

**Original: English**

**ANNUAL REPORT  
OF THE DIRECTOR GENERAL  
ON THE ACTIVITIES OF THE OIE  
IN 2021**

**(89 SG/1)**

# TABLE OF CONTENTS

<b>1. FOREWORD</b>	<b>4</b>
<b>2. EXECUTIVE SUMMARY</b>	<b>5</b>
<b>3. OVERVIEW OF TECHNICAL ACTIVITIES</b>	<b>7</b>
<b>3.1. Information management</b>	<b>7</b>
3.1.1 Animal health information	7
3.1.2 Publications	9
3.1.3 Documentation	13
3.1.4 Data governance	15
3.1.5 Global Burden of Animal Diseases	16
<b>3.2. Standard setting and implementation</b>	<b>17</b>
3.2.1 Overview of the standard-setting process	17
3.2.2 Activities of the Specialist Commissions and Groups	18
3.2.2.1 Terrestrial Animal Health Standards Commission	18
3.2.2.2 Biological Standards Commission	19
3.2.2.3 Scientific Commission for Animal Diseases	19
3.2.2.4 Aquatic Animal Health Standards Commission	20
3.2.2.5 Activities of the Working Groups	21
3.2.3 Guidelines	22
3.2.4 Status	22
3.2.4.1 Applications for the official recognition of animal health status	22
3.2.4.2 Annual reconfirmations	23
3.2.4.3 Self-declarations	23
3.2.5 Observatory	24
3.2.6 Foresight	25
<b>3.3 Capacity building</b>	<b>25</b>
3.3.1 PVS Pathway	25
3.3.2 Twinning Projects	30
3.3.3 Platform for the Training of Veterinary Services	31
3.3.4 Other capacity building activities	32
<b>3.4. Global frameworks</b>	<b>33</b>
3.4.1 One Health	33
3.4.1.1 Strategic global context	33
3.4.1.2 Antimicrobial resistance	35
3.4.1.3 Rabies	37
3.4.1.4 Zoonotic influenza	39
3.4.1.5 Tuberculosis	41
3.4.1.6 Middle East Respiratory Syndrome Coronavirus	41
3.4.1.7 Wildlife health	41
3.4.2 Transboundary animal diseases	43
3.4.2.1 Strategic global context	43
3.4.2.2 African swine fever	47
3.4.2.3 Foot and mouth disease	49
3.4.2.4 Peste des petits ruminants	51
3.4.2.5 Rinderpest post-eradication	53
3.4.3 Animal welfare	54
3.4.4 Aquatic Animal Health Strategy	55
3.4.5 Emergency and preparedness	56

<b>3.5. International collaboration</b>	<b>57</b>
3.5.1 Scientific networks	57
3.5.1.1 Collaborating Centres	57
3.5.1.2 Reference Laboratories	58
3.5.1.3 STAR-IDAZ	59
3.5.2 Other networks	60
3.5.3 Technical partnerships	60
<b>4. OVERVIEW OF ADMINISTRATIVE ACTIVITIES</b>	<b>62</b>
<b>4.1. Institutional Governance</b>	<b>62</b>
4.1.1 Activities of the statutory bodies	62
4.1.1.1 World Assembly of Delegates	62
4.1.1.2 Council	63
4.1.1.3 Regional Commissions	63
4.1.2 Activities of the Regional Core Groups	64
4.1.3 Relationships with Members	65
4.1.4 Agreements	65
<b>4.2. General Administration</b>	<b>65</b>
4.2.1. Human Resources	65
4.2.2 General Services	67
4.2.3 Information systems	68
4.2.3.1 Projects	68
4.2.4 Coordination of events	69
4.2.5 Communication	69
4.2.6 Legal Affairs	71
4.2.7 Internal control and performance management	71
4.2.7.1 After Action Review	73
4.2.7.2 Regional and Sub-Regional Representation business model	73
<b>4.3. Financial management</b>	<b>73</b>
4.3.1 Regular Budget	73
4.3.1.1 Main financial highlights	73
4.3.1.2 Budget planning	74
4.3.1.3 Improvement of budgeting and financial management	74
4.3.2 World Animal Health and Welfare Fund	75
4.3.2.1 Management of the World Fund	75
4.3.3 Procurement	76
<b>5. CONTRIBUTION TO THE IMPLEMENTATION OF THE SEVENTH STRATEGIC PLAN</b>	<b>78</b>
<b>6. VISION FOR YEAR 2022</b>	<b>82</b>

## 1. FOREWORD

The guidance provided by the Seventh Strategic Plan aimed to give the OIE a new dynamic at a time when global challenges such as food crises, climate change or the preservation of ecosystems made it necessary to devise animal health policies based on a more holistic approach. The COVID-19 crisis has significantly shaken up this paradigm and has made it necessary to accelerate the Organisation's evolution, in particular with regard to the Plan's 2nd pillar on data governance – the OIE's digital transformation is crucial in a world that has become more virtual and where response to public health issues can no longer be sustainable without the use of robust, structured and easily accessible data.

It is in this unusual context that in 2021, OIE teams worked on the implementation of the Seventh Strategic Plan by devising action cards for each department, ensuring that:

- the core activities of the Organisation are preserved: work on standard-setting, evaluation of the status of Members, collection of health information, control of major animal diseases (foot and mouth disease, peste des petits ruminants, African swine fever, among others);
- the Organisation remains actively engaged in the strategies identified as being impactful on public health in accordance with the One Health approach: the fight against antimicrobial resistance, rabies control, managing the network on animal influenza (OFFLU) and the strengthening of health systems;
- the ambition of the organisation in all areas of animal health be pursued with the adoption of an aquatic animal health strategy and a common framework on wildlife health.

These activities, which are familiar to the OIE, which has a mission as a scientific and technical organisation, are now to be considered as part of a major policy change with the initiative to prepare an international treaty on pandemics on which the World Health Organization has already begun work.

The COVID-19 crisis has also highlighted internal weaknesses in the organisation's operational and administrative modalities. Pillar 5 of the Strategic Plan on efficiency and agility paves the way for building a more flexible but more robust and resilient organisation.

The 2021 annual report that follows is testament to the work accomplished during this first year of implementation of the Strategic Plan. It also provides an opportunity to thank the members of the Council, the experts of the Specialist Commissions, the Working Groups and the *Ad Hoc* Groups, and the entire scientific network of the Organisation who have always fulfilled their commitments despite difficult working conditions due to meetings being held at unusual hours.

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## 2. EXECUTIVE SUMMARY

### Context

The COVID-19 pandemic inevitably affected planned work in 2021, with many activities, workshops and opportunities for information sharing and networking being postponed or transformed into virtual meetings. The pandemic also focused attention on weaknesses and vulnerabilities in health systems. These weaknesses have reinforced the importance of health system strengthening to build robust, resilient and evidence-informed systems, including the role of animal health.

Notwithstanding these challenges, the World Organisation for Animal Health (OIE) has demonstrated resilience and an ability to draw lessons learnt from the pandemic and has continued to deliver on its mandate and Strategic Plan. The staff have gone above and beyond expectations to provide tangible and meaningful services to the Membership. This report accurately depicts the Organisation's accomplishments in 2021.

### Introduction to the report

The *Annual Report of the Director General on the Activities of the OIE* records the Organisation's institutional memory for the year. A new structure, presenting accomplishments under the main areas of work rather than following the organisational structure, has been developed to improve the way the Organisation reports to its Membership. This new structure is also used in other working documents for the General Session (SG documents) to facilitate reference between documents of the same year, and from one year to another. While efforts have been made to provide a regional perspective, readers are invited to regularly visit the regional websites, where updated information on the OIE's work at regional level is available.

### Highlights of the year

Beyond delivering on its historical activities related to animal health information, standard setting and status recognition which are at the heart of its mandate, the year 2021 saw the achievement of numerous technical accomplishments. Selected key achievements are provided below:

- a new version of the OIE World Animal Health Information System (**OIE-WAHIS**) was launched in 2021. The modernised platform makes use of the most up-to-date technologies and resulted in an unprecedented number of immediate notifications and follow-up report submissions in 2021;
- the **Observatory** pilot phase was completed. A series of prototypes were developed and have proven instrumental to establishing of a set of indicators to assist in monitoring Members' adherence to OIE standards;
- **gradual digitalisation of the PVS Pathway**, the Organisation's flagship capacity building programme. To complement field missions and taking advantage of digital technologies, the Organisation is improving mission management processes and making the data more accessible and analysable by Members and stakeholders;
- operationalisation of the **Platform for the Training of Veterinary Services**. The Platform will provide continuing education for Members by making use of an innovative collaborative framework involving the network of Collaborating Centres on Training and Education;
- methods for estimating the economic burden of animal diseases at the national and global levels are under development thanks to the **Global Burden of Animal Diseases** programme;
- responding to Member needs to better manage risks from emerging diseases at the human-animal-ecosystems interface through the **Wildlife Health Framework**;
- launch of the first global **Aquatic Animal Health Strategy**. This ambitious programme sets priorities for collaborative actions to improve aquatic animal health and welfare worldwide, and to fully realise the potential of aquatic animal production.

The Organisation's accountability and transparency with its Members is ensured by solid administrative management. The following administrative accomplishments can be highlighted for the year 2021:

- a new **budgetary chapter structure**. The improved nomenclature will enable a more accurate and comprehensive presentation of the Organisation's financial resources, sources and use. Greater detail and transparency have been provided in financial reports;
- establishment of robust **procurement processes**. Further to the recruitment of dedicated personnel, the Organisation is driving value for money and due diligence in compliance with its rules and regulations;
- the Information Technology (**IT**) **Project Portfolio Committee** supports the Organisation to achieve its digital transformation ambitions. Through a thorough prioritisation process, the Committee is considering the impacts of IT projects on human and financial resources, as well as the longer-term sustainability and impacts of these digital investments for Members;
- the successful completion of the **European Commission Pillar Assessment** confirmed the robustness of the Organisation's internal processes. This will reinforce the trust-based relationship with a key resource partner and confirm funding opportunities with other partners who are providing voluntary contributions necessary for the implementation of the Seventh Strategic Plan.

The Organisation constantly strives to ensure strong institutional relationships with its statutory bodies and partners. The year 2021 led to the following **institutional accomplishments**:

- a successful, first-ever **virtual General Session** of the World Assembly of Delegates (the Assembly) during which the Assembly elected its governing bodies, including the President and the Director General. The event was attended by 165 Members and more than 400 participants;
- the strengthening of informal consultation mechanisms through application of the **Regional Core Group** concept across all OIE regions;
- increased recognition for and accelerated roll-out of the **One Health** approach. The Tripartite, in collaboration with the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO), has expanded its partnership to include the United Nations Environment Programme (UNEP), ensuring a more comprehensive approach to One Health as captured in the **Global Plan of Action on One Health** (to be adopted in 2022);
- the strengthening of the collaboration with **UNEP** through the development of a bilateral **cooperation agreement** to be proposed to the Assembly for adoption in 2022;
- strengthened **FAO/OIE Global Framework for the Progressive Control of Transboundary Animal Diseases** (GF-TADs) through the adoption of a new Strategy for 2021–2025 and the reactivation the initiative at the regional level. The revived GF-TADs in the Americas led to a successful coordination of the response to **ASF** in this region;
- enhanced participation and visibility of the animal health sector in **high-level dialogues and forums**. Key examples include the Group of Seven (G7) and Group of Twenty (G20), where the Organisation underscored the crucial role of Veterinary Services, animal health management for pandemic prevention and preparedness;
- **organisational rebranding**. The new **brand strategy** will be launched in 2022 and fully capture and better communicate on the role and value of the Organisation, with almost a century of experience.

### **Strategic Plan implementation**

The year 2021 also marked the first year of the Seventh Strategic Plan's implementation. Adopted during the 88th General Session of the World Assembly, the Strategic Plan provides a clear framework for modernising the Organisation. Given its ambitious nature, in 2021, the Organisation developed a comprehensive roadmap to steer implementation in the first two years. Information on this roadmap and the various activities under the five Strategic Objectives is also included in this report.

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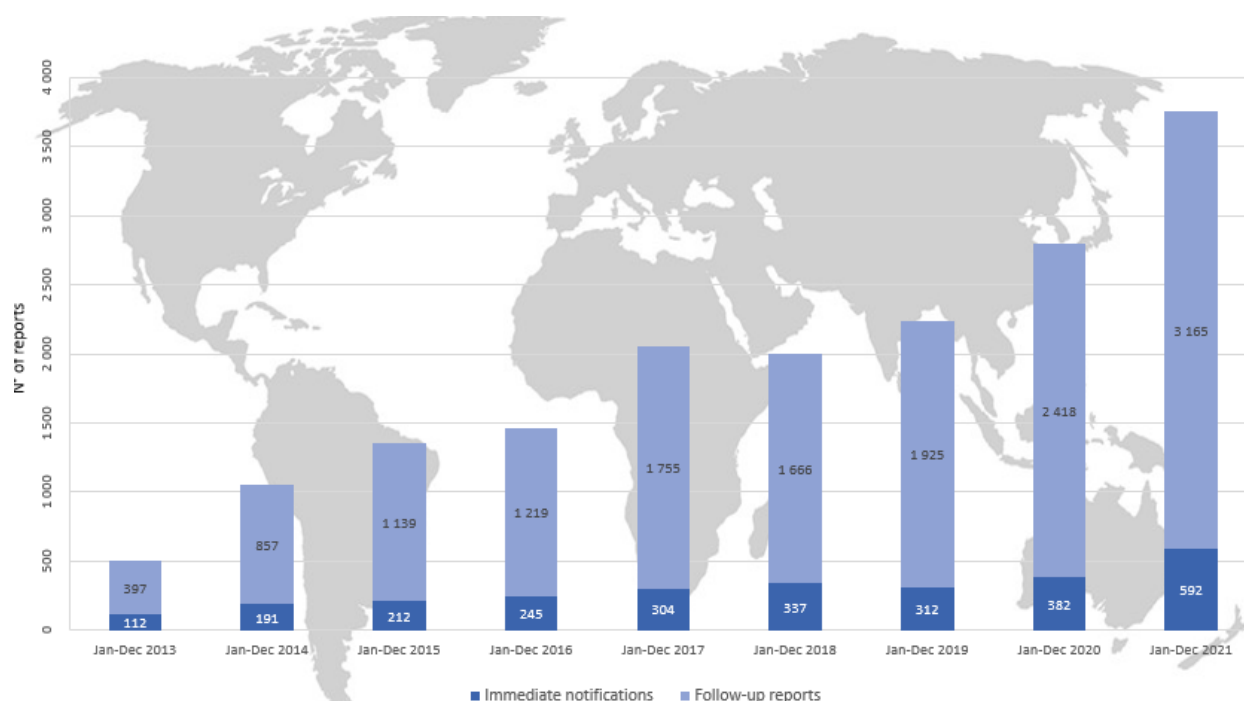
## 3. OVERVIEW OF TECHNICAL ACTIVITIES

### 3.1. INFORMATION MANAGEMENT

#### 3.1.1 Animal health information

In 2021, the World Organisation for Animal Health (OIE) launched the new version of the OIE World Animal Health Information System (OIE-WAHIS) using new available technologies. In total, 115 countries submitted immediate notifications and follow-up reports, and 123 countries submitted terrestrial and/or aquatic six-monthly reports. This year, the number of reports received reached an all-time high (Fig. 1), with a total of 16,261 outbreaks reported. In 2021, the active search team verified around 120,000 rumours and media reports. Of these, 180 were followed up with the countries, resulting in 33 reports submitted; this corresponds to approximately 5% of the immediate notifications submitted by countries.

**Fig. 1: Trend in submission of immediate notifications and follow-up reports, 2013–2021**



After a period during which no six-monthly reports were submitted, due to the fact that OIE-WAHIS was being upgraded, countries were required to update their pending reports for 2020. A total of 314 six-monthly reports for 2020 were submitted by 110 countries.

In 2021, to maintain a high level of support to users, the OIE has continued to develop virtual training on the use of OIE-WAHIS. Two webinars were delivered to support Focal Points for animal disease notification and other national staff in the Americas and Asia and the Pacific regions. In total, 93 participants attended these virtual events. In addition, the OIE-WAHIS e-learning course was revised and integrated into the new OIE Training Platform, which can be accessed by users at all times. The OIE conducted a survey and delivered specific meetings attended by OIE regional staff, with the aim of collecting OIE-WAHIS training needs.

During the 88th General Session of the Assembly of OIE Delegates held in 2021, the OIE presented a video on the [current animal health situation worldwide](#), focusing on the following diseases: African swine fever (ASF), high pathogenicity avian influenza (HPAI), lumpy skin disease (LSD), and severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) in animals. This was the first time that an interactive presentation format was used, which

allowed users to log in and examine the analysed data in more detail. In addition, the OIE presented the animal disease situation report during the three Conferences of the Regional Commissions held in 2021 (Africa; Asia, the Far East and Oceania; and the Middle East).

The OIE also led a codification project on animal diseases, their causal agents and host species, with the aim of creating a relevant OIE Referential and contributing to the Seventh Strategic Plan objective on data governance. In 2021, the principles of codification based on OIE standards and processes were defined and applied to 2021 data stored in OIE-WAHIS. Based on the outcomes of this exercise, these principles are currently being refined through a transversal approach across the OIE.

Since the launch of OIE-WAHIS, the OIE has focused its efforts on optimising the platform and putting in place appropriate evolutive maintenance. Going live in March 2021 was essential to ensure Members could report animal health situation without interruption. Nevertheless OIE acknowledges that the new system had performance issues, was not as user friendly as initially foreseen and finding information available on the system was not intuitive and sometime complicated.

Therefore, to support the OIE in the next phase and to help OIE to address challenges faced by Members, a new information technology (IT) provider was appointed. Furthermore, and in order to reflect the need for a long-term vision aligned with the digital transformation impetus of the OIE Seventh Strategic Plan, the 'OIE-WAHIS project' is now referred to as the 'OIE-WAHIS programme.' The main focus of the OIE-WAHIS programme is threefold: (1) optimisation and evolutive maintenance; (2) continuous improvement (new developments); and (3) partnering with global health actors. Roadmap priorities until mid-2023 have also been defined.

The OIE remains committed to sharing data through interoperability using appropriate data governance principles. In 2021, the OIE continued its collaboration with the European Commission in the development of the Animal Disease Information System (ADIS). This system went live in April 2021 and interconnectivity with OIE-WAHIS will be established in mid-2022.

Over the past year, the Organisation has invested in new means of communication to better promote its actions related to animal health and to support the activities of its core audiences: terrestrial and aquatic animal health services. Putting corporate communication at the centre of its work, the OIE is striving to continuously improve its products and provide more interactive and innovative formats through its website, social media platforms and media outreach in order to make animal health information more tangible. More explanatory formats are making the Organisation more accessible, which in 2021 was reflected in increased digital engagement and audience numbers as well as coverage by several renowned international media outlets. The 2020 Activity Report provides an overview of how the OIE can showcase its activities using a wide range of multimedia products and marketing tactics. This new comprehensive approach has proven to be very successful as the report reached over 44,000 audience members in the months following its launch. Another popular piece was the first-ever interactive digital report on the Global Burden of Animal Diseases (GBADs) programme featuring innovative data visualisation and storytelling components, which was published in the third quarter of 2021 in all three official languages of the OIE.

In terms of more specific communications topics, key highlights over the year included the coverage of outbreaks related to avian influenza and ASF, as well as far-reaching coverage of OIE-WAHIS in March and May 2021. Communications on antimicrobial resistance also achieved significant coverage during the World Antimicrobial Awareness Week (18–24 November) along with a strong, consistent approach of framing topics in the broader realm of OneHealth. More efforts are being undertaken to be more agile, quick and self-confident when raising the Organisation's voice.



To continuously support Veterinary Services in the field, several communications campaigns have been deployed, and substantial efforts have been made to ensure that the tools were better tailored to specific target audiences, and disseminated more widely through partner outreach. For instance, the OIE campaign ‘ASF kills pigs’ has been co-branded and is now incorporating the logo of the Food and Agriculture Organization of the United Nations (FAO); the International Criminal Police Organization (INTERPOL) has also been involved in its dissemination.

### 3.1.2 Publications

Through its publications, the OIE disseminates information on its international standards and on scientific knowledge originating from the Organisation. These publications provide a permanent record of the OIE’s scientific knowledge, reaffirming its status as a scientific reference organisation.

The OIE’s core publications are:

- its international standards
  - *Aquatic Animal Health Code (Aquatic Code)*,
  - *Manual of Diagnostic Tests for Aquatic Animals (Aquatic Manual)*,
  - *Terrestrial Animal Health Code (Terrestrial Code)*],
  - *Manual of Diagnostic Tests and Vaccines for Terrestrial Animals (Terrestrial Manual)*
- *Bulletin (OIE News, The Official, Panorama)*
- *Scientific and Technical Review (Review)*.

