Council were reviewed under the Fourth Strategic Plan as part of the revision and modernisation of the Basic Texts. No further change in the procedures or the relationship affecting the Assembly or the Council is foreseen.

146. The Council will follow the delivery of the Fifth Strategic Plan using appropriate performance measures.

### *REGIONAL COMMISSIONS*

147. The Regional Commissions play important roles. Their main task is to assist Members to participate fully and actively in the OIE activities, and to derive the benefits of such participation. The second principal task is to assist in adapting OIE recommendations, strategies, programmes and activities to the specific conditions and needs of the individual regions and, where necessary, sub-regions. The Regional Commissions provide coordination and continuity for these tasks at the regional level; they also provide general orientation on OIE policies on animal health, veterinary public health and animal welfare at a regional level. The recommendations of Regional Commissions are submitted to the Assembly for endorsement. They then become subject to implementation by the Director General, frequently through one or more of the Regional Representations.

148. The Terms of Reference and Internal Rules of the Regional Commissions were reviewed as part of the overall revision of the Basic Texts initiated during the Fourth Strategic Plan. For the period of the Fifth Strategic Plan, continuing adjustments will be made to enhance the work of the Regional Commissions, including for example, participation of the Regional Representations in the preparation of the agendas for meetings of the Commissions.

149. Regular collaboration between OIE Regional and Sub-Regional Representations and the respective Regional Commissions will be continued and reinforced.

## OIE REFERENCE CENTRES (COLLABORATING CENTRES AND REFERENCE LABORATORIES)

150. The Mandates and Internal Rules of OIE Reference Centres (Collaborating Centres and Reference Laboratories) were reviewed comprehensively as part of the modernisation of the Basic Texts initiated under the Fourth Strategic Plan. This review included provisions against potential conflicts of interest, provisions for the establishment of networks of Reference Centres and for the establishment of "Twinning" Agreements.

151. As part of the priority given to scientific excellence, the OIE will continue to expand the network of Reference Centres to ensure geographic and scientific coverage including the development of competence in new areas of research and expertise. The Specialist Commissions and the Council of the OIE will attempt to define the OIE's scientific and research needs and review applications from potential Reference Centres against this list. The designation of new Reference Centres will follow the rules and the criteria contained in the revised Basic Texts and to the extent possible will be based on equitable coverage across the OIE's regions.

152. The OIE will begin a process of review of its References Centres to ensure their continued competence, relevance, and conformity to the criteria in the Basic Texts.

### SPECIALIST COMMISSIONS, WORKING GROUPS AND *AD HOC* GROUPS

153. The Mandates and Internal Rules of the OIE Specialist Commissions, Working Groups and *ad hoc* Groups were reviewed as part of the modernisation of the Basic Texts initiated under the Fourth Strategic Plan. This review resulted in strengthening the Organisation against the effects of potential conflicts of interest between members of Specialist Commissions, Working Groups and *ad hoc* Groups and commercial entities.

154. The experts participating in Specialist Commissions, Working Groups and *ad hoc* Groups do so in a manner that ensures that they work in this capacity exclusively in the interests of the Organisation and that they do not receive instructions from any government or any authority external to the Organisation. These experts work without additional remuneration and their services are granted to the OIE by their employer or institution without charge, other than the costs of travel and per diem expenses. This level of voluntary support ensures both the independence of the scientific opinion and the ability of the OIE to take on the wide variety of animal health, veterinary public health and animal welfare issues demanded of it.

155. Some Members agree to cover the travel and per diem expenses of experts located in their national institutions. The Organisation will continue to encourage this policy as it is in the interest of the OIE, provided that such support is managed in such a way as to ensure the independence of the expert advice and that there are no potential conflicts of interest. The other Members are invited to follow this example. More support from donors will be requested to facilitate the participation of experts from developing countries.

156. The standards development activities of the Specialist Commissions, Working Groups, *ad hoc* Groups and discussions at scientific conferences convened at the request of the Specialist Commissions will be supported by increasing the resources of the current special account established for this purpose to enhance the active participation of experts and observers from developing countries and the private sector, using the regular budget, voluntary contributions and other external resources. The creation of animal health technological platforms with public and private partners will be encouraged.

