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**OIE SEVENTH STRATEGIC PLAN
FOR THE PERIOD 2021–2025**

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Foreword: our ambition for 2025

Improving animal health and welfare is the core mandate of the OIE, and doing so will help to preserve the future of humankind.

The OIE is recognised as the international reference organisation that assists national Veterinary Services to improve animal health and welfare. It does this by setting international standards to support the safe trade of animals and animal products and improve the prevention and control of animal disease. It also collates data to improve understanding of the animal health situation worldwide.

Contributing to global goals through improved sustainability of animal production continues to be one of the overriding objectives of the OIE. World hunger, zoonoses and food-borne diseases still impact millions of people worldwide. Moreover, 18% of the world's population is engaged in animal husbandry or in the processing and marketing of animal-based foods, and thus their livelihoods and socio-economic status depend on the health of animals.

However, there have been global developments on climate change, food consumption patterns, animal welfare or societal expectations for more environmentally friendly animal production. These developments need to be considered along with advances in science and information technology, and the increasing complexity and interrelatedness of systems.

With the COVID-19 crisis, these societal expectations have become even greater, and even more urgent, while other concerns have appeared on the list of priorities. These include issues relating to the surveillance of potential reservoirs of zoonotic pathogens posing a high epidemic risk, especially in wildlife. Consequently,

- the OIE must exercise its voice in global discussions on these issues, within frameworks such as the Sustainable Development Goals or the One Health approach, as they have a direct impact on the socio-economic balance of rural families and the sustainability of animal production systems,
- Veterinary Services must be better prepared to respond to these complex, multiple challenges, which require a broader array of knowledge and skills than that usually covered in veterinary schools.

Building on its experience and expertise, and with the support of its network of Reference Centres, the OIE will help to foster the necessary changes so that national Veterinary Services, and more broadly animal health services, are better equipped to anticipate and respond to new expectations.

The 7th Strategic Plan of the OIE shares a global vision and a framework for action for 2021-2025. This is possible due to the groundwork laid by the 6th Strategic Plan, and the significant advances made in recent years, such as:

- more transparent and robust procedures for the development of international standards and the evaluation of the health status of Members,
- better structured policies, and the decisive mobilisation of teams to implement global strategies,
- modernised tools to monitor the evolution of diseases in the world and to improve the quality of publicly shared information, thanks to extensive investment in the relaunch of the World Animal Health Information System (OIE-WAHIS) and the revision of our communication tools,

- increased resources to support Members in evaluating and strengthening their capacities through an ambitious Performance of Veterinary Services (PVS) programme,
- strengthened and more successful partnerships,
- an internal restructuring of the Organisation to better plan, deliver and report on our activities.

In preparing the 7th Strategic Plan, we engaged with our Members, partners and staff to define future expectations. In addition, a survey was conducted among our Members to identify the external factors that will influence the activities of Veterinary Services and the adaptations that these factors will require. We have also benefited from the first lessons learned from the COVID-19 crisis, which do not call into question the relevance of the strategic objectives proposed for the coming years, but lead us to review the prioritisation of their operational implementation. Indeed, the OIE's activities need to be adapted in light of these issues in order to meet Members' expectations, in a context where the objectives must remain consistent with the available resources.

Together, we have prepared this 7th Strategic Plan, with the aim of contributing to achieving the Sustainable Development Goals, and together, we will rise to the challenge of implementing it.

1. Mission and vision

The OIE is the intergovernmental organisation responsible for improving animal health and welfare worldwide. This ambitious mandate stems from the International Agreement which led to its creation in 1924, its organic statutes, as well as successive resolutions adopted by the World Assembly, composed of Delegates appointed by its Members. The leadership of the OIE is solidly anchored in the evidence and risk-based decision-making process that underpins its work. Moreover, the standards developed by the OIE are recognised as the reference for animal health and zoonoses -related matters within the framework of the World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (SPS Agreement).

1.1. Mission

The mission of the OIE is to foster global commitment to improve animal health and welfare and veterinary public health worldwide, by:

- promoting the coordination of animal health and welfare management, including the impact of such coordination on safer trade, by developing sound international standards and implementing global strategies,
- fostering transparency in the global animal disease situation, in a world that is increasingly shaped by globalisation, where trade is continually growing and undergoing change in digital capabilities,
- supporting national Veterinary Services to improve their capacities to prevent and control animal diseases, including those transmissible to humans (zoonoses), as well as to manage animal welfare.