**Table 1: Overview of core publications**

Title	Purpose	Periodicity	Language(s)
<i>Terrestrial Animal Health Code</i> <i>Aquatic Animal Health Code</i>	Provide standards for the improvement of animal health, and veterinary public health worldwide	1 per year	English, French, Spanish, Russian ( <i>Terrestrial Code</i> only)
<i>Manual of Diagnostic Tests and Vaccines for Terrestrial Animals</i> <i>Manual of Diagnostic Tests for Aquatic Animals</i>	Enable the prevention and control of animal diseases, contribute to the improvement of animal health, and allow safe trade	1 every 4 years	English
<i>OIE News</i>	Relays news from the OIE and its regions, network and partners	8–9 per year	English
<i>The Official</i>	Acts as the institutional voice of the OIE	2–3 per year	English, French, Spanish
<i>Panorama</i>	Informs on issues of interest to the OIE in digestible format	2–3 per year	English, French, Spanish
<i>Scientific and Technical Review</i>	Provides in-depth scientific exploration of themes	2 per year	English, French, Spanish

In addition, the OIE produces the following publications:

- co-publications (e.g. with our Tripartite partners)
- *ad-hoc* publications (i.e. publications written by OIE teams on specific topics).

Over the past 12 months, the Publications Unit has been implementing the Publications Strategy to improve the efficiency of its processes (see Table 2).

**Table 2: Advances made in the Publications Strategy**

Milestone	Status
Adopt open access	Completed
Publish pre-prints	Completed
Initiate a new editorial thematic cycle	Completed
Terminate the plurithematic <i>Review</i>	Completed
Acquire new technologies to improve efficiency	Not initiated
Provide team with relevant training	Not initiated
Consult Delegates / subscribers / authors / editorial coordinators to better understand their needs	Initiated
Improve the interface between Alexandrie and the Boutique	Initiated
Maintain sales of <i>ad-hoc</i> publications	Completed
Ensure targeted presence at events	Cancelled

*Published in 2021*

**Table 3: Overview of items published in various languages**

Title	Language					
	EN	FR	ES	RU	ZH	AR
<b>Core publications</b>						
<i>Terrestrial Animal Health Code</i>	1	1	1	1	–	–
<i>Aquatic Animal Health Code</i>	1	1	1	–	–	–
<i>Manual of Diagnostic Tests and Vaccines for Terrestrial Animals</i>	0	–	–	–	–	–
<i>Manual of Diagnostic Tests for Aquatic Animals</i>	1	–	–	–	–	–
<i>OIE News</i>	8	–	–	–	–	–
<i>The Official</i>	1	1	1	–	–	–
<i>Panorama</i>	2	2	2	–	–	–
<i>Scientific and Technical Review</i>	2	2	2	–	–	–
<b>Co-publications</b>						
Tripartite: <i>A Key Role of Veterinary Authorities and Animal Health Practitioners in Preventing and Controlling Neglected Parasitic Zoonoses</i>	1	–	–	–	–	–
Tripartite: <i>Joint Risk Assessment Operational Tool (JRA OT)</i>	–	–	–	1	1	1
Tripartite: <i>Antimicrobial Resistance and the United Nations Sustainable Development Cooperation Framework: Guidance for United Nations Country Teams</i>	1	1	1	–	–	–
FAO–OIE: <i>GF-TADs Strategy for 2021–2025, Enhancing Control of Transboundary Animal Diseases for Global Health</i>	1	–	–	–	–	–
FAO–OIE: <i>11th Meeting of the Global Steering Committee of the GF-TADs</i>	1	–	–	–	–	–

FAO-OIE: <i>11th GF-TADs Global Steering Committee (GSC11) – Recommendations of the Virtual Meeting, 3–4 November and 17 December 2020</i>	1	–	–	–	–	–
FAO-OIE: <i>Peste des petits ruminants outbreak investigation in wildlife. Report of the virtual training workshop 16–17 March 2021</i>	1	–	–	–	–	–
FAO-OIE: <i>PPR Global Research and Expertise Meeting (PPR-GREN): 3rd Meeting. Report of the virtual meeting, 9–12 November 2020</i>	1	–	–	–	–	–
FAO-OIE: <i>Stop African Swine Fever (ASF): Public and Private Partnering for Success. Report of the Online Event. 14–28 June 2021</i>	1	1	1	–	–	–
FAO-OIE: <i>Guidelines for the Control and Prevention of Peste des Petits Ruminants (PPR) in Wildlife Populations</i>	1	–	1	–	–	–
FAO-OIE: <i>Foot and Mouth Disease Vaccination and Post-vaccination Monitoring Guidelines</i>	–	–	–	–	1	–
<b>Ad-hoc publications</b>						
SRRSEA: <i>Study on the movement patterns of Equids</i>	1	–	–	–	–	–
SRRSEA: <i>African Horse Sickness. OIE Guidelines for the Practical Control of Viral Transmission by Reducing Vector-Host Contact in the Asian Context</i>	1	–	–	–	–	–
HQ: <i>Responsible and prudent use of anthelmintic chemicals to help control anthelmintic resistance in grazing livestock species</i>	1	–	–	–	–	–
HQ: <i>ASF Compartmentalisation Guidelines</i>	–	–	1	–	–	–
ZH MOU: <i>Manual of Diagnostic Tests and Vaccines for Terrestrial Animals</i>	–	–	–	–	1	–

AR: Arabic, EN: English, ES: Spanish, FR: French, HQ: OIE Headquarters, RU: Russian, ZH: Chinese. ZH MOU: Memorandum of Understanding with the People's Republic of China.

▪ ***Highlights published in 2021***

- [Review 40 \(1\)](#): Diagnostic test validation science (A. Colling and I.A. Garner, eds)
- [Review 40 \(2\)](#): Veterinary Services in a changing world: climate change and other external factors (D.G. Randolph, H.S. Lee and J. Smith, eds)
- [Panorama 2021-1](#): Global Burden of Animal Diseases (GBADs)
- [Panorama 2021-2](#): The Observatory: Monitoring the implementation of OIE standards
- [OIE News June 2021](#): 10th anniversary of rinderpest eradication
- [Responsible and Prudent Use of Anthelmintic Chemicals to Help Control Anthelmintic Resistance in Grazing Livestock Species](#) – OIE Headquarters (HQ)
- [A Key Role of Veterinary Authorities and Animal Health Practitioners in Preventing and Controlling Neglected Parasitic Zoonoses](#) – Tripartite via OIE Regional Representation for Asia and the Pacific
- Manual for Animal Health Staff: [Animal Health Educational Toolkit](#) (2nd Ed.) – Africa region
- [Stop African Swine Fever \(ASF\): Public and Private Partnering for Success](#) – Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs).

▪ Highlighted forthcoming publications

**2022**

- *Review 41* (1): Safety, regulatory, and environmental issues related to international trade of insects (J. Mumford and M.M. Quinlan, eds)
- *Review 41* (2): Animal health data management (S. Reid, ed.)
- *Panorama 2022-1*: Capacity building
- *OIE News*: almost monthly
- *6th OIE Annual Report on Antimicrobial Agents Intended for Use in Animals* – OIE HQ
- *SEACFMD Roadmap 2021–2025: South-East Asia and China Foot and Mouth Disease Campaign* Tripartite – OIE Sub-Regional Representation for South-East Asia
- *Pirbright Genomics Workshop Report* – The Pirbright Institute

**2023**

- *Review 42* (1): An update on global disease initiatives (issue number and editor[s] to be confirmed)
- *Review 42* (2): Emergency management (issue number and editor[s] to be confirmed)
- *Panorama 2022-1*: Aquatic Animal Health Strategy implementation and aquatic welfare
- *Panorama 2023-1*: Antimicrobial resistance
- *Panorama 2023-2*: Wildlife and biodiversity

**2024**

- *Review 43* (1): PVS health systems (issue number and editor[s] to be confirmed)
- *Review 43* (2): One Health (issue number and editor[s] to be confirmed)
- *Advisory Editorial Board and the Scientific and Technical Committee of the Scientific and Technical Review*

The Advisory Editorial Board advises the Editor-in-Chief on continuous improvement of the *Review*'s quality. The Board is composed of [Members of the OIE Council](#) and Presidents of the OIE [Regional Commissions](#).

The Scientific and Technical Committee may propose topics for future thematic issues of the *Review* and suitable experts to oversee editorial coordination. The current composition of the Committee, supervised by the Deputy Director General for International Standards and Science, is as follows: Presidents of the Specialist Commissions, Chair of the Working Group on Wildlife and an independent expert: Prof. Claude Saegerman (Belgium).

- Selection of topics

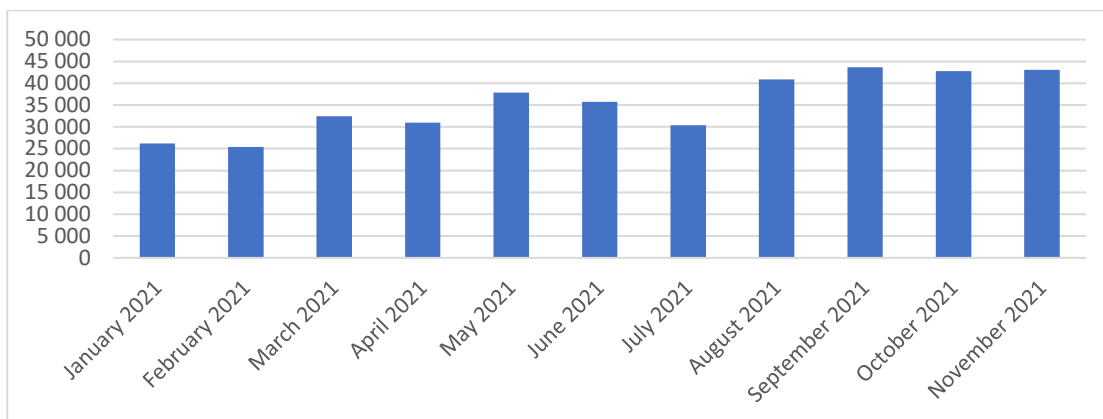
The topics for 2022 and 2023 have already been selected (see *Highlighted forthcoming publications* above). Themes are discussed and approved by the OIE Director General and Deputy Director General International Standards and Science during meetings of the OIE Executive Committee.

- Visibility of publications

The OIE’s publications are promoted in *OIE News* once they have been published, and via social media.

Moreover, the OIE [Documentary Portal](#) – archival repository for the Organisation and the open-access platform for OIE publications – was relaunched in 2021 with the aim of enhancing the visibility of OIE scientific and technical work. To make research simple to locate, reference, evaluate and build upon, perennial digital object identifiers (DOIs) of OIE publications are declared to [Crossref](#). Clicks on these publications, which link to the Documentary Portal, are then tracked to monitor the visibility of publications (see Fig. 2).

**Fig. 2: Clicks from Crossref digital object identifiers to the OIE Documentary Portal**



Finally, the [online Bookshop](#) has also been relaunched and allows for OIE publications to increase their visibility to the public. The Bookshop’s homepage provides information on new releases and forthcoming publications.

### 3.1.3 Documentation

The OIE collects, organises and disseminates external scientific and technical information related to its activities. It also organises the sustainable conservation and valorisation of its publications, works and institutional documents within the framework of the OIE’s Institutional Memory.

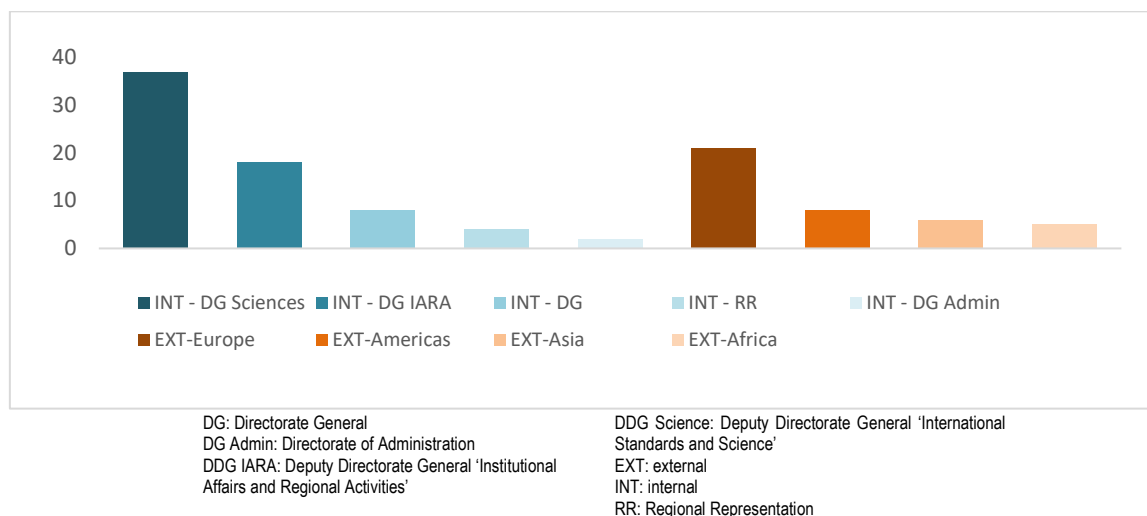
- OIE Documentation Centre

Through its Documentation Centre, based at OIE Headquarters, the OIE provides its staff with external information resources, including books, reports, and journals for on-site consultation and borrowing, as well as online access to key scientific journals, e-books and databases.

The OIE regularly answers requests for documentation from internal staff (based at Headquarters, Regional and Sub-Regional Representations) and external users (see Fig. 3). In 2021, 109 documentary searches were performed, of which 34% were archives searches and 10% were scientific literature reviews or bibliometric analyses.

The OIE also disseminates dedicated scientific and technical information in the form of regular e-mail watches.

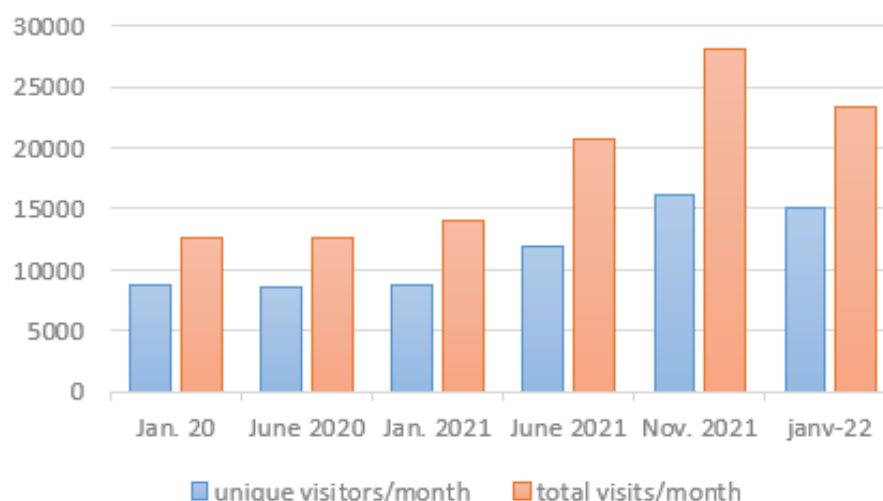
**Fig. 3: Number of documentary searches per final user, 2021**



▪ Documentary Portal and development of metadata for OIE publications and works

As mentioned above in section 3.1.2, the Documentary Portal was relaunched in 2021. This portal is dedicated to the sharing of knowledge in the field of global animal health and serves as the institutional open archive and heritage base of the OIE's work. The platform's objective is to permanently reference and archive this work, promote open access and thereby increase its dissemination, in order to contribute to the scientific and technical influence of the Organisation and its network. More than 10,000 documents are currently listed, 70% of which are accessible in full text in the three official languages of the OIE.

**Fig. 4: Documentary Portal: number of unique visitors per month and total visitors per month, 2020–2021**



The OIE's publications, particularly the *Scientific and Technical Review* articles, are indexed in the main scientific databases, including [PubMed/MedLine](#) and [EBSCO](#), and thus can be read and cited by researchers worldwide. In addition, metadata are exposed via an [Open Archives Initiative Protocol for Metadata Harvesting](#) repository which can be harvested and referenced in the tools used by libraries.

▪ *OIE Institutional Memory and definitive archiving*

The OIE is raising awareness among its staff regarding the benefits of good governance of the document lifecycle. Documents related to the OIE Institutional Memory are made available via the Documentary Portal and are stored in dedicated physical warehouses. Inventories and synthesis papers are being regularly updated in preparation for the forthcoming centenary of the Organisation.

In 2021, the OIE and the French Ministry for Europe and Foreign Affairs carried out work to verify and update the list of States and Territories that were parties to the '[International Agreement for the creation of an Office International des Epizooties](#),' signed in Paris on 25 January 1924, of which France is the depositary. The consistency of the information and the dates of ratification and accession have been verified to create a complete and up-to-date summary table that can be shared with the public.

### **3.1.4 Data governance**

Data governance is imperative to implement the digital transformation of the OIE, recognising the crucial need to improve data management practices as well as accessibility and visibility of data for Members and other stakeholders.

To achieve the objectives of the OIE Seventh Strategic Plan, and establish a foundation from which the OIE can better meet its obligations regarding data, a Data Governance Framework must be implemented. This framework will:

- promote the ownership of data governance as an area of strategic importance;
- increase accountability and efficiency;
- streamline the end-to-end processes and systems for collecting, storing, analysing, disseminating and using data;
- facilitate consultation with, and feedback from, OIE technical departments and OIE Regional and Sub-Regional Representations as data-related policies and data principles are operationalised;
- strengthen trust and ensure coherence.

However, the complexity of the task and the work done in 2021 have underscored the fact that maturity levels regarding processes and data were not yet sufficient to easily establish a data governance framework.

Two steps are required in order to make progress. First, a deeper analysis of the state of play regarding OIE data is necessary. Second, a transversal approach to ensure 360-degree situational awareness is a key success factor. The latter has been initiated through the establishment of a Data Management Workgroup, composed of members of each OIE department/unit, with the following objectives for 2022:

- identify the OIE reference data, i.e. a special subset of data that is used for classification throughout the entire Organisation;
- identify data flow needs between departments/units;
- identify the most valuable data for external sharing (for example, based on the Observatory and GBADs objectives);
- validate an initial data inventory managed within the Organisation;
- based on these inputs, launch a call for proposals to identify a supplier that can help to define the OIE Data Governance Framework and concretely implement it in 2023.

### 3.1.5 Global Burden of Animal Diseases

Since the adoption of the 2016 General Session's [Resolution No. 35](#), the OIE has continued to support the development of the GBADs programme. The programme, co-led with the University of Liverpool, is implemented by a consortium of organisations and universities that work at the crossroads of public policy, private sector strategy and academia.

Together, the consortium is working to develop a systematic approach for the assessment of the economic burden of animal diseases; to provide estimates of net loss of production, expenditure, and trade impacts; and to identify where the burdens occur, to whom and by which causes and risk factors. Estimates will benefit the OIE Members and a range of other animal health providers and livestock owners in their ability to make informed decisions on animal health investments.

In 2021, considerable progress was made on the development of methods for estimating the economic burden of animal diseases at national and global levels. Methodology choices were defined and used to design an improved process for describing animal production systems in terms of animal numbers, biomass and total economic value of livestock and aquatic animals. In addition, the Animal Health Loss Envelope (AHLE) to capture the gap in production and resource use due to animal disease and health problems was theoretically underpinned and methods for practical estimation were determined. The attribution of the AHLE will be a combination of disease symptoms and specific disease causes. A case study is ongoing in Ethiopia to demonstrate the applicability of methodology choices at the national level, and a global case study for the estimates of disease burdens in finishing animals has begun.

Other notable achievements in 2021 include the following:

- creation of a knowledge engine prototype allowing the derivation of animal biomass estimates from animal population figures, supported by a robust data governance framework;
- in addition to the support from the Bill & Melinda Gates Foundation and the United Kingdom (UK) Foreign, Commonwealth & Development Office, the programme has secured an additional US\$ 2,216,546 from the governments of Australia and Ireland, Brooke (an international animal welfare charity), and the European Union;
- publications in the OIE's [Scientific and Technical Review](#) and OIE [Panorama issue on GBADs](#); plus a [visual narrative](#) of the GBADs programme has also been developed and distributed;
- enhanced engagement with external audiences at over 40 conferences and meetings to introduce GBADs, generate knowledge exchange, and showcase the latest products and systems developed; these events include the launch webinar in January 2021 attended by more than 300 participants, a seminar in November organised by the Norwegian Veterinary Institute, and a presentation in December 2021 at the Livestock Data for Decisions community conference.

The programme has also engaged in activities to build its capacity to support regional and in-country partners to develop centres of excellence for animal health economics that will facilitate data collation and information generation using a standardised analytical approach. A significant boost to this effort was the approval of the first OIE Collaborating Centre for the Economics of Animal Health at the 89th OIE General Session in May 2021. This Collaborating Centre (a collaborative effort between the University of Liverpool, Utrecht University, and the Norwegian Veterinary Institute) operates in the European region. It will support the development of similar consortia in other regions (notably in the Americas, Africa and Asia and the Pacific).



