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**OIE's SIXTH STRATEGIC PLAN
FOR THE PERIOD 2016 - 2020**

(83 SG/17)

TOWARDS OIE 2020

The OIE is the world's pre-eminent organisation on animal health and welfare. This recognition has been achieved through leadership and vision founded on scientific excellence, international solidarity and transparency since its inception 90 years ago. It is an intergovernmental organisation with global membership responsible for improving animal health and welfare worldwide and reducing health risks at the human-animal-environment interface under the "One Health" concept. It is recognized by the World Trade Organization as the science-based standard setting organisation for the safe international trade of animals and animal products.

By 2020, it will reinforce its global leadership based on its mandate, and build on its experience to support economic and human development by delivering timely, high quality information and services to allow the management of risks to terrestrial and aquatic animal health and welfare; minimise associated dangers to human health; and protect the environment and biodiversity in a "One Health" approach. The consequence of these actions will be improved conditions for disease control and international trade, improved health security and food safety. Together these will lead to improved food security (including more efficiency in production and reduction of food losses), improved economic performance and prosperity, and an improved understanding of the social and economic relationships between humans and animals.

The OIE will use the most current knowledge and available technologies for the scientific basis of its standards, guidelines, opinions and findings and will ensure the rapid dissemination of information at least cost to its Member Countries. It will provide advice on the implementation of veterinary public health measures including the control of zoonoses in animals, animal production food safety controls and the prudent use of antimicrobial agents.

It will continue to draw on the depth and diversity of scientific excellence and experience available in all Member Countries and its network of International Reference Laboratories and Collaborating Centres. It will seek to develop and involve professionals and experts so that together they are reflective of the demographics of their disciplines and will have the knowledge and enthusiasm to ensure the future capacity of the Organisation itself and of national Veterinary Services worldwide.

OIE'S GLOBAL VISION AND STRATEGIC OBJECTIVES

OIE's global vision is expressed as "Protecting animals; preserving our future", leading to economic prosperity and social and environmental well-being.

To achieve this vision its strategic objectives are:

- **securing** animal health and welfare, the sanitary safety of animals and animal products¹ and foods derived from animals, and reduction in the transmission of diseases by managing risks at the human-animal-environment interface;
- establishing **trust** between stakeholders, including trading partners, in the cross-border exchange of animals, animal products and foods derived from animals by transparency and good communication of the occurrence of diseases of epidemiological significance, and in OIE processes and procedures;
- enhancing the **capacity** and sustainability of national *Veterinary Services*.

The Sixth Strategic Plan sets out three major strategic objectives for the period 2016-2020 and addresses three cross-cutting areas necessary for their achievement.

THE STRATEGIC OBJECTIVES 2016 – 2020

STRATEGIC OBJECTIVE 1: SECURING ANIMAL HEALTH AND WELFARE BY APPROPRIATE RISK MANAGEMENT

This Objective addresses animal health and welfare, the sanitary safety of animals, animal products and foods derived from animals, the trans-boundary movement of diseases, and the science-based risk management of disease at the human-animal-environment interface under the “One Health” concept. The outputs are enhanced food security and food safety, reduction in the disease burden of animals used for food production or as working, sport or companion animals; reduction in the occurrence of diseases transmitted between animals and humans (either by direct contact or through the food chain); improved income and other economic benefits due to the protection of valued livestock; reduction in consequential health costs and sustainable domestic and international trade.

The main components of this objective are:

- The continued development of timely, current and scientifically-based standards for animal health, animal welfare and animal production food safety, for terrestrial (including bees and reptiles) and aquatic animals;
- The continued development of timely, current and scientifically-based guidelines and recommendations for the management, control and/or eradication of diseases, including those at the animal-human-environment interface, taking into account economic, social and environmental factors.

Particular issues to be addressed:

- Leadership and coordination of international and regional programmes for the global eradication or control of specific diseases of economic and social importance, including canine Rabies, Foot and Mouth Disease (FMD) and Peste des Petits Ruminants (PPR);

¹ The term “animal products” includes products of animal origin and commodities such as animal genetic materials and biological products used in disease diagnosis and control.

- establishment of a new business model for private sector partnerships in support of the development of standards on specific issues within well-defined domains
- effective and judicious management of the use of antimicrobial substances
- understanding the relationship between climate change and eco-system health, biodiversity loss, and the spread of diseases that impact on animal health and welfare
- the application of new and rapidly evolving technologies related to standards development, including diagnostics and vaccines, and the ability of the OIE to access expertise in these technologies
- the early detection and determination of animal pathogens used to cause deliberate harm to animal or human populations and economies through bioterrorism
- evaluation of the system by which OIE determines the official disease status of Member Countries, including the listing of diseases for which notification is mandatory
- review of OIE recommendations concerning trade measures, procedures and certification in the light of the WTO Agreement on Trade Facilitation while maintaining vigilance in control measures.