The OIE has structured its activities around effective tools and processes to deliver this mission to its Members. effective

1.2. Vision

In the course of its history, the OIE has repeatedly proven the relevance of its remit of protecting animals to preserve a future where safe trade, public health, food security and sustainable socio- economic growth that support livelihoods, are improved.

This commitment to global overarching goals has not changed, and the OIE continues to strive to bring positive and impactful change. As such, the vision for the OIE in this Strategic Plan is to *provide leadership in global animal health governance*.

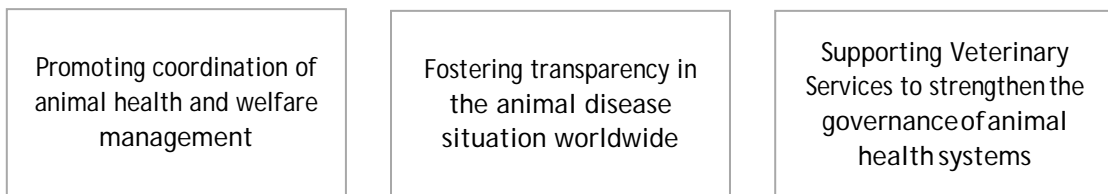
Vision

Providing leadership in global animal health governance...

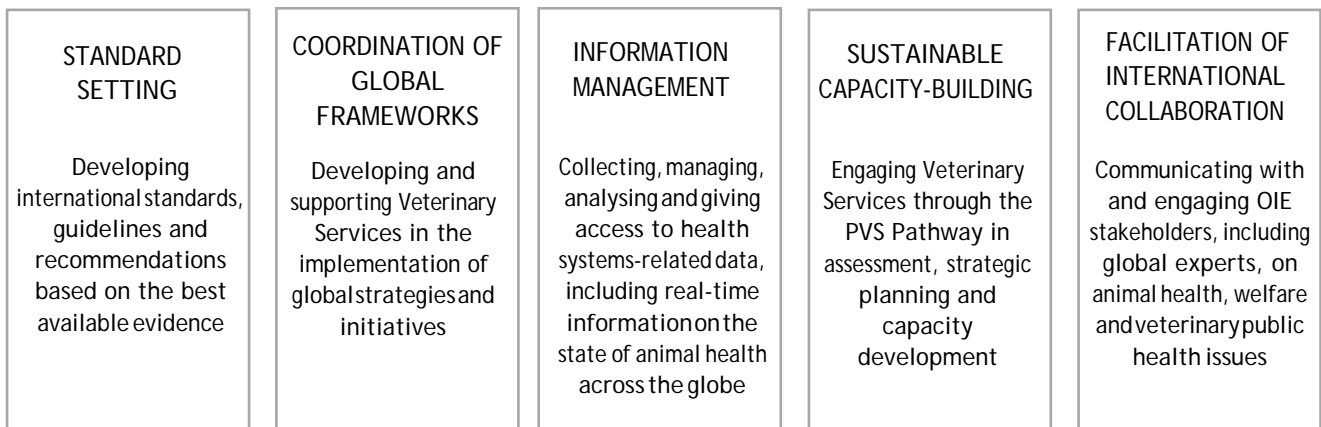
...for improved animal health and welfare worldwide to support global goals



Mission



Activities



2. Context

2.1. Evolving trends and rising challenges

Veterinary Services worldwide are currently facing major challenges. Through its strategic planning process, the OIE has identified a number of factors with the potential to affect its priorities in the coming years.

Societal expectations

While the growing demand for animal protein – expected to double by 2050 – increases pressure on terrestrial and aquatic animal production systems, societal expectations influence the global response to this challenge. New consumption habits and increased ethical and environmental concerns urge for more sustainable food production systems that safeguard the resilience of ecosystems, the welfare of animals and the livelihoods of populations worldwide. These evolving societal expectations must be considered by the OIE to develop effective policies.

New technologies

The global digital and technological transformation of the past two decades has significantly changed society and business, as well as public policy. Biotechnologies have the potential to significantly change the agri-food system, while new technologies, such as big data management or artificial intelligence, can provide unprecedented opportunities but also risks for Veterinary Services and society. Harnessing these technologies for the benefit of all countries, while ensuring their responsible use and accessibility, will be key to the effectiveness of animal health systems.