Building on the positive momentum from 2021, the main focus in 2022 will be to publish initial estimates of animal disease burdens at global and national levels, supported by alliances of organisations with key data and analytical skills. Through this process, efforts will continue to raise funding to implement new case studies and develop and refine data flow and analytics leading to animal disease burden estimations that consider impacts on efficiency, equity and the environment. To support delivery on objectives, the OIE will widely disseminate the Investment Case document prepared in 2021 and increase strategic engagements, as detailed in the [Engagement Plan](#).

## **3.2. STANDARD SETTING AND IMPLEMENTATION**

### **3.2.1 Overview of the standard-setting process**

May 2021 marked the end of the three-year term of the four OIE Specialist Commissions elected in May 2018, as well as the election of members for the four Commissions who will serve until May 2024. The OIE selection process was launched in July 2020 with a call for experts suitable for election to one of the four OIE Specialist Commissions. Every application was assessed for eligibility before being evaluated by the Nomination Evaluation Committee (NEC). Based on the NEC report, the OIE Council then proposed a list of candidates suitable for election. At the May 2021 General Session, the Assembly voted to elect the members of the Specialist Commissions who will be in office until May 2024.

Between 2018 and 2021, in accordance with [Resolution No. 11](#) adopted in May 2015, the performance of the Specialist Commissions was evaluated based on the newly developed Performance Management Framework (PMF). The Framework included a number of actions such as meeting reviews, meetings between Commission members and the Deputy Director General 'International Standards and Science,' and self-evaluations of the performance of members and their respective Commissions. This was the first time that the Framework has been implemented and although this new Framework provided a documented process of evaluation, a number of steps were identified that need to be reviewed and improved. This Framework is aimed at the continuous improvement of the work of members as well as each Commission, and will be subject to improvements based on the results of the experience and the advice of the OIE Council.

Following the election of new Specialist Commissions in May 2021, an induction programme was implemented as part of the PMF. Due to the virtual working modality, a series of meetings was held for new members, Presidents, all Commission members and Secretariats, as well as individual Commissions, in order to allow members to become acquainted with each other and to present objectives, expectations and working modalities for the term (2021–2024).

The OIE Common Secretariat was established to support and enable good regulatory practices for the OIE international standards development and review process, including all processes for efficient and effective functioning of the OIE Specialist Commissions. The Common Secretariat comprises several collaborators from technical departments involved in the Organisation's standard-setting activities. The work of the Common Secretariat continues to result in improvements in the coordination of the work of the Specialist Commissions, *ad hoc* Groups and Working Groups, and the strengthening of working relationships across departments between Secretariats. It has also developed mechanisms that facilitate and coordinate the horizontal management of the work associated with the four OIE Specialist Commissions, including the coordination of technical work as well as ensuring common processes.

The Common Secretariat led a project to evaluate the potential of an Online Commenting System (OCS) to manage the submission of Members' comments on new and revised texts for OIE international standards, the review process by Specialist Commissions, as well as the reporting process. The OIE Directorate General approved a one-year pilot project that will be used to evaluate an OCS and inform a decision on whether to implement the OCS. A number of Members who actively submit comments are participating in the pilot.

Among the innovations implemented in preparation for the 2021 virtual General Session, the Specialist Commissions conducted pre-General Session webinars for OIE Members and partner organisations to present information about the new and revised texts that were to be proposed for adoption. This new initiative was aimed at ensuring active engagement in the lead-up to the first virtual OIE General Session held in May 2021. The webinars were very successful and will be repeated in 2022 – irrespective of the modality of the General Session – as an additional mechanism for the engagement of Members in the standard-setting process.

### **3.2.2 Activities of the Specialist Commissions and Groups**

The four OIE Specialist Commissions oversee a broad range of work and contribute to ensuring that the OIE international standards (*Aquatic Code*, *Aquatic Manual*, *Terrestrial Code* and *Terrestrial Manual*) are regularly updated and reflect current scientific evidence. These Commissions also oversee the work of relevant *ad hoc* Groups. The Scientific Commission for Animal Diseases (Scientific Commission) also oversees the OIE official recognition of animal health status, and the Biological Standards Commission and Aquatic Animal Health Standards Commission (Aquatic Animals Commission) oversee Reference Centres. In undertaking their respective responsibilities, the Commissions often need to work closely with other Commissions. Each Commission works closely with dedicated Secretariat staff from several OIE technical departments.

The four Specialist Commissions endorsed the application for an OIE Collaborating Centre for the Economics of Animal Health, which was adopted by the Assembly in May 2021.

#### **3.2.2.1 Terrestrial Animal Health Standards Commission**

The Terrestrial Animal Health Standards Commission (Code Commission) held two virtual meetings in February and September 2021. The corresponding [reports](#) are available online.

At both meetings, the Code Commission:

- contributed to the OIE’s standard-setting process by providing scientific input as requested to comments received from Members on the *Terrestrial Code* chapters, and other matters as they arose;
- considered relevant *ad hoc* Group reports when revising relevant texts of the *Terrestrial Code*. These [reports](#) are available online;
- liaised with the Scientific Commission on common topics.

Highlights of the year’s activities include the adoption by the Assembly of the following:

- five revised Glossary definitions;
- three new chapters (Chapter 3.1. Introduction to recommendations for Veterinary Services; Chapter 4.19. Official control programmes for listed and emerging diseases and Chapter 8.18. Infection with *Trypanosoma brucei*, *T. congolense*, *T. simiae* and *T. vivax*);
- 13 revised chapters for the *Terrestrial Code*;
- the proposed new Chapter 7.Z. Animal welfare and laying hen production systems did not reach consensus and was put to a vote. The chapter was not adopted, as the support did not reach the two-thirds majority required by the General Rules;
- publication of the 2021 edition of the [Terrestrial Code](#).

### **3.2.2.2 *Biological Standards Commission***

The Biological Standards Commission held two virtual meetings in 2021. The [reports](#) are available online.

At both meetings, the Biological Standards Commission:

- contributed to the OIE’s standard-setting process by overseeing the production of the *Terrestrial Manual*;
- advised the OIE on the appropriate use of diagnostic tests and vaccines;
- evaluated applications for OIE Reference Centre status, changes of experts, and compliance with the terms of reference (ToRs) through a review of the annual reports of Reference Centre activities;
- supervised the OIE register of diagnostic assays;
- liaised with the Scientific Commission and the Code Commission on common topics.

Highlights of the year’s activities include the following:

- revision of comments on the 15 draft chapters that had been sent for first-round Member comments in October 2020, and approval of 14 for circulation for second-round comments. The 14 chapters, in addition to the 24 chapters postponed in 2020, were presented to the OIE Members at the three pre-General Session webinars organised in April 2021. All 38 went on to be adopted at the 88th General Session in May 2021 and can be found [online](#). At the September 2021 meeting, the glossary and 20 chapters were approved for first-round comments and sent to Members in October 2021;
- approval of proposed amendments to the standard operating procedures (SOPs) for Reference Laboratories to include provisions for suspending laboratories and for laboratories temporarily with no expert. These amendments were also approved by the Aquatic Animals Commission and the amended procedures were uploaded to the [OIE web site](#). The Commission also committed to monitor more closely the reasons why some OIE Reference Laboratories receive few samples for testing;
- launch of three [OIE Reference Laboratory networks](#): for ASF, peste des petits ruminants (PPR) and rabies;
- amendment of the SOPs of the [OIE register of diagnostic kits](#) to clarify the information requested regarding provisional recognition and the allowed timeframe for applicants to prepare responses to the Review Panel’s questions.

### **3.2.2.3 *Scientific Commission for Animal Diseases***

The Scientific Commission met by videoconference in February and September 2021. The [reports](#) are available online.

At both meetings, the Scientific Commission:

- contributed to the OIE’s standard-setting process by providing scientific input as requested to comments received from Members on the *Terrestrial Code* chapters, and other matters as they arose;
- for *ad hoc* Groups convened by the Director General under the Commission’s supervision, reviewed the ToRs for planned future *ad hoc* Groups and the reports of those already conducted;

- made assessments regarding the official animal health status of Members, and worked on standards related to official status recognition;
- worked on disease control-specific issues, including (but not limited to) the development of case definitions to facilitate notification, and the evaluation of diseases against the listing criteria described in Chapter 1.2 of the *Terrestrial Code*;
- liaised with the Biological Standards Commission and the Code Commission on common topics.

Highlights of the year's activities include the following:

- six *ad hoc* Group reports on the evaluation of a total of 27 applications for official recognition of animal health status and for OIE endorsement of official control programmes were reviewed and endorsed. Of the 27 applications, 16 achieved official recognition by the Assembly in May 2021, of which two Members were recognised as having an OIE-endorsed official control programme for dog-mediated rabies for the first time after the launch of the procedure;
- 35 annual reconfirmations of 2020 – corresponding to a selection of 10% of the annual reconfirmations for official animal health status – and 7 annual reconfirmations for the endorsement of official control programmes were comprehensively assessed;
- collaboration with the Code Commission on the following:
  - review of Chapter 8.8. Infection with foot and mouth disease virus through a joint taskforce convened between members of the two Commissions;
  - review of Chapters 1.8 and 11.4 on bovine spongiform encephalopathy to ensure a common understanding of the main concerns raised by Members, the decisions made on the revised chapter and their impact on the official status recognition, as well as on the adapted procedures that will be required;
  - endorsement of six case definitions for terrestrial animal diseases;
  - evaluation of three diseases against the listing criteria of the *Terrestrial Code* Chapter 1.2. and recommended retention on the list of West Nile virus and *Mycobacterium tuberculosis* complex. Chronic wasting disease was considered not to fulfil the requirements for listing. Five other diseases were identified as requiring an assessment in consultation with external subject matter experts.

#### **3.2.2.4 Aquatic Animal Health Standards Commission**

The Aquatic Animals Commission held two virtual meetings in February and September 2021. The [reports](#) are available online.

The Aquatic Animals Commission:

- contributed to the OIE's standard-setting process by providing scientific input as requested to comments received from Members on the *Aquatic Code* and the *Aquatic Manual*, and other matters as they arose;
- considered the relevant *ad hoc* Group reports when revising relevant texts of the *Aquatic Code*. These [reports](#) are available online.

Highlights of the year's activities include the following:

- the adoption by the Assembly of:
  - one new and two revised Glossary definitions

- one new chapter (Chapter 4.1. Biosecurity for aquaculture establishments)
  - eight revised chapters for the *Aquatic Code*
  - one new chapter (Chapter 2.1.2. Infection with *Batrachochytrium salamandrivorans*) and seven revised chapters for the *Aquatic Manual*
- Publication of the 2021 edition of the [\*Aquatic Code\*](#).
  - The Commission approved updates to the *Procedures for the designation of OIE Reference Laboratories* (see also section 3.2.2.2 on the Biological Standards Commission).

### **3.2.2.5 Activities of the Working Groups**

#### **3.2.2.5.1 Wildlife**

The Working Group on Wildlife held two virtual meetings in 2021 (June and December reports available [online](#)). The Working Group focused particularly on the following topics:

- sensitivity of wildlife disease reporting to the OIE (through OIE-WAHIS–Wild) and suggestions on how to improve it;
- whether the OIE should play a role in supporting Members to manage suspect disease events affecting wildlife;
- implementation of the OIE Wildlife Health Framework;
- strengthening the network of the OIE National Focal Points for Wildlife and OIE Collaborating Centres;
- tools to assess capacity of Members to undertake wildlife disease surveillance;
- updates from the *ad hoc* Group that is developing guidelines to reduce the risk of disease emergence and spillover through wildlife trade and along the supply chain, and progress on improving the efficiency of the international transport of diagnostic specimens through dialogue with the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

With the adoption of the Wildlife Health Framework by the OIE Membership, it was agreed that the Working Group on Wildlife would play an advisory role to the programme, with the network of National Focal Points and OIE Collaborating Centres playing an active role in implementation.

#### **3.2.2.5.2 Antimicrobial resistance**

The Working Group on Antimicrobial Resistance, created in 2019 and composed of seven international experts, has continued to provide advice and guidance to the OIE’s activities related to antimicrobial resistance (AMR). Two meetings were held in 2021 (April and October reports available [online](#)). The *Technical Reference Document Listing Antimicrobial Agents of Veterinary Importance for Poultry*, which aims to provide additional species-specific information on antimicrobials available for medical use, was completed in April 2021. Similar work has been initiated for swine and aquatic animals; these lists are expected to be completed by April and October 2022, respectively. Furthermore, work has started on the revision of *Terrestrial Code* Chapter 6.10. Responsible and prudent use of antimicrobial agents in veterinary medicine, in response to a request from the Code Commission. The Code Commission and OIE Members will have the opportunity to provide feedback on the different versions of this chapter during the revision process. The Working Group is also discussing potential additional revisions to other related chapters of the *Terrestrial Code*.

### 3.2.3 Guidelines

The OIE published [Guidelines on compartmentalisation for African swine fever](#) in the three OIE official languages. These guidelines detail specific requirements and provide guidance on key aspects of the compartmentalisation process specifically for ASF, in line with Chapters 4.4 and 4.5 of the *Terrestrial Code*. They aim to contribute to the GF-TADs initiative for the global control of ASF.

Veterinary Authorities and the private sector are the main target audiences of these guidelines. They will also benefit third parties and technical service providers, such as auditors and private veterinarians, who are involved in the implementation and maintenance of compartments.

### 3.2.4 Status

#### 3.2.4.1 Applications for the official recognition of animal health status

In promoting the safe international trade of commodities through the official recognition of country or zone disease-free status, the OIE received a total of 14 applications for official recognition of animal health status or endorsement of official disease control programmes in 2021 (Table 3). These dossiers were evaluated during the meetings of the respective *ad hoc* Group for each disease, held between September and December 2021. The applications and evaluation reports of the *ad hoc* Groups were forwarded to the Scientific Commission for evaluation and recommendation to the Assembly for adoption at the 89th General Session in May 2022.

**Table 4. Distribution of the applications received in 2021 per disease**

Disease and category	No. of applications
<b>African horse sickness</b>	
Country freedom	3
<b>Bovine spongiform encephalopathy</b>	
Country negligible risk	1
Country controlled risk	1
<b>Contagious bovine pleuropneumonia</b>	
Country freedom	2
Endorsement of control programme	1
<b>Classical swine fever</b>	
Country freedom	1
<b>Foot and mouth disease</b>	
Zonal freedom without vaccination	1
Zonal freedom with vaccination	2
Endorsement of control programme	2
<b>Total</b>	<b>14</b>

#### *Virtual interviews as an alternative option to official status field missions*

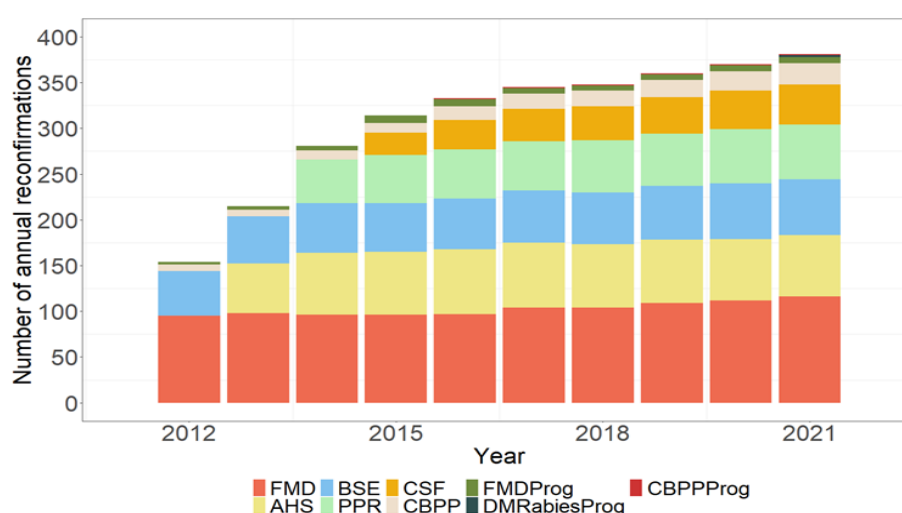
The [SOPs](#) governing the official recognition of Members' animal health status allow the OIE to deploy an expert field mission to assess a Member's compliance with the provisions of the *Terrestrial Code* for the recognition or maintenance of its official animal health status. Since these expert field missions could not take place recently due to COVID-19 pandemic restrictions, the Scientific Commission considered alternative options to continue to advance the requests of Members and the OIE mandate.

The alternative option of virtual interviews was successfully piloted in January 2021 and, based on that experience, another interview took place in December 2021. The Scientific Commission and the OIE analysed the pros and cons of this option and agreed to add it to the OIE SOPs as an alternative or adjunct option to field missions to be considered on a case-by-case basis.

### 3.2.4.2 Annual reconfirmations

In accordance with the *Terrestrial Code* and the SOPs, OIE Members that have an officially recognised animal health status or an OIE-endorsed official control programme are obliged to reconfirm the maintenance of their official status or endorsement each year during the month of November. As a result of the new status and programmes recognised and endorsed by the Assembly every year, since 2015, there has been an average annual 5% increase in the number of annual reconfirmations submitted by Members. A total of 381 annual reconfirmations were screened by the Status Department in 2021; disease-free status with regard to foot and mouth disease (FMD) represented the biggest proportion of reconfirmations, followed by African horse sickness (AHS), bovine spongiform encephalopathy (BSE), and other diseases for which the procedure applies (see Fig. 5).

**Fig. 5: Number of annual reconfirmations by disease showing an increasing annual trend, 2012–2021**



Around 80% of annual reconfirmations were submitted before the end of November (official deadline for submission) between 2017 and 2019; however, this proportion was significantly reduced in 2020 (46%) due to the distributed denial-of-service attack experienced. Starting from 2021, the submission of documented evidence is obligatory for reconfirmations of disease-free status for classical swine fever (CSF) and peste des petits ruminants (PPR), and 69% of annual reconfirmations were submitted by Members before the end of November 2021.

### 3.2.4.3 Self-declarations

In addition to the official recognition of animal health status, OIE Members have the possibility to self-declare their country, a zone or a compartment within their territory as free from any listed disease. In recent years, Members have shown a high level of interest in the publication of self-declarations, which is a service offered free of charge to Members. There was notable increase in the number of dossiers received last year, with 35 dossiers received in 2021 compared to 23 in 2020. Of the 35 self-declarations, 22 were for avian influenza; of these, 19 were received following the adoption of the revised *Terrestrial Code* chapter on infection with HPAI in May 2021 that reduces the waiting period to be observed before a

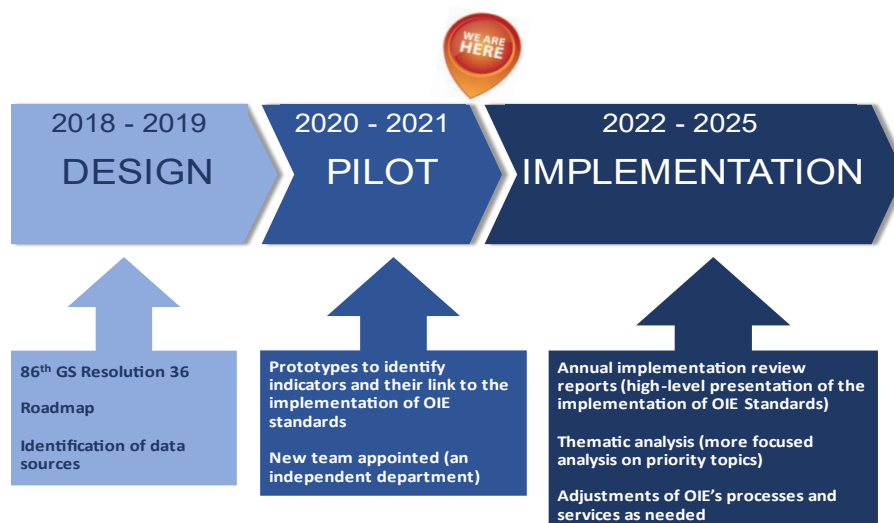
country is eligible to recover a disease-free status. The increasing number of self-declarations submitted for publication requires resources and places significant budgetary demands on the OIE. There is increasing awareness and recognition of the value of this procedure among Members, as demonstrated by the submission of self-declarations on aquatic diseases, as well as the establishment of a protection zone for the first time in 2021. The Equine Disease-Free Zone (EDFZ) established for the Tokyo Olympics and Paralympics demonstrated the usefulness and effectiveness of this guideline. All self-declarations published on the OIE website are also announced in *OIE News* of the *Bulletin* to enhance visibility among the international community.

### 3.2.5 Observatory

The pilot phase of the OIE Observatory was completed in 2021 (Fig. 6). The Observatory is now an independent department reporting to the Deputy Directorate General ‘International Standards and Science’ with a newly appointed team.

Five prototypes were carried out to identify internal and external sources of information that could be used to monitor the implementation of OIE standards. Lessons that were learnt progressively from these prototypes have been instrumental to the establishment of a set of indicators to assist in the monitoring of Members’ adherence to the standards. This has equipped the OIE Observatory for the development of its first annual implementation review report, which is foreseen to be published at the end of 2022. The last prototype focussing on African swine fever’s disease-specific indicators will be made available early 2022 on the OIE website. This will give insights on what the Observatory can routinely monitor and report on annually. During the 89th General Session, a dedicated virtual kiosk will encourage participants to share their feedback with the Observatory team.