The period 2016 to 2020 will see improvements in the OIE standards-setting process, in particular the fostering of the inclusive engagement of all Member Countries in the process, ensuring clear understanding and transparency of the OIE procedures and improving the involvement of stakeholders with whom the OIE has signed Cooperation Agreements. In practical terms, a significant amount of the preparatory work for standards development will be undertaken by electronic discussion groups and conferencing with the dual benefit of cost-reduction and being potentially more inclusive. Procedures will be established to provide for such groups and ensure their effective functioning.

In regard to risk management procedures for animal health and welfare, social, economic and environmental sciences will be considered so as to mitigate unintended consequences in their implementation. The OIE will develop internal capacities to deal with these issues or alternatively will build partnerships that would address these issues based on “best practice” experiences. Consideration will be given to the relationship between OIE standards and private sector standards used in business-to-business transactions in animals and animal products: permanent negotiations with relevant private sector standards bodies (SSAFE, GFSI, ISO, etc.) will be organised.

The OIE will demonstrate solidarity of purpose and scientific rigor in adapting its standard-setting frameworks to ever-changing risk patterns to avoid the introduction, or maintenance, of measures that create either unjustifiable financial burdens for Member Countries or the application of unnecessarily restrictive measures to achieve safe trade. Nevertheless, the assurance of the health and welfare of animals will not be compromised.

Attention will be paid to the use of emerging technologies and products used within the framework of OIE standards considering that more and more essential techniques of veterinary science are developed commercially.

STRATEGIC OBJECTIVE 2: ESTABLISHING TRUST THROUGH TRANSPARENCY AND COMMUNICATION

Communication has been an essential component of the OIE's mandate since 1924. Transparency and communication are part of an overall programme of risk analysis, and they also serve to build relationships and trust between stakeholders, including trading partners and with the general public. To meet this objective, communication must be rapid, contextual and understandable and must use the means and channels most appropriate to its purpose. Outputs from this objective include authoritative statements on animal health, timely reporting of animal disease events, analysis of the animal health situation and epidemiologic trends worldwide, and scientific and public information on the state on animal health and animal welfare worldwide.

The period 2016 – 2020 will also see:

- A high level communications profile for the OIE based on use of social media tools, press releases and press conferences to respond to global events within its sphere of expertise and influence and in close collaboration with other international organisations such as the World Health Organization when appropriate
- Expansion of OIE's communication networks to contribute to discussions on social, economic and environmental values in relation to animal health and welfare²
- Precision analysis, interpretation, confirmation and prediction of disease occurrences, to improve diseases diagnoses and outbreak investigations for notification and epidemiologic trends to inform risk assessments and decision making by Member Countries
- A strongly coherent and expanded interface between WAHIS3 and regional and/or national databases to ensure the rapid dissemination of animal disease information
- The establishment of a learning platform for officials in Member Countries that will enable them to document and notify disease occurrences through the WAHIS system, and to trading partners and other potentially affected parties.

Also during the period of the Sixth Strategic Plan, the OIE will review its standards-setting and related processes to improve transparency, which in turn should encourage more inclusiveness. In particular, the primary technical information used in decision making will be made more publically available, subject to limitations related to the protection of intellectual property.

STRATEGIC OBJECTIVE 3: ENSURING THE CAPACITY AND SUSTAINABILITY OF *VETERINARY SERVICES*

National *Veterinary Services* provide the fundamental management system for animal health and welfare and veterinary public health in Member Countries⁴.

² The OIE Communication Strategic Plan of May 2013 will provide a useful foundation for this purpose. See http://www.oie.int/fileadmin/Home/eng/OIE_Communication_strategic/OIE_Communication_strategic_plan-Intranet-May_2013.pdf

³ WAHIS: World Animal Health Information System

⁴ In addition to the official Veterinary Service, *Veterinary Services* include supporting structures such as laboratories, research and education establishments, extension services and private veterinarians. *Veterinary Services* may have public and private components. Ref: Glossary of the OIE Terrestrial Animal Health Code.

National *Veterinary Services* must have the capacity and the sustainability to ensure the delivery of their outputs including inspection and certification of animals and animal products, management of the animal health and welfare situation and the control of diseases at the animal-human-environment interface including trans-boundary diseases. This capacity and sustainability is linked to the availability of resources and the integrity of the management system including policies, procedures, staff, and documentation; the processes for auditing and evaluation of performance; and preparedness for response to emergencies and other critical situations. The outputs of this Objective are strengthened and well-structured *Veterinary Services* with verifiable systems of governance, performance reporting (including evaluation and auditing), and the improved application of OIE standards by Member Countries.