### *SPECIALIST COMMISSIONS*

157. The OIE Specialist Commissions provide the main scientific framework of the OIE and they are the main source of scientific and technical input to the standards' decision-making processes of the World Assembly of Delegates. The priorities of the Specialist Commissions are determined by the proposals of the Director General based on the Strategic Plans adopted periodically by the Assembly, pertinent Resolutions of the Assembly and the annual work programmes approved by the Assembly.

### *Scientific Commission for Animal Diseases ("Scientific Commission")*

158. The Scientific Commission will continue its role as the scientific point of reference on the prevention, control and surveillance of terrestrial animal diseases, in order to control diseases and determine animal health status and to answer to any requests from other Specialist Commissions related to scientific questions. The Scientific Commission will be the principal body responsible for delivering the OIE component of the "One Health" concept.

159. The Scientific Commission will also provide advice on the diseases for which the status of individual Members may be determined by decision of the Assembly and on the possibility of extending the current list of four diseases (see also para. 0). The Scientific Commission will also be the main body responsible for evaluating the status of the programmes for the control of foot and mouth disease and the elimination of rabies from target animal populations.
160. The Scientific Commission will be the main source of guidance in the evaluation of the effects of climate and environmental changes and in providing a better scientific understanding of the contribution of animal production systems to climate and environmental change (see paras. 33 and 80d and e).
161. The Scientific Commission will be the main source of advice on the effects of animal diseases on food security and will take into account the food security implications of the management of diseases when providing opinions on risk management (including cost/benefit evaluation of control measures).

#### *Terrestrial Animal Health Standards Commission ("Code Commission")*

162. The Code Commission will work to ensure that the *Terrestrial Animal Health Code* (the *Terrestrial Code*) continues to be a first-class tool for Members to use in the development of their national veterinary and animal welfare legislation, and import regulations and disease surveillance methods in line with the principles in the WTO SPS Agreement. During the period of the Fifth Strategic Plan, the Code Commission will continue to review the relevance of many of the older chapters of the *Terrestrial Code* with a view to either revising them or deleting them. The process of revising or deleting chapters will follow the same procedures as for the elaboration of new provisions, including the fact that such changes to the *Terrestrial Code* may only be made by the Assembly and after consultation with the Scientific Commission for Animal Diseases. Consideration will be given to including tools for better use of the *Terrestrial Code*, such as an index or database of the commodities covered<sup>8</sup>.
163. The Code Commission will consider appropriate guidance for the management of diseases in companion, competition and working animals, and extend its consideration of diseases affecting bees. It will also be the OIE body responsible for proposing advice on standards on the prudent use of antimicrobial agents in terrestrial animals, taking into account parallel work relating to the food safety aspects of such use being undertaken by the Codex Alimentarius Commission.

#### *Aquatic Animal Health Standards Commission ("Aquatic Animals Commission")*

164. The same principles that apply to the work of the Terrestrial Animal Health Standards Commission will also apply to the Aquatic Animals Commission. The Aquatic Animals Commission will continue to prepare, and update as required, OIE international health standards for international trade in aquatic animals and their products, as well as on the diagnostic and surveillance techniques required to ensure the safety of such trade. It will pursue its efforts to provide information and disease control methods on aquatic animal diseases.
165. The Aquatic Animals Commission will address the food security and animal production food safety implications of diseases in aquatic animals, the effect of climate and environmental changes, consideration of alien invasive aquatic species, the prudent use of antimicrobial agents and the management of diseases in ornamental aquatic animals.

---

<sup>8</sup> Such a database could also include aquatic animals and commodities, linked to the relevant chapters of the *Aquatic Animal Health Code*.

166. The Aquatic Animals Commission will continue to expand its network of aquatic disease Reference Centres with a view to obtaining additional expert advice on aquatic animal diseases and to accelerate its work programme.