**Fig. 6: Roadmap of the OIE Observatory**



Via this prototype, gaps have been identified, as well as processes or services that the OIE could improve to better answer its Members’ needs. Further work to be conducted in 2022 will follow up on these findings to assess the value, impact, costs and benefits that potential adjustments could deliver for the OIE and its Members.

This data-driven approach will help to describe the impact of OIE standards, complemented with observations made by stakeholders on the ground. In Africa, for example, the OIE Regional and Sub-Regional Representations have observed that, in 2021, OIE standards and the efforts to provide training to increase their understanding and use contributed to the safe trade of animals and their products; consequently, animal diseases have not spread as widely as they could have without guidance from OIE standards.



To highlight the work and importance of the Observatory, the OIE *Panorama* proposed a [special edition](#) about the Observatory in December 2021.

Finally, the OIE continued and strengthened its collaboration with key international organisations. For example, the OIE collaboration with the Organisation for Economic Co-operation and Development (OECD) through the [Partnership of international organisations for effective rulemaking](#) (IOs partnership) led to two important outcomes:

- contribution to the [Compendium of International Organisations' practices: Working towards more effective international instruments](#);
- the OIE will host the 2022 annual event of the IOs partnership.

### 3.2.6 Foresight

Following the adoption of [Resolution No. 32](#) for the Technical Item entitled [How external factors \(e.g. climate change, conflicts, socio-economics, trading patterns\) will impact Veterinary Services and the adaptations required](#), the OIE has undertaken steps to integrate foresight methodologies and futures thinking throughout the Organisation. [As part of this process](#), the OIE has tapped into the expertise of partners such as the OECD and United Nations Educational, Scientific and Cultural Organization (UNESCO) for scenario development and Futures Literacy Laboratories to hone skills in appreciating the complexity of the world and imagining the multiple futures before us.

## 3.3. CAPACITY BUILDING

Capacity building is a transversal function of the OIE, directly linked to the Organisation's mission of supporting national Veterinary Services to improve their ability to prevent and control animal diseases, including zoonoses, and to manage animal welfare. Capacity building plays a crucial role in supporting OIE Members through the Performance of Veterinary Services (PVS) Pathway and the Platform for the Training of Veterinary Services (Training Platform), among others. While the PVS Pathway provides institutional and country-tailored services for the Competent Authorities, the Training Platform delivers learner-centred opportunities for individuals; the two initiatives, combined and mutually supported, guarantee a simultaneous competency-oriented top-down and bottom-up approach. In the actual context, the OIE capacity-building programme aims at more resilient Veterinary Services, able to contribute to global health with a strengthened capacity to prevent, detect, and respond to pandemic threats. The main OIE capacity-building outcomes for 2021 are reported below.

### 3.3.1 PVS Pathway

The OIE Seventh Strategic Plan, along with the COVID-19 related context, gave momentum to the evolution of the PVS Pathway: new services, new methodologies to deliver existing services and a progressive digitalisation of the programme were initiated in 2021 to better respond to Members' needs, increase access and transparency, and facilitate an integrated use of PVS data and information, thus providing an indispensable opportunity for Members and the OIE's partners and donors. The evolution of the PVS Pathway also responds to the recommendations provided by the external evaluation of the programme carried out in 2020.

A gradual digitalisation of the full PVS Pathway cycle is planned over several years to improve mission management processes and develop more accessible databases, report repositories and PVS data analyses and dashboards for Members and stakeholders. The development of this PVS Pathway Information System was initiated in 2021 based on a focus on data and processes linked mainly to PVS Evaluation missions. In addition, to mitigate COVID-19 travel restrictions, new remote options for PVS Pathway missions have been explored and some of them piloted. The new options have been (and will continue to be) presented through the establishment of a direct 'PVS dialogue' with the OIE Members who have revised or will revise their PVS workplans in view of the new available services.

## Stage 1 - Orientation

While face-to-face **Orientation Training** Workshops remain available, a fully remote version with preparatory eLearning and virtual workshops has been developed. China (People's Republic of), India, Russia and the Middle East region will host Orientation workshops in 2022. A remote [PVS Pathway Follow-up workshop](#) was organised by the OIE Sub-Regional Representation for South-East Asia in July 2021 with 10 Members, with the aim to look into the conclusions of the Orientation Training of December 2019. New PVS Pathway offerings were presented and countries revised their workplans in terms of PVS activities and One Health engagement based on their needs and in view of the new available modalities. A [PVS Aquatic virtual information session](#) for Asia and the Pacific (20 Members) was held remotely in November 2021 to present the benefits of PVS Evaluation missions for Aquatic Animal Health Services, synergies with the Aquatic Animal Health Strategy and the second edition of the [PVS Tool: Aquatic](#) published in 2021. The new edition offers a more user-friendly approach to facilitate ownership and use at national level by Members, including for self-evaluations to monitor advancements achieved on a regular basis, along with addressing current aquatic animal health issues, such as antimicrobial resistance, the One Health approach, and biosecurity for aquaculture establishments.

## Stage 2 - Evaluation

A pilot '**blended format**' for PVS Evaluation and PVS Follow-up missions is being developed to allow the most efficient use of virtual tools combined with face-to-face interactions. Using this approach, PVS experts from the region will travel to the country, while part of the team will participate remotely. Additionally, a new support programme for country **self-evaluation** using the PVS Tool is being finalised. It will include remote training, as well as real-time remote support from PVS experts during the country self-evaluation. Interest has already been expressed by India, Indonesia, Myanmar, Philippines and Thailand. Both activities will be piloted in early 2022. In addition, the following PVS Evaluation Follow-up missions are planned for 2022 in face-to-face format: rabies-specific content and public-private partnership (PPP) assessment in Azerbaijan, PPR-specific content in Sierra Leone, and rabies- and PPR-specific content and PPP assessment in Cameroon. The development of a PVS Evaluation with specific content on ASF is planned for 2022. Wildlife and emergency preparedness and response are also being considered for inclusion in PVS approaches.

## Stage 3 - Planning

The **PVS Gap Analysis** approach and its link to **Strategic Planning** methodology are currently under revision in order to allow for remote delivery, to incorporate a greater focus on national priorities, and to facilitate more active country involvement. The first PVS Gap Analysis remote pilot mission was conducted in August 2021 in [Kazakhstan](#) and a request for a strategic planning workshop was received subsequently. A PVS Gap Analysis is being planned for Kenya in 2022 to finalise the review of the methodology.

## Stage 4 - Targeted Support

- *[PVS Sustainable Laboratory missions](#)*

Two fully remote pilot [missions](#) have been successfully delivered (in [Liberia](#) in March–April 2021 and in Nigeria in November 2021). Six new mission requests were received in 2021 and missions are currently being planned for Cambodia, Philippines, Sierra Leone, and Thailand. These missions will be undertaken in the context of the OIE Sustainable Laboratories Programme.

▪ *Sustainable Laboratories Programme*

The sustainable laboratories programme recognises that, globally, there are challenges in maintaining infrastructure, equipment and core functions of diagnostic laboratories. These challenges are likely to be particularly acute in low-resource settings and may impact performance and safety.

With the generous support of Global Affairs Canada, the OIE is implementing a number of projects to address laboratory sustainability; this includes:

- data collection, analysis and visualisation (e.g. data dashboards) to provide insights, to communicate around the problem, and for advocacy on investment needs for sustainable laboratories and supporting Laboratory Twinning Projects;
- enhancing the PVS Sustainable Laboratories toolbox with economic and laboratory management performance indicators;
- strengthening the evidence base for laboratory biosafety by reviewing the current evidence to support biosafety, identifying gaps in that evidence base, and developing research priorities to fill the gaps.

The OIE is also working with Global Affairs Canada to design and launch an ambitious Grand Challenge which will aim to identify transformational solutions to improve the sustainability of laboratories.

▪ *International Health Regulations–PVS Pathway National Bridging Workshops*

Due to their interactive nature, [National Bridging Workshops](#) (NBWs) continued to be conducted in a face-to-face format, where sanitary conditions were favourable. A total of four NBWs were carried out in Africa in 2021 (Gambia in February, Côte d'Ivoire in March, Cameroon in August and Kenya in November). Pending requests for 2022 include Cabo Verde, Laos, Mongolia, Nepal, the Philippines, Thailand, Togo and Zambia.

The **NBW Follow-up Survey**, a new remote tool for assessing the implementation of the One Health Roadmaps produced during NBWs was developed by the Tripartite and piloted in Kazakhstan (March), Ethiopia (August) and Guinea (November). New surveys are being programmed for 2022 in Liberia, Sierra Leone, Tanzania and Uganda. Finally, a new methodology for NBWs with a focus on rabies was finalised and the development of a methodology for subnational NBWs in decentralised countries was initiated.

▪ *Veterinary Legislation Support Programme*

A methodology for the implementation of fully remote Veterinary Legislation Support Programme (VLSP) **Veterinary Legislation Identification Missions** was developed and the first fully remote mission was successfully completed in Togo during May and June 2021. An additional request for a virtual identification mission was received from Mali for implementation in 2022. The Preparatory Phases of three **VLSP Legislation Agreements** were completed remotely in Georgia, Kazakhstan and Uzbekistan and the implementation phase of these three Agreements is foreseen for 2022. A remote VLSP Agreement was completed in Botswana in 2021 and a new request for an Agreement was received from Senegal, which will begin in 2022 and may include at least one face-to-face mission. Both an identification mission and a subsequent Agreement will be implemented remotely in Pakistan in 2022.

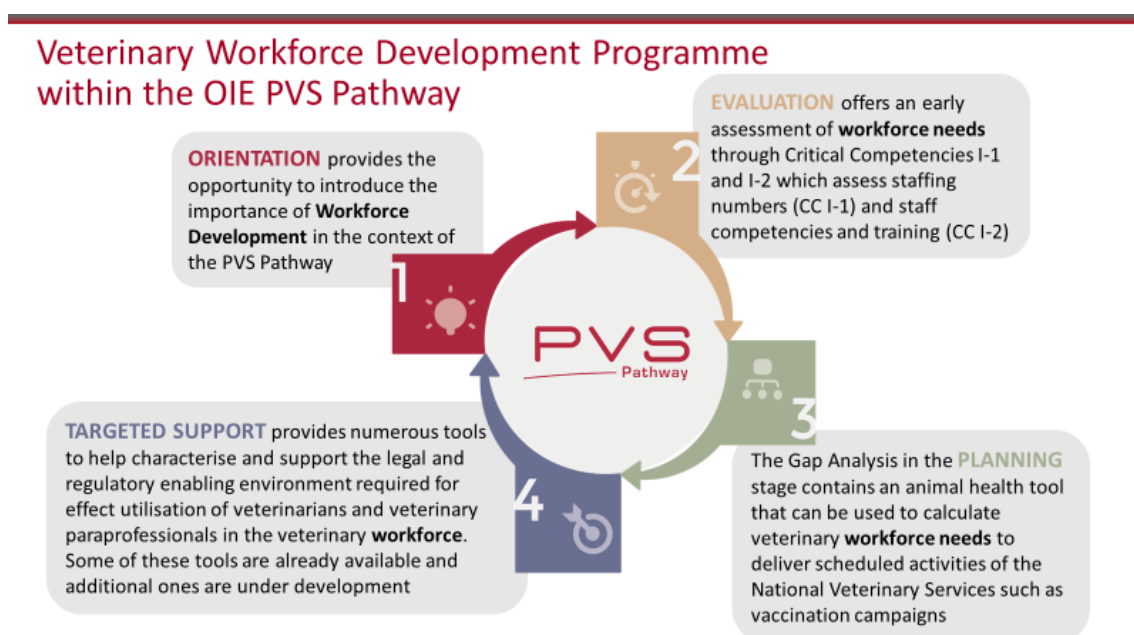
With funding from the AMR Multi-Partner Trust Fund, the OIE, FAO and World Health Organization (WHO) have joined together as the Tripartite to develop a **One Health AMR Legal Assessment Tool** for countries to evaluate their legislation relevant to AMR in a holistic manner across multiple sectors including human health, animal health, agriculture and the environment. Staff from the VLSP and the Antimicrobial Resistance and Veterinary Products Department have represented the OIE in this effort. The goal will be for countries either to use the tool to conduct self-assessments of their AMR legislation or to call upon the OIE, FAO or WHO to address specific areas of concern. It is expected that the draft tool will be completed by February 2022.

▪ Veterinary Workforce Development

Since its inception, the PVS Pathway has included the assessment of the veterinary workforce<sup>1</sup> as part of the PVS Evaluation; staffing numbers and staffing competencies are assessed in the PVS Tool's relevant Critical Competencies.

In 2020, a **Veterinary Workforce Development Programme** was launched to raise awareness among Members regarding the value of workforce planning and development in the veterinary sector and to provide additional tools through the PVS Pathway to assist them in such efforts. A particular focus is to create an enabling environment for Members to use veterinary paraprofessionals (VPPs) more effectively in the workforce, particularly where veterinarians are in short supply. Tools already available in the Targeted Support phase of the PVS Pathway include (a) the Veterinary Legislation Support Programme, which can be used to develop a sound legal framework for the recognition and regulation of veterinarians and VPPs; (b) the **Veterinary Statutory Body (VSB) Twinning** Programme to help develop and strengthen VSBs for better regulation of the veterinary profession; and (c) the **Veterinary Education Establishment (VEE) Twinning** Programme to strengthen initial training of veterinarians. Additional tools added in 2021 or under development in 2022/23 include national level workforce development workshops, **VPP curriculum support** missions, **VSB planning missions** and the development of a **workforce assessment tool** to assist Members in workforce planning. An overview of the integration of workforce development tools and activities into the PVS Pathway is provided in Figure 7 below and more information can be found in a related article in the OIE [Bulletin](#).

**Fig. 7: Veterinary Workforce Development Programme within the OIE PVS Pathway**



The first stage of a **VPP curriculum support mission**, building on the OIE competency and curriculum guidelines for VPPs, was piloted in Senegal in August and Togo in November 2021.

<sup>1</sup> Section 3.2.4 of the *Terrestrial Code* states 'Veterinary Services should be appropriately staffed, including veterinarians, veterinary paraprofessionals and other personnel, with appropriate competencies obtained through initial and continuing education to allow their functions to be undertaken effectively and efficiently.'

An [OIE Virtual Regional Awareness Raising Workshop on Veterinary Workforce and VPPs](#) was organised remotely for the Asia and the Pacific region in June–July 2021. This workshop included awareness raising on the OIE VPP guidelines.

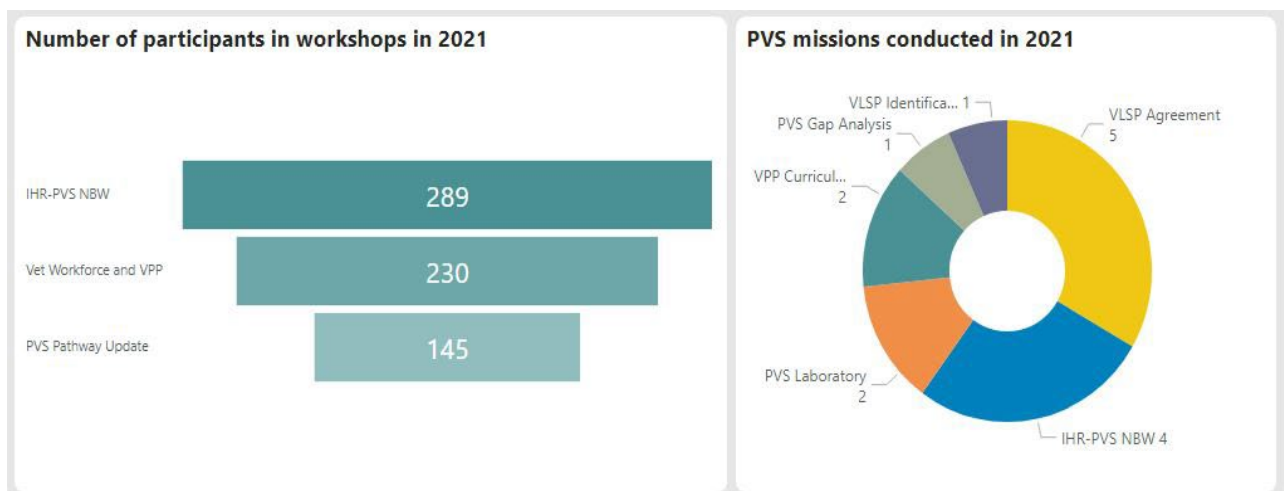
Close cooperation with OIE regional offices has allowed these evolving targeted support activities to happen either remotely or with hybrid elements, and to be supported by other national or regional efforts, such as project launch meetings, national workshops and OIE in-country missions. Veterinary workforce development activities continue to be supported by the Professionalisation of Veterinary Paraprofessionals (P3V) project (funded by the French Development Agency) in West Africa, the VPP Competencies project (funded by the Defense Threat Reduction Agency [DTRA]) with a multi-region focus, and the Project for the Prevention and Control of Transboundary Animal Diseases for the benefit of smallholders (funded by the German Federal Ministry for Economic Cooperation and Development [BMZ]) in East Africa. A new two-year project to review global training approaches for community animal health workers (CAHWs) and develop CAHW competency and training guidelines was awarded in October 2021 (funded by the Bureau for Humanitarian Assistance of the United States Agency for International Development (BHA/USAID)). This project is reinforced by the Partnership Agreement in place between the OIE and *Vétérinaires Sans Frontières International*.

- Public-Private Partnerships (PPP)

The OIE Public Private Progress initiative, funded by the Bill & Melinda Gates Foundation, aims to promote the potential benefits of PPPs in the veterinary domain and to support countries to build an enabling environment for their implementation; this includes the integration of PPPs into the PVS Pathway programme. ‘Guiding Principles for consideration of Public-Private Partnerships in an OIE PVS Evaluation mission’ and a baseline document for a PPP-oriented PVS Evaluation of the Veterinary Services were developed in 2021 by a PPP and PVS expert group and will be piloted in PVS Pathway missions planned in 2022. A specific PVS package on PPP targeted support will be designed in 2022 and piloted in 2023.

A collaborative interactive database of PPP cases in the veterinary domain has been finalised and will be launched in early 2022. The database – dynamic and undergoing continuous updates – currently holds data on 97 PPP initiatives from 76 countries spread across 6 regions, with the aim to provide information and opportunities to cross-pollinate successful experiences around the world.

**Fig. 8: Number of participants in workshops in 2021**



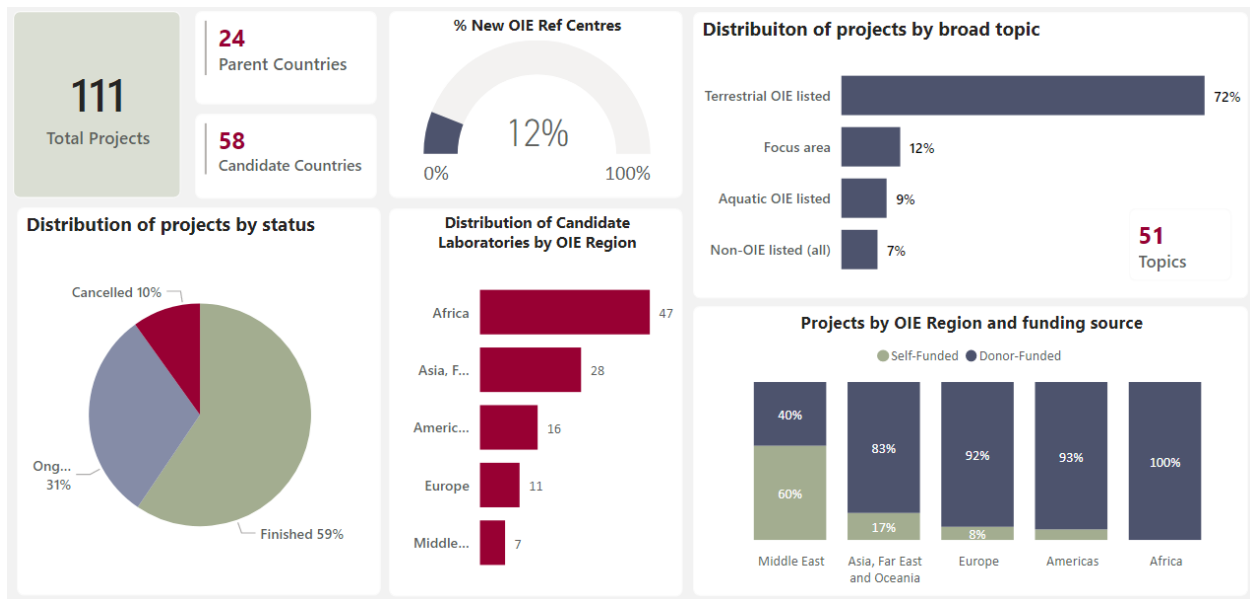
### 3.3.2 Twinning Projects

#### ▪ Laboratory Twinning

The OIE Laboratory Twinning Programme has been running for 16 years and has raised growing interest from OIE Members. At present, as illustrated in Figure 9, more than 100 twinning projects have been initiated under the umbrella of the programme. A majority of the projects focused on OIE-listed diseases of terrestrial animals such as rabies, avian influenza, and brucellosis. However, emerging diseases that are not listed, such as some viral haemorrhagic fevers, have become increasingly popular as project topics. Africa and Asia and the Pacific were the regions with the most projects implemented, which is in line with the programme’s objective of ensuring a more even distribution of veterinary laboratory expertise at global level. Currently, 12% of the candidate laboratories that have engaged in a project have been designated as an OIE Reference Centre as a result of the capacities acquired during the twinning. Knowing that there is a high level of variability in the starting points for candidate laboratories participating in twinning projects and that the majority do not intend to apply for Reference Centre designation, 12% is a good ratio.