Importance of trade regulation

Globalised trade delivers many socio-economic benefits but has also increased the risk of transmitting animal diseases worldwide. Therefore, it has never been more necessary to develop global regulatory approaches to safeguard the public good, including in its environmental component relating to wildlife, while preventing unnecessary impediments to trade. The international standards of the OIE, recognised for animal health and zoonoses-related matters by the WTO under the SPS Agreement, contribute to the global standards landscape. As expectations of regulatory convergence grow, international organisations face mounting criticism that the promised benefits of multilateral frameworks have not been fully realised, increasing the need to demonstrate the value of an international rules-based system.

National capacity and resources

Inequalities in the capacities and resources of national Veterinary Services, as well as the challenge to ensure sufficient investments in animal health at both national and international levels, continue to impede the effectiveness and sustainability of global animal health policy. Veterinary Services around the world do not have the same capacity to anticipate and address new expectations, despite widespread appreciation that the risk of failure represents a major threat to global public health and food security. Responding to these challenges will be necessary to effectively support Veterinary Services to strengthen animal health governance worldwide.

Complex intersectoral issues

Helping protect against the threat of animal diseases causing severe impacts on food security and safety globally remains at the core of the mission of the OIE. This threat is heightened by the increasing complexity and interrelatedness of emerging issues such as the impact of climate change on food production systems and the distribution of vector-borne diseases, antimicrobial resistance or the role of wildlife and associated value chains in disease emergence and spread. Addressing these challenges requires effective intersectoral collaboration at national and global levels, through a cooperative approach calling on different sectors of government and society to take action to achieve animal health and welfare, veterinary public health and broader public good outcomes.

2.2.A commitment to global goals

The contribution of Veterinary Services to meeting the growing demand for animal-sourced foods and ensuring global food security through regulations on animal health and welfare is broadly accepted. However, an understanding of their contribution towards achieving other global goals is still lacking. Veterinary Services positively contribute to global health security and the well-being of populations on issues such as zoonoses and emergence of new pathogens, food safety and antimicrobial resistance. Effective animal health and welfare policies positively impact the living conditions and the quality of life for millions of families and influence the economic development of communities, which are directly and indirectly dependent on livestock and aquaculture production. Healthy animals also play an important role in the development of sustainable production systems, safeguarding aquatic and terrestrial ecosystems for future generations.

The contribution of Veterinary Services and the OIE to the achievement of the Sustainable Development Goals and to the operationalisation of the One Health approach, as well as to other regional and international objectives and frameworks, has never been more important. Therefore, this Strategic Plan was developed to not only guide the work of the OIE over the next five years, but also to raise awareness of the impact of the OIE in the framework of global goals.

3. Values and guiding principles

3.1. Values

The effective delivery of the work of the OIE is grounded in the shared and collective behaviour and values of its workforce. This organisational culture is central to the commitment of those working to achieve the mission of the OIE. As such, the management of the Organisation is founded on the following values:

- **recognising value in diversity:** encouraging different points of view and seeking opportunities to leverage geographical, generational, cultural, gender and professional diversity,
- **promoting fairness and inclusion:** ensuring everyone works under the same rules and has the same opportunity to grow and succeed,
- **encouraging trust:** empowering everyone to take responsibility and holding oneself and others accountable to put words into action,
- **instilling purpose:** building pride in contributing to the mission of the Organisation and committing one's best efforts to effect change.

3.2. Guiding principles

While this Strategic Plan outlines goals for change that the OIE has set for itself, its implementation rests on guiding principles that translate the high standards expected of the Organisation by its Members and partners. This philosophy has not changed, and the OIE renews its commitment to:

- **scientific excellence:** harnessing the best international and interdisciplinary expertise,
- **independence:** engaging in impartial and evidence-based policy-making,
- **transparency:** fostering easy access to clear and accurate information,
- **solidarity:** promoting collegiality and unity in the face of global issues,
- **partnership:** leveraging the mutual benefits of an intersectoral approach,
- **good governance:** setting an example for high accountability, transparency and fostering good regulatory practices.