#### *Biological Standards Commission*

167. The Laboratories Commission will work to complete and update the *Manual of Diagnostic Tests and Vaccines for Terrestrial Animals*. It will strengthen its work on the recognition of diagnostic tests and kits, including those of commercial origin, and on the quality of vaccines. The Laboratories Commission will continue its work on means to minimise the possibility of the development of antimicrobial resistance. It will also provide advice to the OIE on strengthening Reference Laboratories' capacities for applied research, mainly through Laboratory twinning programmes to strengthen world-wide capacity in these areas. It will provide advice to the Assembly on the implementation of OIE policy on Reference Centres as described in the Basic Texts.

168. In the area of veterinary drugs, including antimicrobials, the Laboratories Commission will strengthen its liaison with the Codex Committee on Residues of Veterinary Drugs in Foods and the ad hoc Codex Intergovernmental Task Force on Antimicrobial Resistance. The Commission will seek to extend the coverage of the programme on International Cooperation on Harmonisation of Technical Requirements for Registration of Veterinary Medicinal Products (VICH) to all OIE Members by encouraging the OIE to adopt, if possible, parallel standards proposed by VICH. Delegates to the OIE have nominated a Focal Point for Veterinary Drugs and Vaccines.

#### *WORKING GROUPS*

##### *Working Group on Wildlife Diseases*

169. The Working Group on Wildlife Diseases reports to the Scientific Commission on Animal Diseases and works in close collaboration with the Terrestrial Animal Health Standards Commission and the Biological Standards Commission. Due to the increasing number of problems associated with the detection, notification, surveillance and control of diseases spread by, or with reservoirs amongst, wild animals, the role of this Working Group has grown constantly since its creation in 1991. Its work on gathering and disseminating information on wild animal diseases will be strengthened in particular by the introduction of WAHIS-WILD, which will assist Members, through their focal points, with monitoring and reporting such diseases. The Working Group will continue its work on the standardisation of diagnostic techniques and control measures against wildlife diseases and alien invasive species.

170. The Working Group is expected to contribute substantially to the OIE component of the "One Health" concept.

##### *Working Group on Animal Production Food Safety*

171. The Working Group on Animal Production Food Safety will continue to work with other relevant organisations, especially the Codex Alimentarius Commission, FAO and WHO, in reducing food-borne risks to human health due to hazards arising from animals. The Working Group will continue its programme for the development of standards on animal production food safety covering pre-slaughter issues and those prior to the first transformation of animal products, with a primary focus on food safety measures applicable at the farm level. This work will include hazards such as pathogens that do not normally cause disease in animals.

172. The Working Group forms the focal point for cooperation with the Codex Alimentarius Commission, WHO and FAO on food safety issues, and relevant Codex Committees to avoid gaps and possible inconsistencies between the standards of the OIE and the Codex.

### *Working Group on Animal Welfare*

173. The Working Group on Animal Welfare was established in 2002 to provide international leadership in animal welfare through the development of science-based standards and guidelines, to provide expert advice and to promote relevant education and research through:

- Promotion of science-based understanding of animal welfare;
- Use of appropriate expertise;
- Consultation with relevant stakeholders;
- Recognition of regional and cultural dimensions;
- Liaison with academic and research institutions.

174. The Working Group will continue to oversee the development of draft standards and guidelines within the framework of the OIE Guiding Principles and Policies on Animal Welfare. It will continue to develop and communicate scientifically based information on animal welfare issues to all interested parties. The welfare of aquatic animals and the harvesting of wildlife will be included in this programme. The Working Group will provide advice through the Terrestrial Animal Health Standards Commission on the introduction of animal welfare legislation, particularly in developing countries, based on the OIE standards and guidelines.

### *AD HOC GROUPS*

175. *Ad hoc* Groups are established by the Director General in accordance with the General Rules of the OIE. Such Groups are normally established at the request of a Specialist Commission or Working Group in order to provide expert advice on specific subjects. *Ad hoc* Groups report to the Commission or Working Group requesting their advice and their reports are published as appendices to the reports of the Specialist Commissions.

176. Several of the work areas identified in the Fifth Strategic Plan imply the establishment of new *ad hoc* Groups, on matters such as climate and environmental change and veterinary education, for example.