In 2021, the OIE started a thorough review of the programme and its impacts on the Veterinary Services of OIE Members. The objective of this review is to characterise the impact that participating in a twinning project has for OIE Members and to adapt the structure of the programme in accordance with the findings.

**Fig. 9: OIE Laboratory Twinning projects overview**



#### ▪ Veterinary Education Establishment Twinnings and Veterinary Statutory Body Twinnings

The OIE VEE Twinning Programme was established in 2013. The overall objective of the programme is to create a better understanding of the threshold of initial veterinary education worldwide so that assistance can be directed towards increasing the capacity of VEEs that are falling below this threshold. This can be achieved by strengthening compliance with the OIE’s guidelines and recommendations on veterinary education through the ‘twinning’ of VEEs. Since the programme’s inception, 13 VEE Twinnings have been initiated. In 2021, six of them were still ongoing: Ohio State University (United States of America [USA]) and University of Gondar (Ethiopia); Kansas State University (USA) and Sokoine University of Agriculture (Tanzania); University of Tokyo (Japan) and Royal University of Agriculture (Cambodia); VetAgro Sup (France) and École Inter-États des Sciences et Médecine Vétérinaires de Dakar (EISMV) (Senegal); University of Calgary (Canada) and Guru Angad Dev Veterinary and Animal Sciences University (India); and University of Minnesota (USA) and Samarkand Veterinary Institute (Uzbekistan).

### 3.3.3 Platform for the Training of Veterinary Services

The **OIE Platform for the Training of Veterinary Services** became fully operational in 2021, when several novel activities were piloted. Supported by the eight OIE Collaborating Centres for Training and Education<sup>2</sup> and managed through a five-year strategic plan, the platform is developing the OIE training system, establishing its framework and quality standards, producing learning resources, and building strategic partnerships. Its achievements to date include the following:

- The **OIE Competency-based Training Framework** is taking shape with the gradual development of the ToRs of its 16 constitutive Competency Packages (CPs), describing target audiences, contents and critical learning outcomes, from which learning resources and programmes will be developed in alignment with OIE standards and guidelines. Competence Package 10 on Partnerships, serving as a pilot to test the proposed methodology and process to develop the CP ToRs, was initiated in 2021 and will be completed in the first quarter of 2022;
- The first set of **OIE Training Guidelines** (short and advanced versions) is now publicly available on the [OIE Training Portal](#) and relates to the development of state-of-the-art OIE e-modules. The guidelines will serve primarily for the development of new OIE e-modules (systematically attached to OIE calls for proposals and tender) and the labelling of existing training material, but can also be used by any education provider to improve its practices;
- The development of **new OIE e-modules** is underway regarding Veterinary Services leadership, emergency management, outbreak investigation, and public-private partnerships in surveillance. They will be available on the OIE Training Portal before the end of 2022 after a testing phase with some OIE Members. Lessons will be drawn from these initial experiences.

Another area of progress is the **progressive institutionalisation** of the OIE training system within the OIE (transversal function), with its Reference Centres (OIE Training Platform) and with its partners (One Health Training Task Force with WHO). The training system purpose, vision, values, objectives, main actions and governance have all been validated.

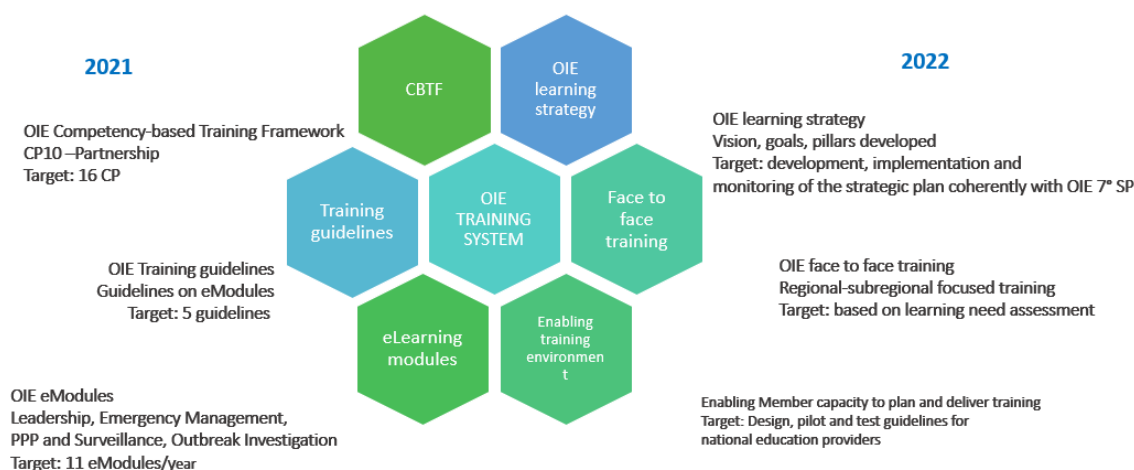
The above-mentioned activities are funded via projects and grants from several donors and contribute to building accurate, high-quality, relevant learning opportunities to empower Veterinary Services to apply OIE standards and guidelines, thereby improving global veterinary governance.

The year 2022 will focus more on the delivery side, as many calls for tender will be launched for the development of e-modules (around 15 on trade, wildlife, animal welfare, and animal health management). The development of the OIE guidelines for e-module labelling should also greatly contribute to populating the OIE online training catalogue with existing material from partners and education providers, selected on the basis of the OIE knowledge system and pedagogical criteria. Finally, guidelines on how to conduct a proper learning needs assessment will be prepared so that countries can utilise the results of their OIE PVS Pathway exercises (as well as other sources of national performance data) to build their own customised learning path. Learning opportunities will be communicated to OIE Delegates during special events such as the 2022 General Session Kiosk on capacity building, regional conferences, and via the OIE Training Portal.

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<sup>2</sup> Center for Animal Health and Food Safety (USA); Center for Food Security and Public Health (USA); Centre National de Veille Zoosanitaire (Tunisia); Centro Regional de Entrenamiento de los Servicios Veterinarios de las Américas (Argentina); École Nationale des Services Vétérinaires (France); École Inter-États Sciences et de Médecine Vétérinaires de Dakar (Senegal); Istituto Zooprofilattico Sperimentale dell'Abruzzo e del Molise 'G. Caporale' (Italy); Veterinary Public Health and Food Safety Centre for Asia Pacific (Thailand).

**Fig. 10: Progressive development of the OIE training system**



### 3.3.4 Other capacity building activities

- *OIE/WHO collaborative learning framework*

In the context of the WHO Academy project and OIE Training Platform, both located in Lyon (France), an OIE-WHO Task Force is working to address joint training strategies and activities, pooling together technical, pedagogical, technological and financial resources. The overall mandate of the Task Force is to prepare joint training strategies, programmes and products, as well as methodologies and reliable tools, aimed at strengthening the **One Health capacity of national health systems** within OIE and WHO Memberships, in line with the OIE Seventh Strategic Plan and WHO Thirteenth General Programme of Work. An OIE-WHO collaborative learning framework has been designed to generate new knowledge and foster innovation in health training and learning, as well as optimal use and leverage of each organisation’s assets, methodologies and tools for learning. A collaborative learning plan will be developed and initiated in 2022.

- *Strengthening capabilities for epidemiology and biosurveillance*

Funded by DTRA, this project has produced a comprehensive Tripartite One Health competency framework for applied epidemiologists. This framework, covering 10 technical and 4 functional domains, addresses knowledge, skills and competencies that are cross-cutting and relevant for all sectors (One Health competencies), as well as sector-specific competencies for public health, animal health and environment sectors. Knowledge, skills and competencies are described under their 14 domains in various subdomains with regard to their importance for the frontline, intermediate or advanced levels of the applied epidemiology workforce from multiple sectors. Curricula guidelines, continuing education frameworks and certification schemes will be developed in 2022.

- *G20 Public Health Officers training laboratory to lead preparedness and response to health crises*

Italy’s Presidency of the Group of Twenty (G20) has dedicated a working group to develop a G20 common profile for Public Health Officers (PHOs), able to collaborate with regional, subregional and global networks for health threat prevention, preparedness, and response. Continuous professional development of PHOs, best practices sharing, training innovation, multilateral cooperation and international topic-specific benchmarks were discussed during the dedicated session. The OIE has participated in this initiative, advocating for the inclusion of One Health capacities in the PHO profile to strengthen health systems and highlighting the important role of Veterinary Services in pandemic prevention and preparedness, given that Veterinary Services are a critical component of the health workforce and One Health resilience.



### 3.4. GLOBAL FRAMEWORKS

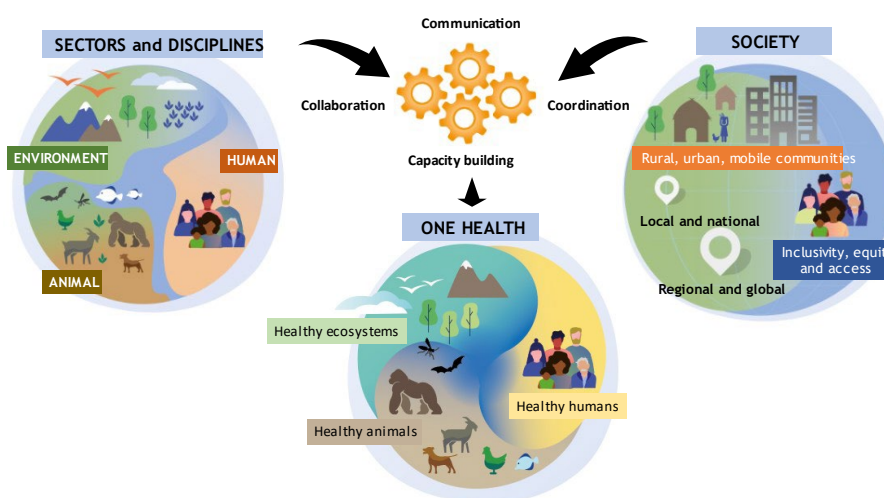
#### 3.4.1 One Health

##### 3.4.1.1 Strategic global context

The two most significant One Health initiatives in the past year for the four partner organisations – FAO, OIE, UNEP and WHO – are the definition of One Health and the development of a One Health Joint Plan of Action (OH-JPA).

In December 2021, the four partners welcomed a definition of One Health<sup>3</sup> developed by the One Health High-Level Expert Panel in a joint statement published on their respective websites<sup>4</sup>. This comprehensive definition, which is represented visually in Figure 11, aims to promote a clear understanding about the connectdness and interdependency across sectors and disciplines to achieve health and well being for animal, human and the environment.

Fig. 11: Definition of One Health



Throughout the course of 2021, the four organisations prepared a Joint Plan of Action intended to guide the partners to work together on One Health, with the aim of supporting their Members to build One Health capacities. The JPA includes a theory of change that represents the areas where the four organisations have the greatest capacity to bring about significant and sustainable change towards the expected medium- and long-term outcomes. The OH JPA adopts One Health with a broader perspective integrating a system-based approach to support the health of humans, animals, plants and the environment. It has six Action Tracks: i. Enhancing One Health capacities to strengthen health systems; ii. Reducing risks from emerging and re-emerging zoonotic epidemics and pandemics; iii. Controlling and Eliminating Endemic and Neglected Zoonotic and Vector-Borne Diseases; iv. Strengthening the assessment, management and communication of food safety risks v. Curbing the silent pandemic of Antimicrobial Resistance; and vi. Integrating the Environment into One Health. Each Action Track consists of a set of Actions with specific activities with deliverables, and a timeline.

During the G7 Summit in June 2021, the leaders stated the need to improve

<sup>3</sup> 'One Health is an integrated, unifying approach that aims to sustainably balance and optimize the health of people, animals and ecosystems. It recognizes the health of humans, domestic and wild animals, plants, and the wider environment (including ecosystems) are closely linked and inter-dependent. The approach mobilizes multiple sectors, disciplines and communities at varying levels of society to work together to foster well-being and tackle threats to health and ecosystems, while addressing the collective need for clean water, energy and air, safe and nutritious food, taking action on climate change, and contributing to sustainable development.'

<sup>4</sup> <https://www.oie.int/en/tripartite-and-unep-support-ohhleps-definition-of-one-health/>

integration and strengthen pandemic prevention and preparedness to protect the health of all living beings in the [G7 Summit Leaders' Communiqué](#)<sup>5</sup>, and championed the approach across the [Carbis Bay Health Declaration](#)<sup>6</sup>. In light of this, the OIE, FAO, WHO and UNEP are currently engaged in a project funded by the UK Government to conduct a [One Health Intelligence Scoping Study](#)<sup>7</sup>. This project aims to identify potential opportunities for technical harmonisation of the information systems and networks of the Tripartite and UNEP in order to better share and act upon One Health intelligence whilst also complementing and coordinating with other pandemic and epidemic preparedness initiatives. A framework will be developed by the first quarter of 2022 with recommendations on the architecture of a practical One Health intelligence system.

The OIE has actively participated in preparatory meetings bringing together G20 Finance and Health Ministries under the Italian Presidency and has provided inputs to the [Finance and Health Joint Communiqué](#)<sup>8</sup>.

The OIE Director General attended the virtual [Joint Finance and Health Ministers' Meeting on 29 October 2021](#), underscoring the critical role that Veterinary Services play in the global health system and the need for their appropriate and sustainable financing<sup>9</sup>. Further to a request from the Italian Presidency, the OIE also led the development of a position paper titled 'Investing in One Health,' in collaboration with FAO, WHO, UNEP and the World Bank. The OIE is an active member of the G20 Joint Finance and Health Task Force and will continue to advocate for animal health and Veterinary Services' crucial role in One Health through this forum.

- *Pandemic instrument/treaty*

The OIE is actively working to ensure that due consideration is given to the concerns of the animal health sector in pandemic treaty negotiations and to the important role that Veterinary Services and animal health management, including wildlife, play in pandemic prevention and preparedness. The OIE is also seeking to be involved in drafting and negotiating the treaty so that the voices of its Members and stakeholders are well reflected and not only consulted subsequently.

A briefing note was sent to all 182 OIE Delegates to provide information on the treaty and to encourage Delegates to mobilise their respective ministers and other relevant ministers involved in the treaty's negotiations, mainly those representing Ministries of Health and Foreign Affairs.

The OIE is also actively engaged in the WHO Working Group on Strengthening WHO Preparedness and Response to Health Emergencies<sup>10</sup>, which will inform the development of the instrument, and has advocated with its Members to include One Health as a key pillar for the instrument in its interim report<sup>11</sup> submitted to the WHO Executive Board.

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<sup>5</sup> <https://www.g7uk.org/wp-content/uploads/2021/06/Carbis-Bay-G7-Summit-Communique-PDF-430KB-25-pages-1-2.pdf>

<sup>6</sup> <https://www.g7uk.org/wp-content/uploads/2021/06/G7-Carbis-Bay-Health-Declaration-PDF-389KB-4-Pages.pdf>

<sup>7</sup> <https://www.fao.org/resilience/news-events/detail/en/c/1471417/>

<sup>8</sup> <https://reliefweb.int/sites/reliefweb.int/files/resources/G20-Joint-Finance-and-Health-Ministers-Communique-29-October-2021.pdf>

<sup>9</sup> <https://www.oie.int/en/g20-ministers-of-health-reaffirm-the-urgent-need-to-address-global-health-under-a-one-health-approach/>

<sup>10</sup> [https://apps.who.int/gb/wgpr/e/e\\_wgpr-7.html](https://apps.who.int/gb/wgpr/e/e_wgpr-7.html)

<sup>11</sup> [https://apps.who.int/gb/wgpr/pdf\\_files/wgpr6/A\\_WGPR6\\_3-en.pdf](https://apps.who.int/gb/wgpr/pdf_files/wgpr6/A_WGPR6_3-en.pdf)

The OIE is seeking to be involved in the intergovernmental negotiating body (INB)<sup>12</sup> that will identify the substantive elements of the new instrument and then develop the working drafts. If an agreement is reached, the treaty is expected to be signed in May 2024.

- *Tripartite collaboration at regional and subregional levels*

The OIE regional and subregional offices in Africa, Asia and Europe are involved in supporting the Tripartite (and UNEP) activities through the establishment of regional coordination mechanisms. With this coordination in place, joint workplans are discussed and activities are carried out throughout the year to reinforce One Health approaches to addressing health risks at the animal–human–environment interface. Further information on these activities are included in the relevant regional and subregional sections of this report.

#### **3.4.1.2 Antimicrobial resistance**

Following [Resolution No. 26](#), adopted by the OIE Assembly during the 83rd General Session in May 2015, the OIE has continued its diverse set of actions combating antimicrobial resistance (AMR) and promoting the prudent use of antimicrobial agents in animals.

A new cycle of data collection, analysis and reporting to feed the **OIE Global Database on Antimicrobial Agents Intended for Use in Animals** has been completed. With financial support from the UK Government through the Fleming Fund, OIE Members gained access to the [Fifth OIE Annual Report on Antimicrobial Agents Intended for Use in Animals](#), published in April 2021. This included an adjusted analysis of antimicrobial quantities by an animal biomass denominator (mg/kg) for most Members. For the first time, the OIE could report 2015–2017 trends for 69 Members, showing an overall decrease of 34% in the use of antimicrobial agents at global level. This trend seems to be confirmed by the preliminary results of the sixth round of data collection, which includes data from 155 OIE Members. Engagement from the OIE HQ was actively supported by all Regional and Sub-Regional Representations, through more than 600 e-mails exchanged and 16 videoconferences with more than 180 OIE Member representatives. For the second time in a row, the most detailed reporting option was the predominant choice among participants and almost one-third of them used the Excel Calculation Tool previously developed by OIE, thus enabling the generation of tables and graphs that can be used at national level. Finally, the seventh round was launched in mid-September 2021, including the implementation of a [new template](#) to enhance support to Members in the control of AMR in aquaculture.

Additional actions aimed at significantly improving the quality and the comprehensiveness of the OIE's Antimicrobial Use (AMU) Global Database were also carried out during 2021.

A new interactive system for data collection, analysis and utilisation has been developed, considering Members' needs and expectations. Moreover, it was enriched by feedback from external experts appointed by the OIE Working Group on AMR, observers from WHO, FAO and the European Surveillance of Veterinary Antimicrobial Consumption (ESVAC) project. A pilot experience will be launched during the first semester of 2022, expecting to go live for all OIE Members by the end of 2022. Once available, OIE Members would start reporting their antimicrobial use through a secure and confidential country portal, enabling them to visualise and access their historical data, and to use dashboards that can be downloaded for national use.

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<sup>12</sup> <https://apps.who.int/gb/inb/>

Interagency efforts are also underway to allow OIE Members' data (global and regional only) to be integrated into the Tripartite Integrated System for Surveillance on Antimicrobial Resistance and Use (TISSA).

The development of means to collect data at farm level has also started through a targeted collaboration with Regional and Subregional Representations in Asia, as well as with FAO colleagues. Joint regional guidelines that provide methodological options for developing farm-level use monitoring programmes have been drafted through consultations with more than 100 participants.

The OIE has continued its substantial work as a core member of the **Tripartite on AMR**. The OIE has actively contributed to drafting a strategic framework for this joint work, which UNEP has joined. Underpinned by the Global Action Plan (GAP) on AMR, the strategic framework implementation is scheduled for early 2022. The OIE has also supported the development and roll out of the Monitoring and Evaluation Framework for the Global Action Plan (GAP M&E), as well as the delivery of the six successive [Tripartite AMR Country Self-Assessment Survey cycles](#). Other key deliverables in 2021 included numerous outputs of the Global Leaders Group on AMR, such as a workplan with agreed key performance indicators and publications to help raise political awareness. The Tripartite on AMR drafted ToRs for a Multistakeholder Partnership Platform, which drew from the results of a global survey that received close to 700 responses. The OIE actively participated in the drafting of the [guidance document](#) for United Nations country teams on antimicrobial resistance and the United Nations Sustainable Development Cooperation Framework, published at the end of 2021. The Tripartite Joint Secretariat on AMR has also served as the secretariat for the Multi-Partner Trust Fund on AMR (AMR MPTF). Work was initiated in 2021 with four global projects and eight country programmes under implementation (Cambodia, Ethiopia, Ghana, Indonesia, Kenya, Morocco, Tajikistan and Zimbabwe). This has led to enhanced multisectoral country coordination, increased awareness and expanded capacity of official services. The OIE leads the Kenya national grant and the GAP M&E global grant funded through the MPTF. Other countries are progressively applying and benefitting from this programme (i.e. Peru). Finally, the formal inclusion of UNEP in the Tripartite Joint Secretariat on AMR was endorsed in 2021. The OIE welcomes UNEP in this work as it reflects increased awareness of the importance of the environment in the development of AMR. Throughout the work carried out by the Tripartite and UNEP, the OIE has emphasised the importance of strong animal health systems and a balanced One Health approach to AMR.