4. Strategic objectives

The mandate and missions of the OIE are broad and this Strategic Plan does not intend to provide a comprehensive overview of the wide range of OIE activities. Instead, it identifies five areas of strategic focus that are key to responding effectively to forthcoming challenges. These focus areas address:

- scientific expertise,
- data governance,
- responding to Members' needs,
- collaboration with partners,
- efficiency and agility.

This 7th Strategic Plan builds on the success of past strategic objectives to further drive the OIE. Some focus areas reflect work in progress on issues that remain strategically important for the organisation and are an extension of the previous strategy. Other focus areas, however, respond to specific new challenges. For each focus area, a long-term overarching goal is defined and articulated through Strategic Objectives corresponding to specific priority topics.

4.1. Scientific expertise

Our goal: leveraging relevant scientific expertise to address multisectoral animal health and welfare issues

At the core of the mandate of the OIE is the objective to promote and coordinate collaboration to develop international animal health policy supported by scientific evidence. The OIE is uniquely placed to identify and prioritise areas where scientific knowledge requires further development, through feedback received from its Members on its standards and the implementation of global control strategies on priority diseases. This knowledge, in turn, informs capacity building within the network of OIE expertise to respond to identified emerging global priorities.

Increasingly, veterinary science alone may not be sufficient to address the complex matters at hand. Other complementary perspectives, such as socio-economic and environmental, should be sought to provide a broader understanding of pressing issues. The OIE works with leading research institutes, scientific consortiums and technical and resource partners, to ensure that this complementary information is factored into its decision-making process. The comprehensive expertise gathered enhances the OIE's contributions to the achievement of the Sustainable Development Goals in the face of global challenges.

SO1.a: Reinforce the scientific excellence of the Organisation

As a regulation-oriented body, the OIE has developed an evidence-based approach that is central to the independence, neutrality and relevance of its outputs and networks. The Organisation's reputation rests on the timeliness, quality and objectivity of its science. The OIE must continue to provide high-quality analyses, based on the best evidence available, to maintain and increase the trust of its Members and partners, as well as the overall effectiveness, visibility and recognition of the importance of the OIE.

An essential component of the OIE's evidence base is the network of OIE Reference Laboratories and Collaborating Centres (Reference Centres). Scientific experts in the Reference Centres support OIE work programmes and Members, by:

- providing diagnostic and advisory services in support of animal health programmes,
- developing and validating diagnostic test methods,
- performing research and engaging in capacity building.

Under the 7th Strategic Plan, the OIE will continue to draw on the high level of expertise and performance of its Reference Centres network. The Organisation will strive to improve this collaboration by fostering thematic networks, namely groupings of Reference Centres around common topics and issues to share information and achieve joint objectives. These will effectively support strategic needs, including the global strategies on priority diseases such as peste des petits ruminants (PPR), foot and mouth disease (FMD), rabies and African swine fever, and on developing the necessary frameworks for the surveillance of diseases in wildlife. To encourage participation in and knowledge transfer from the networks, the OIE will work to further promote and highlight the outputs and contributions of OIE Reference Centres to its work programmes and those of its Members.

SO1.B: Broaden the Organisation's approach to animal health systems

Due to increasingly globalised markets and increased demand for livestock, poultry and aquatic production, contemporary animal health systems face a variety of complex issues that combine socio-economic, environmental and sanitary challenges. These challenges must be considered along with scientific knowledge in order to develop effective policy. More specifically, aquatic and terrestrial animal health and welfare policies, including for wildlife, must consider economic impacts, climate change considerations and a wide range of scientific, ethical, legal and cultural dimensions.

The OIE intends to broaden its positions on animal health and welfare issues, while staying within the remit of its resources and mandate. In addition to veterinary perspectives, it will seek to embrace a more inclusive approach that considers insights from other disciplines as developed by other competent organisations on these topics. This approach will strengthen the relevance of the OIE's contribution to modern animal health systems, promote the One Health approach and encourage better crisis preparedness. To adopt this broader approach, the OIE must deepen its scientific and institutional collaborations, foster existing partnerships and build new ones. In doing so, the OIE will need to develop or acquire new skills internally, and ensure relevant skill sets and knowledge are represented in its Specialist Commissions and *ad hoc* and Working Groups.