This Strategic Objective has three main components:

- The continual development of up-to-date standards and guidelines for the management of Veterinary Services and their components
- Direct support (including capacity development) and technical advice to Member Countries to enable them to apply and to meet these standards and guidelines, as well as to implement the recommendations made through the PVS missions, and
- Policy advice including the mediation of disputes.

Under the first of these components, the OIE will continue to develop, renew and revise its standards and guidelines on the quality and evaluation of *Veterinary Services* (including veterinary professionals and *Veterinary Statutory Bodies*), veterinary certification, veterinary legislation and education, and its guidance on quality management, quality control, and management and technical requirements for laboratories conducting tests for infectious animal diseases.

The second of these components will see the OIE continue the post-GAP analysis phase of capacity development in support of national veterinary services with a view to the sustainability of the development process through the PVS⁵ pathway including assessments (including laboratories), gap analysis, and legislative reviews and the creation of regional or international vaccine banks. These capacity development activities will be funded principally by the World Animal Health and Welfare Fund, independent of the core budget of the Organisation. In view of the growth of OIE's capacity development activities *vis-à-vis* its regular activities, the OIE will consider options aimed at sustaining both sets of activities at an optimal level, including the possibility of their functional separation under OIE governance.

With respect to the third component, the OIE will undertake to raise the awareness and support of policy makers of the global public good outcomes associated with investments in the improvement of animal health and welfare and veterinary public health. In addition, when disputes or tensions arise between Member Countries, either related to the management of disease risks in neighbouring countries or related to bilateral trade between countries, the OIE will provide interpretation and context of the application of the standards adopted by the Member Countries for their practical implementation (on the basis of the standards adopted for OIE mediation)⁶.

The period 2016-2020 will see:

- Improved policy advice in support of Veterinary Services;

⁵ PVS refers to OIE's management evaluation tool for the Performance of Veterinary Services.

⁶ Article 5.3.8. of the OIE Terrestrial Animal Health Code.

- Continued investments in the training and development of Delegates and national focal points;
- Expansion of the scope of the PVS tool to cover official services and other public or private services dealing with veterinary public health, wildlife management relevant to animal health (including aquatic animals), and animal welfare;
- Joint OIE/WHO national workshops between animal health and human health services to improve intersectoral collaboration;
- Strengthened technical and policy advice on preparedness for, and effective management of, emergency situations including those related to natural disasters and potential intentional adverse events, and the inclusion of these matters in the PVS tool;
- Improved processes for the development of public-private partnerships in support of Veterinary Services particularly in support of emergency management mechanisms including animal identification, vaccine banks and compensation programmes;
- Extended twinning arrangements between Reference Centres, between Veterinary Statutory Bodies and between veterinary educational institutions;
- A better definition of the role of paraprofessionals and non-veterinary specialists, including their education and training;
- Improved adoption and implementation of OIE standards by all Member Countries.

In order to sustain this level of activity there will be expanded engagement of prospective donors and the active pursuit of potential sources of resources, using novel approaches as required so that the donor contribution level is sustainable over time. Contingencies will be developed to prioritize activities and identify elements that may need to be scaled back if funding levels decline.

THE CROSS-CUTTING AREAS 2016 – 2020

A: SCIENTIFIC EXCELLENCE

The foundation of the OIE's reputation rests on the timeliness, quality and objectivity of the science to which it has access and on which its standard setting, epidemiologic analysis, dispute mediation and other activities depend. An essential component of this foundation is provided through the OIE's extensive network of International Reference Laboratories and Collaborating Centres and their provision of diagnostic services, development and validation of diagnostic test methods, research and knowledge transfer. Under the Fourth and Fifth Strategic Plans OIE's procedures for the recognition of Reference Centres were harmonised and new criteria for recognition were established; rules for "twinning" were included in these procedures.

It is recognised that these efforts for continuous improvement must be further pursued especially in regard to the rapid developments in science and in new technologies with the possibility that Reference Centres recognised many years ago may no longer be at the leading edge of scientific development. Therefore, during the period 2016 to 2020 a progressive and comprehensive independent evaluation of existing OIE Reference Centres will be undertaken under the supervision of the Assembly and the relevant Specialist Commissions. The evaluation will aim to ensure that reference centres and laboratories contribute effectively to the Organisation's routine work, and provide support for Member Countries, particularly in global strategies to control diseases.

Such an evaluation, in itself, will probably not be sufficient to ensure access to the best competence in new science and technology in a rapidly changing environment, across multiple disciplines and with suitable geographic diversity. The OIE will therefore explore ways to guarantee access to this competence, in particular by focussing on how the Delegates, national Focal Points and Reference Centres can assist in the identification and involvement of next generation scientists and those with “hands-on” experience in new technologies and by forging new partnerships including with the private sector.

The OIE will continue to organize scientific conferences and workshops to address important topics and provide for the diffusion of knowledge on matters relating to animal health and welfare and veterinary public health.