In 2021, the OIE started to implement its AMR workplan in aquaculture, in alignment with the [OIE Aquatic Animal Health Strategy 2021–2025](#). A network of experts in aquaculture was established, meeting six times and generating relevant information in the field (these [reports](#) are available online). The OIE participated in a series of external events, thus contributing to increasing awareness on the topic. An OIE *ad hoc* Group of experts initiated the development of a technical reference document on authorised antibiotics used in aquatic animals (the corresponding [meeting reports](#) are available online). Eventually, this document will assist Members to develop their own treatment guidelines for fish and crustacean bacterial diseases in aquaculture. The OIE also provided inputs in the review of the draft of the AMR MPTF Tripartite One Health Assessment Tool for AMR-relevant legislation, including a balanced view of AMR in aquaculture.

The **6th Cycle of Training Seminars for National Focal Points for Veterinary Products** was completed, addressing a new item: improving access to quality veterinary products and continued support for initiatives of the International Cooperation on Harmonisation of Technical Requirements for Registration of Veterinary Medicinal Products (VICH).<sup>13</sup> In this respect, a summary from the last VICH Outreach Forum was sent in April 2021 to all OIE Members. Moreover, Members were informed in October 2021 about modifications to be considered within the OIE *Terrestrial Manual* in two chapters: Chapter 1.1.8. Principles of veterinary vaccine production and Chapter 2.3.4. Minimum requirements for the production and quality control of vaccines; both would take account of VICH guideline GL59 on the harmonisation of criteria to waive laboratory animal batch safety testing for vaccines for veterinary use.

National Focal Points on Veterinary Products provided valuable inputs for the following:

- the update or next version of the manual [\*How to set up a pharmacovigilance system for veterinary medicinal products\*](#) is expected to be completed and released in 2022;
- the creation of guidance in the use of antiparasitic drugs. In December 2021, an expert group that was constituted for this purpose delivered the publication [\*Responsible and prudent use of anthelmintic chemicals to help control anthelmintic resistance in grazing livestock species\*](#);
- the creation of a support system to monitor the quality of veterinary products. Reciprocally, the OIE provided additional technical expertise on **standard and falsified (SF) veterinary products**, thanks to its engagement with OIE Collaborating Centres (Agence nationale de sécurité sanitaire de l'alimentation, de l'environnement et du travail [ANSES] in France, National Veterinary Assay Laboratory in Japan and EISMV in Senegal) and other qualified external partners, such as HealthforAnimals, World Customs Organization (WCO) and WHO. In addition to this, the OIE has launched a pilot experience on an information and alert system for SF veterinary products. A total of 14 OIE Members have agreed to participate: Armenia, Bahrain, Chinese Taipei, Colombia, Costa Rica, Eswatini, Ethiopia, Ghana, Malawi, Nepal, Senegal, Tanzania, United Arab Emirates and Zimbabwe. The tools utilised in this system were developed at OIE Headquarters based on the experience and feedback from WHO and OIE Regional and Sub-Regional Representations. In addition to this, it is worth highlighting the actions carried out by the OIE Regional Representation for the Americas on the design of a mobile app to stimulate private sector participation.<sup>14</sup>

### 3.4.1.3 Rabies

The elimination of human deaths from dog-mediated rabies remains a priority for the OIE. The OIE promotes rabies elimination as a model for One Health operationalisation and as a tangible and sustainable way of strengthening human and animal health systems.

The OIE Technical Rabies Network continues to act as an internal coordination mechanism. In 2021, five meetings were held, thus facilitating the communication of updates and sharing of experiences and lessons learnt between Headquarters, Regional and Sub-Regional Representations.

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<sup>13</sup> VICH is a trilateral programme between the European Union, Japan, and the USA aimed at harmonising technical requirements for veterinary product registration by reaching out to other countries as well [What is VICH \(vichsec.org\)](http://vichsec.org).

<sup>14</sup> Part of the Tripartite subregional three-year project 'Working together to fight antimicrobial resistance,' led by the OIE, FAO and Pan American Health Organization, with funding from the European Commission.

- OIE rabies vaccine bank

The OIE rabies vaccine bank continues to support Members by promoting mass dog vaccination with vaccines manufactured according to OIE international standards. In 2021, 189,500 vaccine doses were delivered to four countries (Brunei, Eritrea, Gabon and Namibia) and a new call for tender was launched. As a result of the selection process, two manufacturers were chosen to support the OIE vaccine bank from January 2022 to December 2025.

- Support development of regional and national control programmes for the elimination of dog-mediated rabies

The OIE supports Members in the development and implementation of sustainable and One Health-based national control programmes for the elimination of dog-mediated rabies. In 2021, Namibia and the Philippines were the first countries to achieve the endorsement of their official control programmes by the OIE, marking an important milestone in rabies elimination. To support countries' efforts, a subregional workshop for South-East Asia was held in July 2021 to discuss the OIE international standards on self-declaration of freedom from rabies and endorsement of official control programmes.

The OIE provided technical support to five countries in East Africa (Burundi, Eritrea, Rwanda, Sudan, Uganda), three countries in Southern Africa (Botswana, Lesotho, Zambia), and four countries in West Africa (Burkina Faso, Niger, Sierra Leone, Togo) to develop national control programmes for dog-mediated rabies, with plans to also support an additional two countries in West Africa (The Gambia, Guinea Bissau) in 2022.

Several countries in Asia were assisted in updating their national strategic plans (Cambodia, India, Laos, Myanmar, Sri Lanka). In collaboration with the Tripartite and Association of Southeast Asian Nations (ASEAN), the OIE is also supporting the updating of the ASEAN Rabies Elimination Strategy. India launched its multisectoral plan in September 2021, Bhutan updated its national plan to multisectoral one, and Sri Lanka is currently developing its multisectoral plan.

- Technical support for the implementation of national control programmes for the elimination of dog-mediated rabies

The OIE provided technical in-country support for the implementation of national dog-mediated rabies elimination programmes in several countries. This included the development of a dog population management pilot project in Guinea and support to mass dog vaccination campaigns, rabies awareness training and training of vaccinators and animal health technicians in Southern African countries.

The OIE organised virtual national and regional rabies meetings and training workshops in 2021 including the following: Regional workshop on epidemiological surveillance of rabies (North Africa); Rabies incursion risk, contingency planning and communication workshop and simulation exercise (Asia and the Pacific); Mass dog vaccination webinar (South Asian Association for Regional Cooperation [SAARC]); and Fourth Regional workshop on stray dog population control for Balkan countries.

- Advocacy and communication

The OIE supports awareness events, including the celebration of World Rabies Day 2021, in Asia and the Pacific, Africa, Europe and the Middle East. Active communications have been implemented on social media channels at the occasion of World Rabies Day 2021, reaching 277,072 people on Facebook and 6,986 people

on Instagram (newly launched social media channel). In addition, 144,712 impressions on Twitter and 99,295 impressions on LinkedIn were registered for the period between 9 August and 29 September 2021. As part of the newly developed OIE website that launched in May 2021, the optimised rabies disease portal (published on 2 June 2021) also garnered 25,828 visitors by the end of the year. Rabies elimination activities were also highlighted in high-level meetings, including the 24th Conference of the OIE Regional Commission for Africa and the Southern African Development Community Livestock Technical Committee Meeting.

- *Rabies diagnostic support*

The OIE rabies reference laboratory network (RABLAB) was launched in 2021 to support the OIE and its Members on rabies surveillance and diagnosis. During the reporting period, three meetings were held and RABLAB provided a scientific rationale to support proposed amendments to the *Terrestrial Code* Chapter 8.14 on the provisions for the importation of dogs from countries or zones infected with rabies virus and developed recommendations for an official control programme for wildlife-mediated rabies.

In addition, rabies twinning projects continued between Onderstepoort Veterinary Research Institute (South Africa) and the National Center for Animal Health Diagnosis and Investigation (Ethiopia), and between ANSES (France) and Institut Pasteur (Tunisia). A new twinning project was launched between the Animal and Plant Health Agency (United Kingdom) and Central Veterinary Laboratory (Sierra Leone).

The OIE organised several virtual national and regional rabies laboratory training workshops in 2021 including the following: Regional workshop on rabies diagnosis (Burkina Faso, Niger and Senegal); Virtual training series on rabies serology (SAARC Region); and Regional virtual training workshop on molecular epidemiology techniques for rabies (Asia and the Pacific). Bangladesh, Bhutan, India, and Nepal have initiated the occipital foramen brain sampling technique for rabies diagnosis following the OIE virtual training organised in 2020.

- *Global Strategic Plan: Zero by 30*

The United Against Rabies Forum, which was launched in 2020 by the OIE in collaboration with FAO and WHO, has established three working groups which are progressing in priority activities to support the implementation of Zero by 30, the global strategic plan to end human deaths from dog-mediated rabies by 2030. The first group is focused on the effective use of vaccines, medicines, tools and technologies to strengthen surveillance systems, the second is focused on strategic and operational support to countries, while the third focuses on advocacy and resource mobilisation. These working groups encompass more than 30 institutions that are working collectively to promote activities and outputs that will support countries in their efforts to eliminate human deaths from dog-mediated rabies. The OIE, together with the Tripartite partners, hosted a series of webinars in 2021 to showcase the progress of these working groups and disseminate their outputs to Members and other stakeholders. Between 200 and 400 participants, representing both the human and animal health sectors from 92 countries, attended each webinar.

#### **3.4.1.4 Zoonotic influenza**

The OIE continued to coordinate the OIE/FAO Network of expertise on animal influenza (OFFLU), while also hosting the OFFLU Secretariat and maintaining the OFFLU website. The website was redesigned and launched with the new domain [www.offlu.org](http://www.offlu.org) to create an improved, more user-friendly experience for visitors.

In 2021, the [avian influenza epidemic](#) continued to threaten animal and human health worldwide, with a high number of detections reported and millions of affected poultry throughout the continents of Africa, Asia and Europe.

In response to these outbreaks, OFFLU experts were mobilised to share epidemiological and experimental data, as well as diagnostic protocols needed to inform surveillance, control policies and build technical partnerships with national laboratories. The report of the Steering and Executive Committee meeting is available [online](#).

The following are examples of technical documents developed to support national surveillance and control efforts:

- [OFFLU avian influenza statement](#)
- [Statement on outbreak of H5N1 high pathogenicity avian influenza in Newfoundland](#), Canada
- [Avian influenza global situation update](#)
- Update of equine influenza vaccine recommendations for 2021 based on surveillance and outbreak data.

The network's technical activities continued to deliver concrete outputs that contribute to the mitigation of risks posed by zoonotic animal influenza viruses to public and animal health. Notable achievements are presented in the following paragraphs.

The OIE/FAO Network of expertise on animal influenza and WHO are in regular communication to share public health and animal health data so that risk assessments are continually updated on issues related to the animal-human interface, including pandemic preparedness. The network participated in the February and September 2021 WHO Vaccine Composition Meetings and provided 298 H5, 1 H7 and 17 H9 avian influenza virus sequences, representing over 30 countries in Europe, Asia, the Middle East, Africa, Oceania and the Americas. In addition, 495 H1 and 304 H3 swine influenza virus sequences were contributed. Antigenic data were generated by the hemagglutination inhibition assay using WHO Collaborating Centre and OFFLU ferret-origin reagents. The [reports](#) are available online.

In October 2020, OFFLU experts updated the cleavage site document that provides information regarding amino acid sequences at the influenza A cleavage site which assists in the differentiation of low and high pathogenicity avian influenza A viruses through molecular analyses. This update included sequences for H7N7 viruses circulating in Australia in 2020 and H5N8 from recently circulating European strains. This information has been referred to in the avian influenza chapter of the *Terrestrial Manual* and is available [online](#).

The OIE continues to monitor the notification of the occurrence of avian influenza through OIE-WAHIS and generates reports providing an update of the avian influenza situation at both global and regional levels. The documents briefly present the key risks driving current events – how the strains are interacting with hosts (both wild birds and poultry, and sometimes humans) and the environment (season and climate, livestock husbandry systems, ecosystems) – and how the events may evolve in the months ahead. The production frequency of these situation reports is largely driven by the number and severity of notifications for avian influenza received in OIE-WAHIS. These [reports](#) are available online.



### 3.4.1.5 Tuberculosis

In recognition that the present international standard bovine tuberculin (ISBT) was running out and deteriorating, the OIE convened an *ad hoc* Group to develop a new replacement ISBT. In 2021, the group met virtually four times to agree on a protocol and discuss the results of the third ISBT guinea pig sensitisation trial with live *Mycobacterium bovis* that was conducted by the OIE Reference Laboratory in Argentina. The lower-than-expected potency estimated in the tuberculin candidate required further studies, including the evaluation of a possible degradation of the current ISBT and the evaluation of its precipitation (aggregation) using a particle analyser. The *ad hoc* Group, with the support of the Biological Standards Commission, will progress on these tasks during 2022 and envisages proposing the new ISBT for adoption at the 2023 OIE General Session.

The OIE met regularly with FAO and WHO to coordinate Tripartite activities linked to the implementation of the [Roadmap for zoonotic tuberculosis](#). The roadmap identified ten priorities for action and is centered on a One Health approach. It recognises the interdependence of human and animal health sectors to address the major health and economic impacts of this disease. In addition, it articulates clear immediate actions that all stakeholders can take to address this issue across different sectors and disciplines and defines milestones for the short- and medium-term.

### 3.4.1.6 Middle East Respiratory Syndrome Coronavirus

As a follow-up to previous technical meetings on Middle East Respiratory Syndrome Coronavirus (MERS-CoV) hosted by FAO, the OIE and WHO, a Global Technical Tripartite Meeting was convened virtually in November 2021. The meeting was attended by both public and animal health experts and representatives from Ministries of Health and Agriculture from various regions and achieved the following results:

- summarised the latest scientific findings and country experiences on MERS-CoV;
- discussed coordination and communication mechanisms between animal health, public health and environmental sectors in MERS-CoV-specific and general outbreak preparedness and response;
- highlighted how MERS-CoV work has contributed to the global effort against SARS-CoV-2 and reviewed lessons learnt from COVID-19 for the control and prevention of MERS-CoV and other emerging zoonotic coronaviruses;
- summarised priority actions and research for the continued advancement in the control and prevention of MERS-CoV.

### 3.4.1.7 Wildlife health

In May 2021, at the 88th OIE General Session, [Resolution 31](#) 'How the OIE can support Veterinary Services to achieve One Health resilience' was adopted by OIE Members. The resolution emphasised the importance of developing, investing in and improving wildlife health management, strengthening existing partnerships in the wildlife and environment sectors and implementing the One Health approach.

Therefore, with the endorsement of its Members, the OIE has been working on converting the [Wildlife Health Framework](#) developed in 2020 into a functional programme that embraces OIE wildlife health activities at large, including the EBO-SURSY Project (funded by the European Union), while also fully contributing to the OIE Seventh Strategic Plan. This initiative has been made possible thanks to the generous support of donors such as the German Development Agency (GIZ), BMZ, the Australian Government and the United States Centers for Disease Control and Prevention (CDC).

In 2021, the main focus has been on developing the programme structure and governance; this has included developing the management plan and a five-year implementation plan, establishing a team, securing funding, reactivating and initiating international partnerships, and launching several activities to refine needs and define a baseline, while aligning with the work of the Working Group on Wildlife.

▪ Highlights from 2021

An OIE *ad hoc* Group, composed of experts from diverse professional backgrounds and with the engagement of key international organisations, has been working on developing guidelines on reducing the risk of disease spillover events along the wildlife trade value chain. More specifically, the *ad hoc* Group is identifying strategies to reduce and manage the risk of pathogen spillover events from wild animals and wild animal products to humans along the wildlife trade value chain; establishing a risk assessment methodology and framework to identify high-risk pathways; and providing guidance on monitoring and evaluation. The guidelines will be published in 2022.

A survey sent to OIE Members in 2020 to provide inputs to the design of the Wildlife Health Framework highlighted the fact that legislation was of high priority to address wildlife health issues. Often wildlife health management responsibilities are not clearly assigned to a specific sector (environment, Veterinary Authority, etc.). Therefore, the OIE launched a review of legislation pertaining to wildlife health to identify best practices and better understand the current state of play of its Membership. The results of this consultancy will be available in 2022.

As stressed in the Technical Item leading to the above-mentioned Resolution 31, disease notification of wildlife diseases (non-OIE listed diseases) has been challenging for OIE Members. Improving global disease surveillance in wildlife involves enhancing global disease notification, which can provide early warning for pathogen spillover and support prevention. The Wildlife Health Programme provides the resources and framework to address this issue in a holistic way. Initially, this will involve conducting a thorough review of the purpose and meaning of the non-OIE listed disease notification system (OIE–WAHIS–Wild) in order to simplify disease reporting in wild animals to benefit Members and global surveillance systems.

Strengthening intersectoral collaboration and international partnerships is a key factor in properly addressing wildlife health issues with a One Health approach. Therefore, the OIE and the Tripartite partners, WHO and FAO, are integrating UNEP as an additional partner in this field. In parallel, a formal bilateral agreement between UNEP and the OIE is under preparation; this agreement will identify concrete actions for more efficient joint collaboration in order to integrate environmental factors into decision-making regarding wildlife health issues. In addition, existing agreements with some of the OIE's partners that focus on wildlife trade or wildlife conservation, such as CITES and International Union for Conservation of Nature, are being revised to reflect the expansion of the OIE's wildlife health programme and to capitalise on synergies and complementarities of partners' respective areas of expertise to benefit global health.

## 3.4.2 Transboundary animal diseases

### 3.4.2.1 Strategic global context

- *Global Framework for the Progressive Control of Transboundary Animal Diseases at global level*

The GF-TADs Management Committee (MC) is the decision-making body of GF-TADs; it is co-chaired by FAO and the OIE. The MC is guided by the Global Steering Committee (GSC), which gathers stakeholders from the public and private sectors from all regions. The Global Secretariat (GS), led by the FAO global coordinator and supported by the OIE regional coordinator and FAO global facilitator, support the MC in organising all GF-TADs global-level activities that are not covered by disease groups and coordinates with those disease groups as well as with GF-TADs' actors at regional level.

Meetings of the MC have been held very regularly to strengthen the dynamic of the GF-TADs governance, reinforce the links between the MC members and accelerate the follow-up of activities. In 2021, 10 MC meetings took place remotely (MC30 to MC39). The main outcomes of these meetings, not related to specific transboundary animal diseases (TADs), were as follows:

- development and adoption of the [\*GF-TADs Strategy for 2021–2025\*](#), with the three following objectives:
  - establish strategies for priority TADs at the subregional, regional and global levels,
  - develop and maintain capacities to prevent and control TADs,
  - improve sustainability of strategies to control priority TADs through multidisciplinary partnerships;
- development of generic ToRs for disease-specific Working Groups, with the objective to harmonise the ways groups operate and to promote synergies through regular interactions;
- validation and dissemination of SOPs on labelling, with the objective to clarify and introduce flexibility in the criteria to label activities under GF-TADs;
- development of a GF-TADs Partnership and Financing Panel to guide the MC;
- organisation of the 12th GSC meeting, during which the GSC launched the new strategy with more than 100 participants, engaged a discussion on the technical item 'Lifting barriers to access to quality vaccine against TADs,' and issued 31 recommendations that will guide its activities for the following months;
- follow-up of the recommendations from the previous action plan to strengthen the governance of GF-TADs at global and regional levels and its communication and advocacy efforts; for instance, acknowledging the GF-TADs coordination mechanism in the context of the PPR eradication strategy at the 42nd Session of the FAO Conference in June 2021.

### ***GF-TADs at regional levels***

The GF-TADs Regional Steering Committees (RSCs), under the leadership of their respective chairs, coordinate the main stakeholders of the five regions to support the global and regional priority TADs. The RSCs are supported by GF-TADs Regional Secretariats, each led by the corresponding OIE Regional Representation with support from FAO GF-TADs regional contact points.

Corresponding updates for the five regions are provided below.

#### ▪ *GF-TADs for Africa*

The [10th RSC](#) meeting of [GF-TADs for Africa](#) was organised on 6–8 October 2021. This meeting successfully reactivated GF-TADs in the Africa region and yielded the following results:

- the ToRs of the RSC and the Regional Secretariat were adopted;
- Dr Nick Nwankpa, Acting Director of the African Union – InterAfrican Bureau for Animal Resources, was appointed as Chair of the RSC;
- the ToRs of the Standing Group of Experts for ASF and the regional strategy were discussed and adopted through online majority vote;
- the following were identified as the regional priority diseases: FMD, PPR, ASF, contagious bovine pleuropneumonia and Rift Valley fever (RVF).