4.2. Data governance

Our goal: implementing digital transformation through an OIE Data Strategy

The OIE is responsible for the collection, analysis and dissemination of a large volume of official data, through different platforms and processes, including data used by:

- OIE–WAHIS, which includes OIE WAHIS-Wild, to provide real-time information on the state of animal health across the globe and enable more effective control of transboundary animal diseases,
- The antimicrobial use (AMU) database to quantify and characterise the use of antimicrobials in animals worldwide,
- PVS Pathway mission outcomes to improve understanding of the strategic development challenges facing Members' Veterinary Services.

OIE data supports both national decision-makers and the international community in making evidence-based decisions. Yet managing data to provide added value is becoming an increasingly complex and digitally driven task. It requires organisations that are responsible for collecting, managing and disseminating data to do so from a structured and strategic perspective, in line with best international practices. In recognition of its role as a steward of global animal health data, the OIE must ensure its data governance systems deliver secure management of data assets and support access to validated datasets for the international community. This will allow the data to provide the best possible insight, including by ensuring compatibility with data from various external trusted sources.

The development of a strong digital culture will also be crucial to driving innovative data use, in order to support the digital transformation of the OIE.

SO2.a: Develop the OIE data strategy and improve data management

To maximise the potential of the data held by the OIE, a comprehensive approach to the management of data assets must be adopted. The OIE will work to define the expectations of data stewardship by:

- establishing a data governance framework through which OIE data will be integrated, using a systematic model responding to quality, interoperability and security considerations,
- demonstrating responsible management of its data,
- aiming to provide enhanced access to its Members and respecting their concerns, for example related to data privacy and intellectual property.

The development of a robust data governance strategy will ensure that data management is geared towards producing efficient and meaningful data analysis. This will support both the OIE and national decision-makers in making informed, fact-based decisions.

Recognising the value of OIE data to stakeholders, maximum efforts will be made to provide legitimate stakeholders with access to datasets, within the limits of data protection and sensitivity requirements. A fundamental element will be the use of data curation approaches that support the external discovery of OIE data assets for analysis. The OIE will leverage new technologies (such as Big Data management, machine learning and artificial intelligence) to support detection and reporting activities, while ensuring that quality and accessibility remain core principles.

SO2.b: Improve accessibility and visibility of data for stakeholders uses

The OIE's guiding principle of transparency provides a rationale for making the substantial wealth of data entrusted to the Organisation accessible to its stakeholders, in particular OIE Members. The OIE will favour dynamic and user-friendly formats to optimise its communication with stakeholders and their access to data. Increased awareness of the data held by the OIE will allow stakeholders to better understand and appreciate the value of the information generated through the activities of the OIE and provide insight for future use.

Ensuring access to high-quality information will require an organisation-wide digitalisation of services, processes and tools. An example that provides a strong foundation for future initiatives is the update of the OIE–WAHIS platform under the 6th Strategic Plan, in which disease reporting was simplified and access to animal health information improved. Under the 7th Strategic Plan, a comprehensive and clear vision for the digital transformation of the OIE will be developed, based on its missions. This will allow the Organisation to fully leverage the added value of digital technologies in support of its Strategic Objectives.

4.3. Responding to Members' needs

Our goal: driving a high level of support to OIE Members through standards and capacity building

OIE Members' national Veterinary Services are responsible for the day-to-day management of animal health and welfare and veterinary public health at national level. As the cornerstone of effective global governance of animal health systems, Veterinary Services require both international harmonisation and strong national capacity. Consequently, the OIE will continue to revise and improve its standard-setting process to better support the strengthening of animal health systems worldwide, by delivering international standards and guidelines based on the best available evidence. The OIE will also contribute to the strengthening of a rules-based international system, thereby promoting the value of these standards for safer trade. In parallel, the Organisation will continue to develop the capacity of national Veterinary Services', using all available sources of evidence to better understand trends in complex animal health and welfare issues, and focussing capacity-building activities for enhanced results.

SO3.a Develop the monitoring of standards implementation

The OIE strives to apply good regulatory practice when developing its standards, through the continuous improvement of both the development and review cycle and the processes that support it. Its commitment to this practice is central to the confidence these international standards inspire and impacts their global implementation. The OIE will continue to ensure the effectiveness of the development framework of its international standards and progress towards a more structured approach to monitor their implementation. To this end, the future Observatory of OIE standards will provide continuous and systematic observation and analysis of Members' implementation of OIE international standards. This process will contribute to continuously developing relevant and fit for purpose standards.