B: DIVERSITY, INCLUSIVENESS, ENGAGEMENT, TRANSPARENCY

It is desirable that participation in the OIE’s decision-making processes should reflect the global membership of the Organisation, the informed scientific opinion of specialists including those familiar with cutting-edge scientific developments and technologies, as well as the opinions of specialists in economic, social and environmental areas. These issues will be addressed during the period of the Sixth Strategic Plan. In particular, using a flexible approach, the OIE will address the engagement of veterinary and scientific experts in *ad-hoc* groups, working groups and staffing so that these are reflective of the demographics of the respective professions while continuing to respect geographic and expertise parameters.

The period 2016-2020 will also see:

- a critical assessment, and adjustments if warranted, of the duties, responsibilities and performance of the current Specialist Commissions and Expert Working Groups to ensure that they meet the organisation’s needs
- an assessment of the working relationship between the Specialist Commissions to optimize their efficiency and effectiveness
- improvements in the election process and the establishment of term limits for the elected members of the Specialist Commissions
- the use of a wider demographic base for the appointment of experts to Working Groups and ad hoc Groups, and as a basis for election to the Specialist Commissions.

C: GOVERNANCE

The period of the Sixth Strategic Plan is expected to be marked by significant changes in the demography of the Organisation and the veterinary profession in general, and by continued accelerating technological changes. These challenges will impact upon the management of the Organisation through its statutory bodies and the Headquarters, Regional and Sub-Regional Offices, but no changes are foreseen in the overall structure or governance during the period 2016-2020.

HEADQUARTERS AND REGIONAL/SUB-REGIONAL OFFICES

Efforts will be undertaken to improve the understanding of the strategic roles and objectives of the OIE Headquarters, Regional Offices, Sub-Regional Offices and Regional Commissions relative to one another. Regional Commissions will be encouraged to implement the Sixth Strategic Plan as appropriate to the needs of their Regions, with the assistance of Headquarters and the Regional Offices.

There will be a substantial reduction of paper documents associated with meetings, especially the General Session, and standards-setting activities. An evaluation will be made of the interest and sustainability of producing the OIE’s high quality paper-based publications. The OIE will make the best use of technology while taking into account the diversity of the capabilities of the Member Countries.

RESOURCE PLANNING AND ACCOUNTING

It is recognised that the working structures of the OIE may benefit from a human resources strategy that embraces the more diverse demographic situation in veterinary medicine and other related disciplines. A rolling five-year strategic human resources plan for the recruitment, retention and development of staff at the Headquarters and Regional/Sub-Regional offices based on different resource collection scenarios, will be proposed. New funding models and continuation of expanded engagement with Member Countries, donor and partners will be considered in order to meet expectations and program demands.

A long-term facilities and equipment plan will be established for the OIE Headquarters, including the physical infrastructure and informatics systems. The plan will support the organisational needs envisioned in the Sixth Strategic Plan and will protect the equity of the OIE's buildings.

The OIE will build on its demonstrated strong financial management through the continued implementation of accrual accounting procedures at the Headquarters and Regional Offices and the constructive audits of the Regional Offices to confirm adherence to established policies and procedures. In response to greater demand from contributors to the OIE's core budget for the highest levels of accountability in regard to the use of resources, it will demonstrate value for money for both Member Countries and donors through clearly defined performance measures in the annual work plans and a greater emphasis on measurable results-based reporting. As with the General Budget, performance reporting for the World Animal Health and Welfare Fund will shift from activities-based to easily measurable results in order to better demonstrate value for money.

PARTNERSHIPS

The Organisation will continue to develop synergies and strong engagement with international institutional partners including the World Health Organization, the Codex Alimentarius Commission, the Food and Agriculture Organization of the United Nations (FAO), the World Bank, the World Trade Organization, etc., in areas of common interest and continue to explore additional partnerships with other organisations as warranted. It will continue to work with FAO and WHO, in the framework of the tripartite partnership, in programmes such as the Global Framework for the progressive control of Transboundary Animal Diseases (GF-TADS), eradication of PPR and canine Rabies, global control of FMD, the alignment of the PVS with the International Health Regulations (IHR), and the continuing programme for Rinderpest material sequestration (with FAO).

The Organisation will strengthen its relations with the international security community such as Interpol in areas of common interest related to the prevention, preparedness, response and recovery from the deliberate use of animal pathogens to cause harm and natural disasters, measures to enhance the control of counterfeit drugs and the detection of fraud, and to contribute to international programs designed to promote integrated approaches to the management of health risks at the human-animal interface such as the Global Health Security Agenda (GHSA).

The OIE has entered into more than 60 Cooperation Agreements with external partners representing professional, academic, private and civil organizations. It will establish a process of monitoring these agreements to ensure that they remain strategically valid and that they further the aims of the Organisation.