Technical activities took place to support the efforts of the FMD working group and the PPR Secretariat at the level of the relevant African subregions and epizones to coordinate and engage countries through regional roadmap meetings. In addition, with regard to ASF, import risk analysis and preparatory activities for the future launch of the Standing Group of Experts took place during the last quarter of 2021.

Through linkages with the OIE Regional Representation for the Middle East and under the umbrella of GF-TADS, Members in Eastern Africa were capacitated on RVF scientific advances in surveillance, risk mitigation and control through an [inter-regional webinar](#). Working with the FAO Emergency Center for Transboundary Animal Diseases (East Africa), East African Community and Intergovernmental Authority on Development, the capacities of Members in the Eastern Africa subregion were further enhanced through a virtual training seminar on linking technology and RVF standards to safeguard trade and livelihoods, and to promote a better understanding of the OIE international standards facilitating safe trade. It is anticipated that these capacity building initiatives will lead to better approaches to livestock trade between Africa and the Middle East.

#### ▪ *GF-TADs for the Americas*

Dr Jaspinder Komal (Vice-President, Science Branch, Canadian Food Inspection Agency, former Delegate of Canada to the OIE) has been re-elected as President of the RSC of [GF-TADs for the Americas](#).

Following the emergence of ASF in the Americas (Dominican Republic and Haiti), the RSC met on several occasions since 31 July 2021 to:

- inform and raise awareness among all countries in the region;
- organise an Emergency Management Regional Committee under the umbrella of GF-TADs;
- adopt a [Regional Framework for the containment and prevention of ASF spread in the Americas](#).

The regional GF-TADs also participated in the XXI Regular Meeting of the Inter-American Board of Agriculture (coordinated by the Inter-American Institute for Cooperation on Agriculture [IICA]). This resulted in Ministerial [Resolution No. 14](#), which recognises the role and relevance of GF-TADs and issues a call to avoid the spread of ASF in the Americas.

Technical activities took place to organise trainings for veterinarians and pig producers related to ASF preparedness, prevention and control; understand the ASF response capacity in the region, in particular with respect to laboratory diagnostic capacity; and launch targeted awareness campaigns among relevant stakeholders.

▪ *[GF-TADs for Asia and the Pacific](#)*

Dr Baoxu Huang, OIE Delegate of the People's Republic of China and President of the OIE Regional Commission for Asia, the Far East and Oceania, was appointed as the new President of the RSC of [GF-TADs for Asia and the Pacific](#) starting in June 2021.

Following the regional consultation held in July 2021 to update the regional strategy, a drafting committee of volunteers was formed to contribute to its development.

A discussion on GF-TADs priorities took place during the 32nd Conference of the OIE Regional Commission for Asia, the Far East and Oceania held in September 2021. The discussion confirmed the interest among OIE Members to develop a generic framework to combat TADs and the relevance of including LSD among the regional priority TADs.

Technical activities included coordination of countries and regional stakeholders on priority diseases (ASF, avian influenza, FMD, LSD, PPR), providing scientific updates and practical recommendations. Regarding ASF, SOPs were developed with the regional laboratory network to ensure that the ASF laboratory diagnostic schemes take into account the risk of low virulent strains. In addition, ASF awareness communication materials were produced and disseminated, and capacity building activities on ASF risk assessment, biosecurity and compartmentalisation were conducted.

Following the introduction of LSD in South-East Asia, the OIE organised the first and second virtual LSD Coordination Meeting for South-East Asia on 11 June and 16 December 2021, respectively. The first LSD Coordination Meeting was organised to update members on the LSD situation at global, regional and country levels, to share available tools for LSD prevention and control and to provide a platform to discuss various issues related to LSD prevention and control. All the presentations and materials related to this initial meeting can be found [online](#). The second LSD Coordination Meeting was organised to seek updates on the current LSD situation and the control measures implemented, with a focus on LSD vaccination. A plenary discussion was held to discuss the practical issues related to LSD vaccination, including access to high-quality vaccines. All the presentations and materials related to this meeting are available [online](#). The OIE also prepared various communication tools to raise awareness on LSD among veterinarians, animal health staff and livestock owners.

The AHS outbreaks in Thailand in March 2020 and in Malaysia in September 2020 have raised significant concerns in the region, as the last report of AHS in Asia was almost 60 years ago. This lethal horse disease is posing a significant challenge to the equine industry and Veterinary Services at national and regional levels. The OIE has identified the need to develop pragmatic guidelines on the control of AHS vectors in the Asian context in line with the OIE *Terrestrial Code* chapter on AHS ([Chapter 12.1](#)). The resulting publication – [African horse sickness: OIE guidelines for the practical control of viral transmission by reducing vector–host contact in the Asia context](#) – is designed to support OIE Members in Asia to better prevent and control AHS and other related *Culicoides*-borne diseases. The OIE also conducted a regional equine husbandry and movement study to collect information about husbandry and movement patterns of equids in South-East Asia. The report of the study is available [online](#).

The risk caused by wildlife by two priority TADs was also addressed, with an ASF project on wild pigs risk assessment and mitigation in pilot countries and a PPR workshop on wildlife for Central Asian countries (see section 3.4.2.4 on PPR).

- [GF-TADs for Europe](#)

Following the renewal of his mandate in December 2020, Dr Bernard Van Goethem, Director of Crisis preparedness in food, animals and plants at the Directorate–General for Health and Food Safety of the European Commission, chaired the regional [GF-TADs for Europe](#) in 2021.

The events under the GF-TADs umbrella organised in 2021 were mostly events organised regularly that could be conducted online. These included three meetings of the Standing Group of Experts for ASF, one meeting of the Standing Group of Experts for LSD and one meeting of the Standing Group of Experts for Rabies. These meetings contributed to maintaining the momentum of countries, coordinating their activities and those of stakeholders who are active in the region, and sharing scientific and technical information.

- [GF-TADs for the Middle East](#)

Following his appointment in October 2020, Dr Ibrahim Qasim, Chief Veterinary Officer of Saudi Arabia, chaired the [GF-TADs for the Middle East](#).

The President of the RSC provided a GF-TADs regional update at the 16th Conference of the OIE Regional Commission for the Middle East held virtually on 3–4 November 2021.

Technical activities were also supported by the Arab Organization for Agricultural Development (AOAD), which shows the capacity of the GF-TADs to associate important regional partners. These activities included a coordination meeting on the revision of the PPR Monitoring and Assessment Tool (PMAT) and experiences with the first phase of the global eradication programme (see section 3.4.2.4 on PPR), as well as an update on the FMD strategic plan and the possible organisation of an FMD regional roadmap meeting (see section 3.4.2.3 on FMD).

### 3.4.2.2 *African swine fever*

African swine fever remains a priority disease for the OIE, which continues to support Members in their efforts against the disease.

The OIE established an internal coordination group as a mechanism to facilitate the communication of updates and sharing of experiences and lessons learnt between Headquarters, Regional and SubRegional Representatives. Six meetings were held during 2021.

#### ▪ *Advocacy and communication*

Over the past year, the OIE has continued to develop, revise and disseminate ASF communication materials for a wide range of stakeholders, such as press, policymakers, veterinarians, pig farmers and travellers. Materials have also been developed in collaboration with key partners such as FAO, INTERPOL, WCO, and the International Maritime Organization (IMO). These materials can be found [online](#).

Marketing campaigns have been implemented at several opportunities throughout the year to better disseminate the tools in social media channels. As an example, a campaign was implemented after the notification of the disease in the Americas, targeting travelers visiting the Dominican Republic. This campaign reached more than 5 million people.

#### ▪ *Strengthening laboratory diagnostics for ASF*

The OIE Headquarters continues to work closely with its ASF Reference Laboratories to harmonise, standardise, validate and make available ASF diagnostic assays; provide expertise and training to the OIE and its Members in relation to ASF diagnosis, surveillance and control; and collect, analyse and disseminate epidemiological information on the global occurrence of ASF and genetic characterisation.

The OIE ASF Reference Laboratory [network](#) was launched in 2021 to facilitate collaboration among Reference Laboratories and national laboratories that are actively involved in efforts to control or eradicate the disease. During the reporting period, regular meetings were held to exchange scientific and technical expertise on significant ASF outbreaks, diagnosis and control measures. In addition, the ASF Reference Laboratories Network published a document on commercially available point-of-care ASF diagnostic tests for rapid field applications; drafted a laboratory manual on protocols and algorithms to address the detection of virulent and novel emergent variants; explored ways to establish an open access information sharing platform for ASF virus genome sequence data; developed training programmes to assist countries at risk and provided proficiency testing participation for a number of countries.

#### ▪ *ASF notification and situation reports*

The OIE continues to monitor the notification of the occurrence of ASF through OIE-WAHIS and generates reports providing an update of the ASF situation at both global and regional levels. After an interruption of several months, the regular publication (every two weeks) of the report started again in November 2021. The report contains three main sections: (a) summary the global ASF situation since January 2020; (b) recent updates received by the OIE during the previous two weeks; and (c) a discussion section where the OIE provides recommendations considering the recent changes in the global ASF situation. These reports are available [online](#).

▪ *Capacity building and engagement activities*

In June 2021, the OIE, with the support of FAO under the umbrella of GF-TADS, organised an online event titled ‘Stop ASF: Public and private partnering for success,’ which saw the participation of over 1,300 attendees from 132 countries. The objectives of the event were to showcase how PPPs can assist in the prevention and control of ASF, identify partnership opportunities, promote the engagement of stakeholders and facilitate PPPs in the implementation of the GF-TADS initiative for the global control of ASF. The material for this initiative can be found [online](#).

▪ *Technical support for the implementation of the regional and national strategies for the prevention and control of ASF*

The OIE’s Regional and SubRegional Representations co-organised or participated in several virtual national and regional ASF meetings and workshops in 2021, including the following:

- [Workshop on ASF Compartmentalisation for the Asia and the Pacific Region](#)
- [2nd Subregional ASF Coordination Meeting for South-East Asia](#)
- [3rd Subregional ASF Coordination Meeting for South-East Asia](#)
- [Regional Training on import risk analysis for African swine fever](#) (English-speaking African Members)
- Support to the [training on ASF control measures targeting Russian-speaking countries](#)
- Training for veterinary inspectors on ASF control organised by the OIE Collaborating Centre for the Diagnosis and Control of Animal Diseases in Eastern Europe, Central Asia and Transcaucasia (Federal Centre for Animal Health) targeting Russian-speaking countries.

Regarding the development of tools, the OIE Sub-Regional Representation for South-East Asia, in collaboration with City University of Hong Kong, initiated a regional [ASF cross-border risk assessment](#) study in South-East Asia and China. This study aims to (a) describe the risk pathways of ASF cross-border spread in South-East Asia, China, Timor Leste and Papua New Guinea; and (b) develop recommendations for the OIE and its Members to consider risk mitigation measures and follow-up activities. A key output from the project is a [manual](#) to guide countries in performing a cross-border risk assessment of ASF.

▪ *Activities in response to the detection of ASF in the Americas*

In its role as a GF-TADS Regional Secretariat, the OIE Regional Representation for the Americas has coordinated the response to the ASF outbreaks in the Dominican Republic and Haiti. Under the umbrella of GF-TADS, the OIE – together with FAO and technical and regional partners including IICA, Organismo Internacional Regional de Sanidad Agropecuaria (OIRSA), Caribbean Animal Health Network, Caribbean Agricultural Health and Food Safety Agency, Permanent Veterinary Committee of the Southern Cone and General Secretariat of the Andean Community – coordinated several activities in support of the Standing Group of Experts on ASF of the Americas region.

Activities included the organisation of emergency meetings to exchange information and coordinate efforts, such as through the creation of an Emergency Management Regional Committee and the deployment of an expert field mission to affected countries; adoption of the Regional Framework for the containment and prevention of African swine fever (ASF) spread in the Americas; and delivery of surveys on the



needs and capacities of countries on ASF diagnosis, training programmes and working with the ASF Reference Laboratory Network to enable access to ASF diagnosis. Further information on GF-TADs events in the Americas is available [online](#).

The OIE supported the FAO in its *Risk analysis of ASF virus introduction and transmission in the Americas*, the main findings of which were (a) a lack of awareness of clinical signs and risk mitigation measures by those in the value chain; (b) a lack of laboratory diagnostic capacity; and (c) poor reporting due to the lack of compensation or insurance following detection and destruction of animals. Following the analysis, the OIE offices in the Americas region assisted Members of the region in strengthening their information campaigns on ASF, reinforcing border controls, improving laboratory diagnostic capabilities, promoting a ban of feeding pigs with swill and implementing basic biosecurity in backyard farms.

In addition, two training courses (in Spanish and English) were organised with the International Air Transport Association on the shipment of infectious substances. A capacity building programme is also being developed to improve the diagnosis of ASF in the region, with the support of the OIE's ASF Reference Laboratories.

▪ *GF-TADs initiative for the global control of ASF*

The OIE continued to implement activities under the GF-TADs Global Initiative for the Control of ASF (Global Initiative), in collaboration with FAO and other technical partners. Launched in July 2020, the [Global Initiative seeks to achieve the global control of ASF](#).

Between July 2020 and June 2021, the OIE served as Chair of the GF-TADs Working Group for African swine fever control (ASF WG), which comprised six members from the headquarters and regional offices of the OIE and FAO. The ASF WG is tasked with the coordination, monitoring and evaluation of the implementation of the Global Initiative, as well as the development and support of ASF control strategies at global and regional levels. Key events and activities related to the Global Initiative are listed in the operational plan, available online on the [GF-TADs ASF website](#). In 2021, the [first annual report](#) of the Global Initiative was published, highlighting its progress and showcasing some of the activities achieved in 2020 in support of the initiative's three objectives.

Integral to the implementation of the Global Initiative are the activities of the regional Standing Groups of Experts on ASF (SGE-ASF), aimed at strengthening regional dialogue, cooperation and coordination in ASF prevention and control. The OIE continues to support the activities of the SGE-ASF for Europe, Asia and the Americas, including the organisation of meetings, facilitating technical exchanges and capacity-building activities. The OIE also led the development of the ToRs for the SGE-ASF for Africa, and it is anticipated that the group's first meeting will take place in 2022.

### **3.4.2.3 Foot and mouth disease**

The Global FMD Control Strategy, developed under GF-TADs, was endorsed in 2012 for a 15-year period. A total of 80 Members and non-Members are engaged in the implementation of the Progressive Control Pathway for Foot and Mouth Disease (PCP-FMD) with the goal of reducing or eliminating FMD virus circulation by 2027. Their progression along the PCP-FMD was monitored through evaluations conducted during the meetings held for the regions of West Africa in November 2021 and Middle East in December 2021, and for the epidemiology and laboratory networks for West Eurasia in August 2021. South Asia remains a priority area and to revitalise the activities in the region, a GF-TADs meeting was held in November 2021 to identify priorities for 2022–2023.

A workshop on the updates of FMD strategic plans and PCP in AOAD countries was held in June 2021 for OIE Members in the AOAD regional economic community; this workshop provided an opportunity for the OIE and European Commission for the Control of Foot-and-Mouth Disease (EuFMD) to collaborate on training using the roadmap approach.

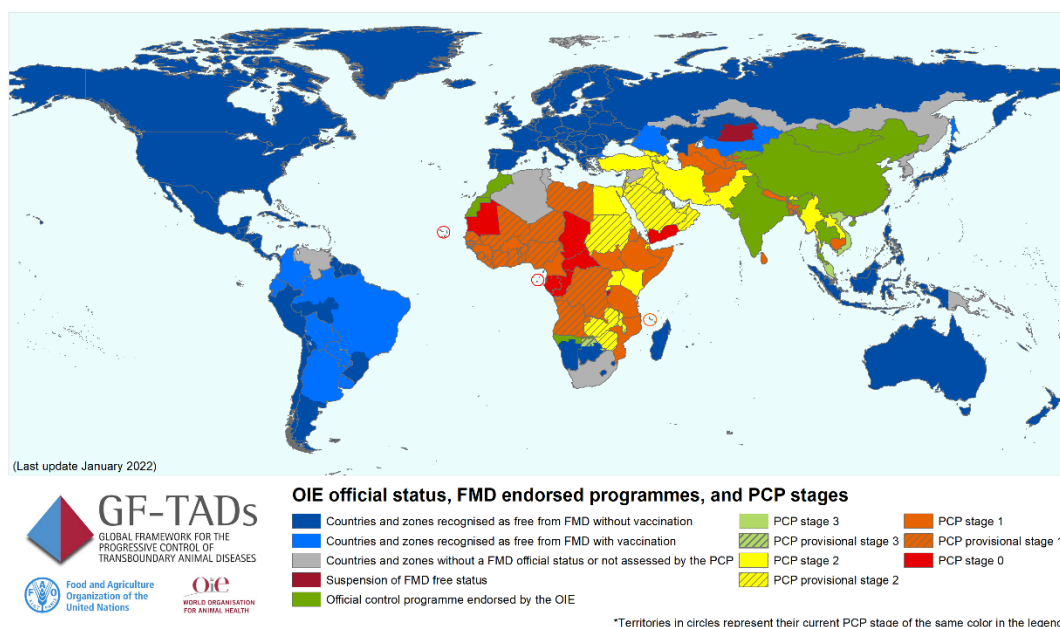
Upon successful completion of Phase 5 of the South-East Asia and China Foot and Mouth Disease (SEACFMD) campaign (2016–2020), the SEACFMD Roadmap 2021–2025 was developed and subsequently endorsed during the 25th Meeting of the SEACFMD Sub-Commission in December 2020. The first year of Phase 6 of the SEACFMD campaign focused on rolling out the SEACFMD Roadmap 2021–2025; this included the preparation of a regional and country-level SEACFMD Roadmap Implementation Plan and the development of a monitoring and evaluation framework for the roadmap to guide its implementation and provide information on progress in FMD control. These activities were facilitated through regular SEACFMD governance meetings (SEACFMD Steering Committee Meeting, [24th National Coordinators meeting](#), [EpiNet/LabNet meeting](#)) and bilateral meetings with Members.

Figure 12 shows Members with FMD-free status, those with an OIE-endorsed official FMD control programme and their corresponding PCP-FMD stages as of December 2021. Thanks to the financial support of its development partners, the OIE is working jointly with FAO with support from EuFMD to strengthen FMD-endemic Members' capacities to implement the global strategy, through the provision of PCP-FMD tools and the expansion of the PCP-FMD Support Officer programme; these efforts will focus on Members that are currently in PCP-FMD stages 0 to 3. Members have identified the development of their strategic plans as a challenge that contributes to a lack of progression. The spread and establishment of certain FMD serotypes in new areas, such as serotype O in Southern Africa and SAT2, will continue to be a concern to the OIE and Members will need support to control the spread of these new serotypes. The OIE is involved in discussions regarding technical assistance on the FMD serotype O outbreaks.

An external review of the Global FMD Control Strategy in all seven regions has been initiated. After nine years of operation, the experience gained and lessons learnt can be used to review the Global Strategy and identify the progress achieved and areas for improvement to help ensure the achievement of its goal by 2027.

The Global Coordination Committee on FMD (GCC-FMD) was launched and held its first meeting in September 2021. The key objective of the GCC-FMD is to offer a platform to exchange experiences, facilitate coordination, align the regional FMD control initiatives and develop a harmonised global FMD action plan towards 2027.

**Fig. 12: Map showing global FMD situation, official FMD-free status, endorsed FMD control programmes and PCP-FMD stages of OIE Members, December 2021**



PCP: Progressive Control Pathway

In addition to supporting the implementation of the Global FMD Control Strategy through the GF-TADs activities targeted to Members in Europe, the Middle East, Africa, and Asia and the Pacific, EuFMD has formed a partnership with the OIE on capacity building programmes related to trade facilitation and implementation of OIE standards. Drawing on previous successful collaborations, a joint OIE/EuFMD Safe Trade and FMD Control Training Course was conducted in March 2021 for three Members in the Europe region; this workshop sought to improve the Members' ability to control FMD, promote their progress along the PCP-FMD and thereby reduce the risk posed by FMD in the region.