The OIE Observatory will also help the Organisation to understand the difficulties faced by its Members in implementing OIE international standards and will support actions to improve their implementation. Moreover, its results will contribute to the work of the OIE with its partner organisations in support of a rules-based international system. In particular, Observatory results will inform global approaches under the WTO or within regional multilateral frameworks, such as through collaboration with regional economic communities. Throughout this process, the OIE will continue to champion transparency as the key principle to promote Member engagement in all stages of the standard development process.

SO3.b Improve insights provided by PVS Pathway data

Under the 6th Strategic Plan, consistent efforts were made to evaluate PVS Pathway results and develop the programme in line with new needs expressed by Members. The OIE will continue to implement the updated PVS Pathway, ensuring Member engagement through an enhanced set of options aimed at targeting specific areas of interest. Building on past successes, the OIE will promote the use of the PVS Pathway at the national strategic planning level, encouraging engagement beyond Veterinary Services and ultimately support intersectoral collaboration. The OIE also aims to further develop its capacity to support Members in advocating for resources to support implementation of PVS recommendations.

The PVS Pathway will continue to support capacity building at the national level, and the OIE will further improve the programme by building a framework to provide a deeper analysis of its impact. PVS Pathway data will be cross-referenced with other relevant sources of information from other organisational processes to allow regional and thematic analyses. Such data will:

- enhance understanding of strategy implementation at the regional level,
- support the increased implementation of OIE international standards by identifying capacity-building needs,
- improve the monitoring and evaluation of PVS Pathway results,
- contribute to broader analyses, such as economic returns from investing in animal health and the contribution of animal health systems in global health security.

The OIE will continue to improve the PVS Pathway in response to Member needs, through mechanisms of broad consultation in keeping with the values of the organisation.

SO3.c Leverage the OIE network to maximise the delivery of support to Members

The OIE strongly promotes education as a foundation of high-quality Veterinary Services. Consequently, it has developed capacity-building programmes to better support Veterinary Services in contributing to the global governance of animal health. The Organisation will continue to promote the provision of technical advice, training and networking opportunities for Veterinary Services, while refining its training model to better use the added value of the OIE and its network. This updated training model will:

- leverage both the technical expertise of the OIE Collaborating Centres and their experience in training development and delivery,
- utilise established and effective digital systems for new training formats,
- include novel training content, such as leadership, foresight and strategic planning,
- provide streamlined training activities, co-delivered with OIE institutional partners or through international collaborative platforms.

Priority needs will be identified through the analysis of data across OIE activities, such as results from the OIE Observatory or the PVS Pathway, as well as the outcomes of regional conference or Reference Centre reports, and regular consultation with Members. The framework aims to improve the quality and impact of OIE capacity-building activities, while supporting improved cost-effectiveness, increased outreach and a heightened focus on specific needs.

4.4. Collaboration with partners

Our goal: optimising cooperation with partners to better respond to global challenges

The impact of animal health systems on human health, security and social well-being is more evident today than it has ever been. With a better understanding of the need for cross-sectoral collaboration comes the awareness that isolated responses to seemingly separate issues are counterproductive. Responding to the major global challenges of tomorrow will require the involvement of multiple stakeholders, including public–private partnerships. As a result, the role of the OIE in responding to future major global challenges cannot be underestimated. Conversely, it is crucial for the OIE to strengthen its network of strategic partners if it is to carry out its missions effectively.

Through its activities, the OIE has developed a wide number of relationships with a variety of stakeholders that are essential to the delivery of its mandate. Through these relationships, the OIE will continue to raise awareness of its mission and advocate for a sense of shared responsibility for safeguarding animal health and welfare, while aiming to gain a better understanding of other perspectives. This increased awareness will support the OIE in developing effective partnerships, centred on the principle of being a good partner that is transparent, strives to deliver expectations, and adds value to the work of its partners. At the same time, the OIE will work to better identify appropriate, mutually beneficial partnerships that will target its efforts for impact.

SO4.a: Develop the voice of the OIE in global policy dialogue

Animal health and welfare have a direct impact on the global capacity to meet the growing demand for animal source foods and ensure global food security and safety. However, the contribution of Veterinary Services to other global health goals is still underestimated. Many global and complex challenges are emerging, such as antimicrobial resistance and the threat it poses to animal and human health, or the appearance of animal diseases that have significant consequences on human health and livelihoods. Responding to these challenges requires a better understanding, at the global political level, of the key role played by animal health systems.