177. When consulting or seeking advice on specific subjects or in the establishment of *ad hoc* Groups, the Director General first calls upon experts included in the OIE List of Experts. Other considerations are a geographical balance within *ad hoc* Groups and the availability of experts accepting the conditions laid down by the OIE. Where appropriate, 'virtual teams' of experts are consulted electronically and/or through video conferencing to minimise the number of physical meetings.

178. During the period of the Fifth Strategic Plan, the process of appointment to the OIE List of Experts will be made more efficient and transparent.

## CHAPTER 5 - IMPLEMENTING THE STRATEGIC PLAN

### PREPARATION OF THE DIRECTOR GENERAL'S PROGRAMME OF WORK

179. The adoption of the Fifth Strategic Plan will be followed by the preparation of an initial Programme of Work that gives effect to the objectives enunciated in the Plan. This will be submitted by the Director General for adoption by the Assembly in 2011; subsequent annual Programmes of Work will follow. The annual Programmes of Work will take into account the human and financial resource requirements and availability and, if needed, these resources will be adjusted to meet the Strategic Objectives. There will be a mid-term review of progress in 2013.
180. The annual Programmes of Work will take into account the human and financial resources allotted for the participation of the OIE in relevant international and regional meetings, essential for discussing scientific issues and the development of new standards and guidelines, as well as the costs and revenues related to the holding of international scientific conferences proposed by the OIE. The Programmes of Work will also assess the resource needs of the Reference Centres in order for them to carry out in a more effective manner the mandates with which they have been invested by the Assembly and to be able to conduct selected applied research programmes.
181. The capacity-building Objective included in the Strategic Plan will be delivered mainly from the resources of the World Animal Health and Welfare Fund with contributions from multilateral, bilateral and other donations. The delivery of this Objective will depend on the availability of these resources.

### HUMAN RESOURCES

182. The human resources available to the OIE are its greatest asset. At 31 December 2009, the OIE Headquarters employed 65 personnel of 40 different nationalities, and the Regional and Sub-Regional Representations employed 45 personnel of different nationalities. Experts available to the OIE number around 500 and there are 230 Reference Centres that contribute to the human resource base of the Organisation. Overall the structure of the Organisation is cost-efficient, deriving from its low level of bureaucracy and its high level of gearing in the use of external human resources.
183. The implementation of the Fifth Strategic Plan may require additional human resources: as noted above (para. 182), such additional human resources will include temporary recruitment, secondment, and training and mentoring programmes in cooperation with Members. There will be a review of different staff categories, including the conditions relating to temporary employment or assignment, with a view to ensuring the sustainability of the OIE's work programmes.

### FUNDING, MANAGEMENT AND EVALUATION POLICY

184. The OIE will establish a resource policy aimed at ensuring the adequacy and stability of the resources available to it. This policy will be based on improved financial administration and accountability especially in regard to monitoring performance and to measuring outputs with stated goals and objectives and evaluation of the results (see also para. 0). Efforts will be made to encourage additional voluntary contributions and to attract new donors to the World Animal Health and Welfare Fund.
185. Recourse to external sources of funding will be used systematically, especially to support the participation of experts from developing Members in the elaboration and negotiation of international standards, as well as for scientific conferences and training programmes for the Delegates and focal points of national Veterinary Services.



## APPENDIX: GLOSSARY OF ABBREVIATIONS

OIE	World Organisation for Animal Health
AOAD	Arab Organization for Agricultural Development
ASEAN	Association of South-East Asian Nations
AU-IBAR	African Union – Interafrican Bureau for Animal Resources
CBD	Convention on Biological Diversity
FAO	Food and Agriculture Organization of the United Nations
GF-TADs	Global Framework for the Progressive Control of Transboundary Animal diseases
GLEWS	Global Early Warning and Response System for Animal Diseases including Zoonoses
IPPC	International Plant Protection Convention
OFFLU	OIE/FAO Network of Expertise on Animal Influenza
PANAFTOSA	Foot-and-Mouth Disease Centre of the Pan-American Health Organization
PVS	Performance of Veterinary Services (OIE)
STDF	Standards Development and Trade Facility
UNICEF	United Nations Children’s Fund
WAHID	World Animal Health Information Database
WAHIS	World Animal Health Information System
WHO	World Health Organization
WTO	World Trade Organization