The OIE will continue to promote the value of animal health systems in responding to growing concerns on the future, through high-level advocacy for the role of Veterinary Services in national and global health governance. The OIE aims to raise its profile in political forums to increase awareness of its legitimacy and the value it brings to coordinating global responses to major health challenges. Targeting long-term political support from policy-makers, the OIE will raise awareness of the substantial contribution of its policies and strategies to broader objectives, such as those of the 2030 Agenda for Sustainable Development.

SO4.b: Target collaboration for impact

The OIE recognises the value of partnerships in delivering mutually beneficial results that would be unachievable alone. The OIE therefore values collaboration with partners to ensure enhanced effectiveness, synergy and impact. Meaningful partnerships, however, require dedicated engagement by partners and a commitment to results. They also involve a clear understanding of how each partner brings value and how responsibilities should be distributed.

The OIE will continue to develop its cooperation strategy by improving the identification and implementation of strategic partnerships, driven by an effective stakeholder management system. This will ensure that the OIE identifies and partners with entities that have complementary skills and competencies, or a mandate that aligns with OIE mission objectives. The Tripartite (the Food and Agriculture Organization of the United Nations [FAO], the OIE and the World Health Organization [WHO]) is a long-standing and high-priority collaboration that brings added-value and synergy to addressing One Health challenges; this collaboration will be extended to include the United Nations Environment Programme (UNEP), to take better account of the environmental component, including with regard to the risks of emergence of zoonotic pathogens in wildlife. This is demonstrated by the AMR Global Action Plan, United Against Rabies, the Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs) and the contribution of the OIE to the emergency management frameworks of its partners.

Using the same cooperation strategy, the OIE will further develop its networks of actors that are best placed to support the operational implementation of its policies and strategies. This will include deepening collaboration with international associations representing the private sector and civil society while maintaining the independence of the Organisation. The OIE will further promote and support Member public-private partnerships when they are best placed to respond to national and regional challenges. The OIE will also continue to seek the support of resource partners for its programmes, including through the use of innovative funding tools and systems to ensure the stability and sustainability of its work.

SO4.c: Further promote the added value of the OIE as a partner

Responding effectively to global health challenges requires strong international collaboration. It is therefore crucial that the OIE is identified by potential partners as a key contributor within its remit. The OIE must continue to develop its brand awareness at institutional and operational levels. It will build on its existing media engagement to enhance its visibility and ensure that stakeholders are included in OIE processes, especially at the regional level. Better showcasing of OIE activities and strategic objectives will maximise collaboration by ensuring that the best opportunities for partnerships aligned with the strategy of the OIE are jointly identified by prospective partners, including resource partners.

The OIE has a proven track record for collaboration based on transparency and integrity, harnessing some of the best international expertise available. It has built a strong reputation for timely delivery of cost-effective activities. The OIE must continue to uphold those principles and strive to remain a trusted and reliable partner for its Members and stakeholders. The Organisation will manage partnerships at an operational level, ensuring that it can identify and engage in those partnerships to achieve effective long-term results with sustainable impact.

4.5. Efficiency and agility

Our goal: being recognised as an efficient and agile organisation underpinned by modern internal processes and tools

During the period covered by the 6th Strategic Plan, significant efforts were invested in the modernisation of the OIE. The 7th Strategic Plan intends to build on the success achieved and momentum it created, by leveraging the strengths of the OIE. The increasing interest of stakeholders in OIE activities and the Organisation's consequent substantial growth, as well as the ambitious goals expressed in this 7th Strategic Plan, will require the continued strengthening of internal processes. Modernisation efforts will intensify to ensure that services of the OIE are adequately supported by implementing effective and efficient business policies and ensuring adequate resources. While remaining agile and responsive, the OIE will continue to provide its Members with transparent insight on its management and results. It will further strengthen its structure and systems in support of sustained accountability. At the same time, the Organisation will drive continuous improvement from strategic to operational levels. This will effectively strengthen its capacity to adapt, refine and align its services and programmes in support of long- term goals.

SO5.a Optimise performance and results-based management

A strategic vision should be supported by evidence of results and part of a continuous improvement process to be successfully implemented. The OIE will therefore develop a monitoring and evaluation framework across the Organisation and its initiatives, providing a link between Strategic Objectives and everyday activities. Such a framework will:

- align activities with expected outcomes,
- provide Members and partners with data-driven insight on the impact and quality management of activities,
- enhance the Organisation's control over its resources in a climate of relative resource scarcity.

The OIE, building on sound budgetary discipline, will strengthen budgetary performance monitoring to ensure the optimised use of resources. Efforts will also focus on improving the capacity of the OIE to learn from its experiences. The knowledge gained will be used to develop, design and implement the necessary changes to improve performance and generate lasting impacts.

SO5.b Review the business model of the Regional Representations

The OIE's Regional and Sub-regional Representations (RRs & SRRs) are a unique asset with strong potential to multiply the impact of the Organisation globally and drive regional implementation of the OIE strategy. To maximise this potential, the 7th Strategic Plan involves a revision of the business model of the RRs & SRRs to better delineate roles and responsibilities and support the performance of the Organisation. Efforts will focus on enabling the Representations to support the OIE by:

- better responding to Members' needs,
- implementing global strategies at the regional level,
- fostering the implementation of international standards,
- promoting Member engagement and understanding of the work of the OIE.

SO5.c Develop an informal consultative mechanism to support the OIE strategy implementation

The strategic vision outlined in this 7th Strategic Plan was developed through a consultative process that developed a deep understanding of the OIE and its environment. In this fast-paced world, political, economic, health or societal challenges can rapidly reshape priorities. Organisations must be able to quickly adapt to new risks, technological innovations and the need for novel skills. To ensure the continued relevance of its strategic vision, the OIE will work to develop and implement an informal consultative process dedicated to sharing information with, and learning from, a wide range of stakeholders. While respecting the governance mechanisms of the OIE, this process will help the Organisation to better engage with and respond to stakeholder needs. This consultative mechanism will address diverse topics of interest for the strategy of the OIE and consider information from different scientific disciplines and socio-cultural perspectives. Where necessary, it will undertake think-tank activity to act as a generator of ideas to develop, refine or review the implementation of the OIE strategy.

SO5.d Promote the OIE's social and environmental responsibility

The OIE contributes to positive health, social and environmental change. Sustainable progress towards these goals starts with the Organisation implementing within its internal operations the fundamental principles it promotes. It requires an awareness of the evolving expectations of stakeholders, including staff, about the responsibilities of the OIE as an employer, a partner and a contributor to public policy. In this regard, the OIE will continue to:

- meet high expectations on essential ethical standards, such as promoting respect of international labour best practices or anti-corruption practices,
- recognise its responsibility to lead by example in its day to day work, including through its human resources policy,
- commit to further fostering universal ambitions in the operational delivery of its activities, such as promoting human rights and environmental practices, in support of enhanced positive impact.

5. Enabling the future

This strategy will guide the OIE over the next five years in the effective execution of its mission. The vision and objectives will be translated into operational objectives through an Organisational Roadmap. This will provide a framework for monitoring and reporting on the implementation of the strategy and its results. However, not all actions can be implemented from the onset. Activities will be prioritised to ensure the optimal use of resources – both human and financial - and some temporary scaling back may be necessary to deliver impact in the long run. As part of the continuous strategic thinking process of the OIE, the Roadmap will be regularly reported to Members and reviewed on a regular basis to ensure the timely adaptation of the strategy to the broader environment.

This Strategic Plan, during which the Organisation will celebrate its 100-year mark, is ambitious because the OIE is committed to maximising the impact of its mission. However, success requires equal commitment from OIE Members and partners to enable the Organisation to achieve these goals. Central to this success will be the role played by Delegates in fostering political support for this Strategy at the national level as well as the confirmed engagement of partners in strategic partnerships.

Fundamental to the Strategic Plan is having the necessary financial and human resources to undertake this ambitious endeavour. This strategy was developed with the assumption that the interest of Members and stakeholders in the activities of the Organisation and the willingness of resource partners to fund these activities would be sustained. The effective implementation of this Strategic Plan will require investments both in the activities, programmes and strategies of the OIE, as well as in the core functioning of the Organisation. The OIE will therefore continue to rely on its Members and resource partners for the necessary support.