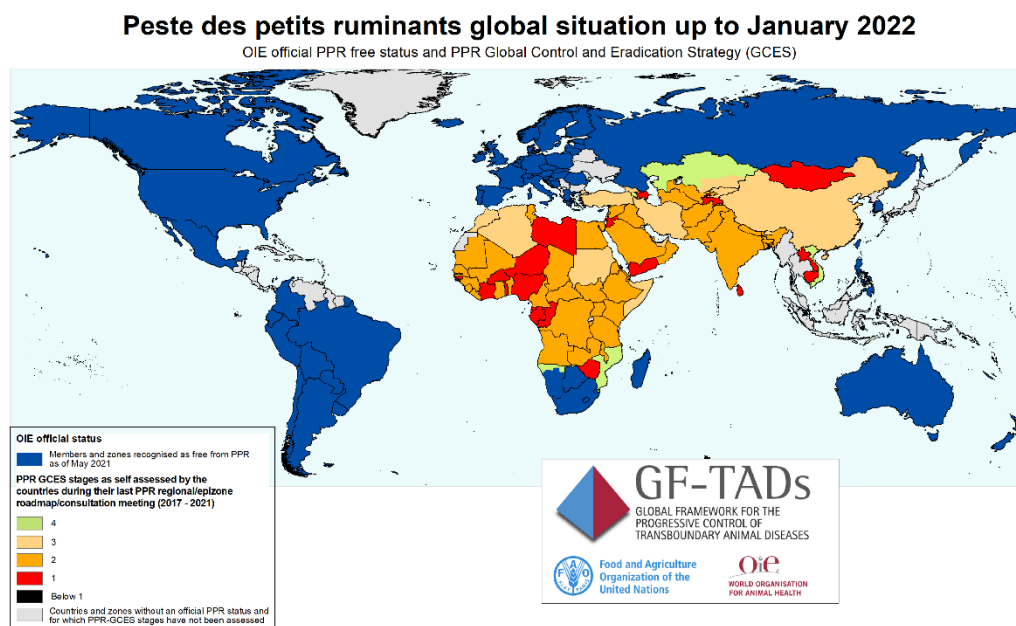
The OIE's observer status in the EuFMD Executive Committee positions the Organisation to make recommendations on the EuFMD work programme to improve its impact. In 2021, the collaboration was strengthened by identifying key areas such as training management systems (e-learning platforms), public-private partnerships, surveillance and status maintenance. Members will benefit from the shared strengths of OIE technical expertise and EuFMD's capability to conduct trainings through e-learning platforms (Virtual Learning Centres).

#### 3.4.2.4 *Peste des petits ruminants*

In 2021, the OIE and FAO continued their collaboration under the GF-TADs umbrella for the implementation of the PPR Global Control and Eradication Strategy ([PPR GCES](#)), supporting all partners involved in the different regions.

A joint FAO/OIE Core Expert Team was convened to undertake the revision of the first five-year PPR Global Eradication Programme (GEP) and the formulation of its second phase (2022–2026). Stakeholders were consulted through regional/epizone meetings held in almost all regions/epizones identified in the PPR GCES. During these meetings, Members provided an overview of their current PPR situation and the lessons learnt during the first phase of the PPR GEP, including major gaps identified, strategies conducted to address them and priority activities to be undertaken. Figure 13 shows the global situation regarding Members' progression along the four-stage process towards PPR eradication, as reported during the aforementioned meetings.

**Fig. 13: Global PPR situation with respect to the GCES stepwise approach, January 2022**



GCES: Global Control and Eradication Strategy

Consultations at global level were also organised during the fourth PPR Vaccine Producers Workshop and the fourth PPR Global Research and Expertise Network meeting, held in November 2021 and in December 2021, respectively. A side event titled ‘Coping with climate change: the key role of livestock ownership’ was organised in preparation for the 2021 United Nations Climate Change Conference by FAO, OIE and the African Union Department for Agriculture Rural Development, Blue Economy and Sustainable Environment (AUC-DARBE); this event highlighted the contribution of small ruminants to rural households’ adaptation to climate shocks and the value of animal health initiatives, such as PPR GEP, in enhancing the livestock sector’s contribution to climate resilience.

To further refine the revised PMAT, the tool was presented to the Members belonging to the AOAD during a training webinar held in March 2021. Other presentations to pilot the tool were made during the regional consultation meetings for the revision of the GEP. In June 2021, stakeholders were presented with the revised tool and the framework for a final round of consultation. The OIE/FAO expert team that is conducting the in-depth PMAT review is finalising the revised PMAT based on the feedback received during these events.

The Regional Sahel Pastoralism Support Project (PRAPS) provided technical support to its beneficiary Members in the Sahel, thus enabling a better implementation of the project activities at national level such as the monitoring of the 2020/21 vaccination campaigns and development of national training plans. In addition, Focal Points from selected Members in Eastern and Southern Africa were identified to participate in the newly launched project ‘Prevention and Control of Transboundary Animal Diseases’ (PC-TAD) which aims to address the gaps identified in the veterinary workforce, with a focus on PPR.

Members’ capacities to detect, investigate and respond to suspected PPR events has been further developed through a training [workshop on PPR outbreak investigation in wildlife](#) conducted in March 2021 and the co-publication in August 2021 of the [FAO/OIE Guidelines for the Control and Prevention of PPR in Wildlife Populations](#).

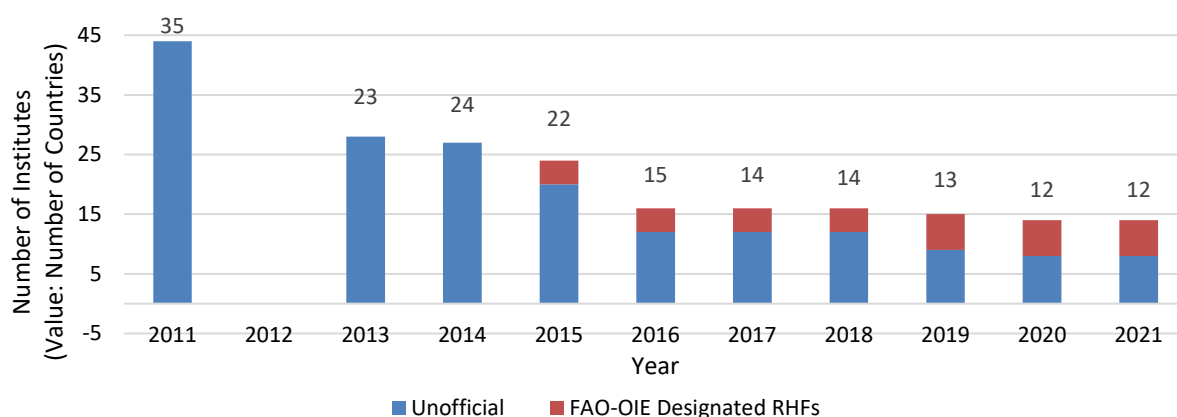
In addition, the OIE implemented the following activities under the OIE action plan in support of the PPR GEP:

- a new OIE Laboratory Twinning project on PPR was launched between Senegal and France in January 2021;
- the first meeting of the OIE PPR Reference Laboratories Network took place in November 2021 to share experience and best practices with its members. A website dedicated to the network is under preparation and will be launched soon;
- in 2021, 8 million PPR vaccine doses were delivered to Mauritania through the OIE PPR [Vaccine Bank](#) for the implementation of the PRAPS project. Following an international call for tender, MCI Santé Animale and Hester Biosciences were selected by the OIE to supply the PPR Vaccine Bank for the next four years (2022–2025). The OIE will be able to provide a thermotolerant PPR vaccine through its PPR Vaccine Bank.

### 3.4.2.5 *Rinderpest post-eradication*

In 2021, the world celebrated the 10th anniversary of the declaration of global rinderpest freedom. The continuous advocacy efforts jointly done by FAO and the OIE have resulted in a drastic reduction in global rinderpest stocks. Figure 14 shows that while 35 laboratories in 44 OIE Members held rinderpest virus-containing materials in 2013, only 14 laboratories in 12 OIE Members held them as of 2021. Of these 12 countries, 6 are countries where designated FAO-OIE Rinderpest Holding Facilities are located. In 2022, the results of a risk assessment commissioned by the OIE regarding rinderpest re-emergence ten years after eradication will be published and used to inform future activities under the rinderpest post-eradication programme.

**Fig. 14: Facilities known to hold rinderpest virus-containing material**



### 3.4.2.6 *Registration of diagnostic kits*

Within the Secretariat for Registration of Diagnostics Kits, the OIE has continued its activities for the reliable diagnosis of animal diseases globally, in close collaboration with its Collaborating Centres and leveraging the expertise of OIE Reference Laboratories. In 2021, 10 dossiers were reviewed: 2 new applications, 2 renewals, 2 test kit application extension of claims, 2 test kit application withdrawals and 2 applications submitted in 2020 and undergoing review processes during 2021. Currently, 14 diagnostic kits validated through this process are available for Members. These cover diseases including avian influenza, ASF, bovine

tuberculosis, BSE, FMD, Newcastle disease, *Salmonella*, MERS CoV and white spot disease. During 2022, it is planned to gather feedback from Members to reassess their needs and the added value provided by this registration procedure.

### **3.4.3 Animal welfare**

The [OIE Global Animal Welfare Strategy](#), adopted in 2017 by the Assembly, continues to provide guidance for the OIE's activities in animal welfare. During 2020, the OIE implemented several activities under each of the four pillars of the Strategy, as noted below:

#### **3.4.3.1 Development of animal welfare chapters for the Terrestrial Code**

Work was conducted on the revision of the following chapters:

- Chapter 7.7. Stray dog population control; this will be proposed for adoption at the 89th General Session in May 2022;
- Chapter 7.5. Slaughter of animals; the Code Commission will consider the *ad hoc* Group report and the revised draft chapter at its February 2022 meeting;
- the new Chapter 7.Z. Animal welfare and laying hen production system was finalised and proposed for adoption at the 88th General Session in May 2021, but was not adopted.

#### **3.4.3.2 Capacity building and education-related activities**

The OIE coordinated capacity building activities in collaboration with partners, including the following:

- development of a proposal to develop training material on pig welfare in South-East Asia in collaboration with the International Coalition for Animal Welfare (ICFAW);
- development of an e-learning module on the welfare of working equids by the OIE Animal Welfare Collaborating Centre for the Americas in collaboration with the Donkey Sanctuary, a member of the International Coalition for Working Equids and ICFAW.

Within the framework of the OIE Platform on Animal Welfare for Europe, the model Veterinary Services Contingency Plans developed as part of a pilot project to assist Balkan countries to promote preparedness among Veterinary Services and relevant stakeholders were completed with a final tabletop exercise workshop using the example of a flooding scenario.

In 2021, the first OIE Twinning Project on animal welfare in North Africa was launched between the OIE Collaborating Centre on Animal Welfare in Italy (Istituto Zooprofilattico Sperimentale dell'Abruzzo e del Molise) and the École Nationale de Médecine Vétérinaire in Sidi Thabet, Tunisia.

#### **3.4.3.3 Communication with governments, organisations and the public**

The third [OIE Animal Welfare Global Forum](#) was held virtually in May 2021 and brought together representatives from the global animal welfare community. One of the aims of the OIE Seventh Strategic Plan is to contribute to achieving the United Nations Sustainable Development Goals (SDGs); however, within the SDGs, reference to the contribution of domesticated animals, wild animals and aquatic animals is limited and animal welfare is not mentioned at all. Thus, the topic discussed at this forum was 'Animal welfare and the United Nations Sustainable Development Goals', with the aim to open a dialogue about the role of animals, their health and welfare in achieving the SDGs.

During the forum, participants explored whether improvements in animal welfare can contribute to the achievement of the SDGs and vice versa. Preliminary results indicated a strong positive impact on animal welfare in achieving SDGs and a positive impact on the SDGs in improving animal welfare, namely in the following four SDGs: ‘Good health and wellbeing,’ ‘Responsible consumption and production,’ ‘Life below water’ and ‘Life on land.’

The OIE will now consider how to apply these findings to its work on animal welfare in order to achieve the objectives of the Seventh Strategic Plan and contribute to the SDGs.

#### **3.4.3.4 Implementation of animal welfare standards and policies**

Representatives from OIE Headquarters and Regional Representations participated in meetings, workshops and conferences at the invitation of partner organisations to present information about the relevant work of the OIE in animal welfare and to provide input into documents such as guidelines developed by other organisations.

The OIE Platform on Animal Welfare for Europe organised several regional and multi-regional ‘whole journey scenario’ workshops to support Members to improve animal welfare and ensure compliance with the OIE standards for transport routes in Europe and the Middle East. An OIE Network of National Contact Points on Long-Distance Transportation in Europe was created to support operational cooperation and facilitate exchange of information between Competent Authorities in relation to long distance and cross-border animal transport in Europe. In the framework of the Platform’s 2021–2023 Action Plan, a monitoring and evaluation system is being developed and will include a list of indicators to assess the progress, impact, and efficiency and effectiveness of the Platform. The OIE Platform also continued to implement the self-assessment and monitoring tool (SAM Tool) in Balkan countries, which will facilitate their implementation of *Terrestrial Code* Chapter 7.7. Stray dog population control.

Detailed information about the OIE’s activities in animal welfare is available [online](#).

#### **3.4.4 Aquatic Animal Health Strategy**

The OIE has been at the forefront of strengthening aquatic animal health worldwide for many decades. The 88th OIE General Session marked the launch of the first global Aquatic Animal Health Strategy: an ambitious call to improve aquatic animal health and welfare worldwide, thereby contributing to sustainable economic growth, poverty alleviation and food security, and supporting the achievement of the SDGs.

Efforts to manage aquatic animal health and welfare worldwide have not kept pace with the rapid growth of aquatic animal production and the increased risk of disease. This strategy is a call to action to address some of the OIE community’s greatest challenges. It will identify and coordinate actions that address the highest priority common needs and focus resources on activities that will provide enduring impacts. The strategy has been designed to guide actions to strengthen four areas: standards, capacity building, resilience and leadership.

Since the launch of the Aquatic Animal Health Strategy, a governance structure has been established to oversee its implementation. The project team is developing a roadmap of activities identified in the strategy for each of the four objectives. The successful implementation of the strategy will depend on all relevant OIE departments and Regional Representations to take the lead on their respective activities and develop cross-organisational teams. All relevant actors within the OIE have been engaged and the project plans are well underway. The project team is also defining the activities that will be dependent on additional funding so that potential investors can be identified and funds secured. The next phase will see the strengthening of engagement of Members and partners in relevant activities.

Key outcomes to date include the following:

- adoption of the new Chapter 4.1. Biosecurity for aquaculture establishments of the *Aquatic Code*;
- adoption of six revised disease-specific chapters of the *Aquatic Manual* updated with the new template;
- publication of the second edition of the OIE Tool for the Evaluation of Performance of Aquatic Animal Health Services;
- development of a subcategorisation of aquatic animals for the AMU database;
- establishment of Regional Collaboration Framework on Aquatic Animal Health in the Asia and the Pacific region;
- training seminar for National Aquatic Animal Focal Points for Europe in December 2021, with a focus on approaches for emergency disease preparedness and disease outbreak management and how to improve networking in the region;
- establishment of the FishVet+ dialogue platform in cooperation with FAO;
- establishment of a Collaboration Agreement between Colombia and the OIE, which includes support to Colombia, Ecuador and Peru to improve aquatic animal health in the South American region by facilitating the development of an aquatic animal health surveillance strategy;
- presentations of the Aquatic Animal Health Strategy and how to build regional networks of aquatic animal health experts at the 16th Conference of the OIE Regional Commission for the Middle East and the 24th Conference of the OIE Regional Commission for the Africa;
- an OIE PVS Aquatic Training for the Asia and the Pacific;
- three meetings of the Steering Committee of the Regional Collaboration Framework on Aquatic Animal Health in Asia and the Pacific.

Additional information regarding the [Aquatic Animal Health Strategy](#) and other OIE aquatic animal health activities is available through the [Aquatic Animals Portal](#) of the OIE website.

### 3.4.5 Emergency and preparedness

In 2021, the OIE continued to actively integrate emergency management into its core business to support its Members in preparing for and responding to emergencies utilising an all-hazards and multisectoral approach.

**Fig. 15: Emergency and disaster management cycle**





Through the financial support of the Weapons Threat Reduction Programme of Global Affairs Canada, the OIE is partnering with INTERPOL and FAO to implement an international project to build resilience against agro-crime and agro-terrorism. This project aims to foster collaboration and cooperation between law enforcement and Veterinary Services through international and regionally targeted activities in the Middle East, North Africa and South-East Asia. The OIE is leading the overall coordination of this project and several highlights of the OIE's involvement are presented in the following paragraphs.

The OIE fostered relationships between countries through a pilot emergency management exchange programme, supported by INTERPOL, to utilise the 'twinning' principle to link two OIE Members in the context of emergency management (including emergencies that arise from agro-crime and agro-terrorism). Six partnerships (12 countries participating) have been agreed in principle and virtual interactions are being facilitated by the OIE and INTERPOL. Although the COVID-19 pandemic prevented the physical implementation of this programme in 2021, networks between countries are being strengthened through regular interactions and plans are being developed to deliver physical activities in 2022.

Planning was also continued for a large joint OIE-FAO-INTERPOL international simulation exercise ('Exercise Phoenix') to be held in November 2022. This four-day exercise will test the response of both Veterinary Services and law enforcement at national (selected countries in target regions), regional and international levels when faced with an agro-terrorism scenario.

The project is further strengthening relationships between the OIE, FAO and INTERPOL, ensuring collective benefits for respective Members and stakeholders of the three organisations. With the mandate granted by the OIE General Assembly of World Delegates through Resolutions adopted at the 83rd and 88th General Sessions, the OIE has worked with INTERPOL to agree a Memorandum of Understanding (MoU) which will be signed by the OIE Director General and INTERPOL's Secretary General in 2022. This MoU aims to establish long-term cooperation between the two organisations to better support their respective Membership with regard to the threats posed by actors of agro-crime and agro-terrorism, and incidents involving animal or zoonotic pathogens, or biological toxins affecting animals.

The OIE also continued to play a role in the global dialogue on biological threat reduction and has actively contributed to the work of the Global Partnership Against Weapons of Mass Destruction to mitigate global biological threats and strengthen global health security. In November 2021, the OIE Director General delivered a keynote speech to the high-level virtual conference 'Engaging Public Representatives in Biosecurity and Pandemic Preparedness,' focused on Southern Africa, where a call was made for parliamentarians and politicians to recognise that Veterinary Services can play a role in safeguarding national security and should be included in whole-of-government frameworks for emergencies.

Lastly, the effects of the COVID-19 pandemic further strengthen the need for a One Health approach to preparing for, preventing and responding to emergencies. The OIE has continued to gather and [disseminate the latest scientific evidence on the effect of SARS-CoV-2 on animals](#) through regular meetings of the OIE *ad hoc* Group on SARS-CoV-2 at the animal-human interface and the joint OIE-FAO Advisory Group on SARS-CoV-2 evolution in animals.

### **3.5. INTERNATIONAL COLLABORATION**

#### **3.5.1 Scientific networks**

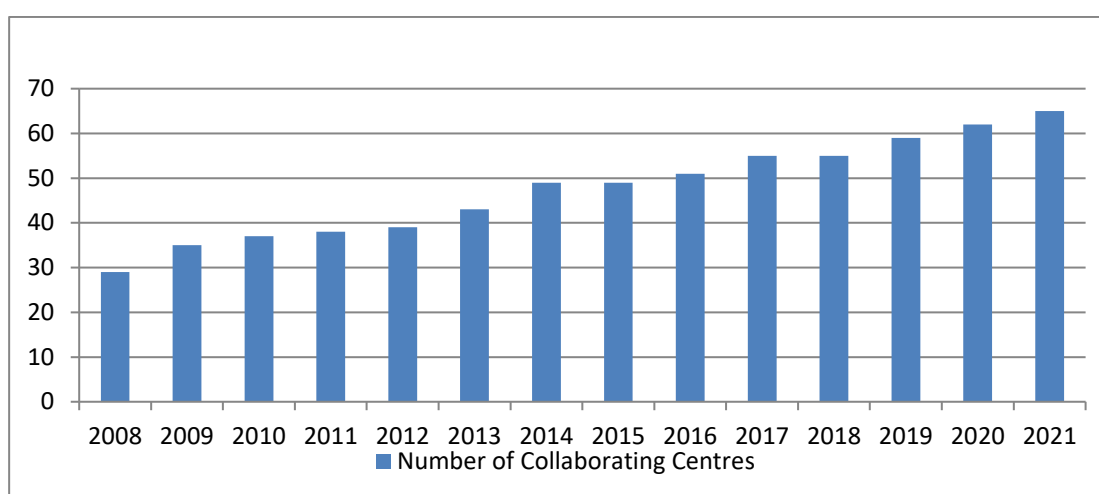
##### **3.5.1.1 Collaborating Centres**

In 2021, two Collaborating Centres were adopted by the Assembly, bringing the total number of OIE Collaborating Centres to 65 (Fig. 16).

The following new OIE Collaborating Centres were approved:

- Good Beekeeping Management Practices and Biosecurity Measures in the Apiculture Sector, Istituto Zooprofilattico Sperimentale delle Regioni Lazio e Toscana, Rome, Italy;
- Economics of Animal Health, as a consortium between the following institutes:
  - University of Liverpool, Centre of Excellence for Sustainable Food Systems, Global Burden of Animal Diseases Programme, Institute of Infection, Veterinary and Ecological Sciences, Liverpool, United Kingdom;
  - Norwegian Veterinary Institute, Sentrum, Oslo, Norway;
  - Utrecht University, Department of Population Health Services, Utrecht (The Netherlands).

**Fig. 16: Number of Collaborating Centres**



The [list of OIE Collaborating Centres](#) is available online.

### **3.5.1.2 Reference Laboratories**

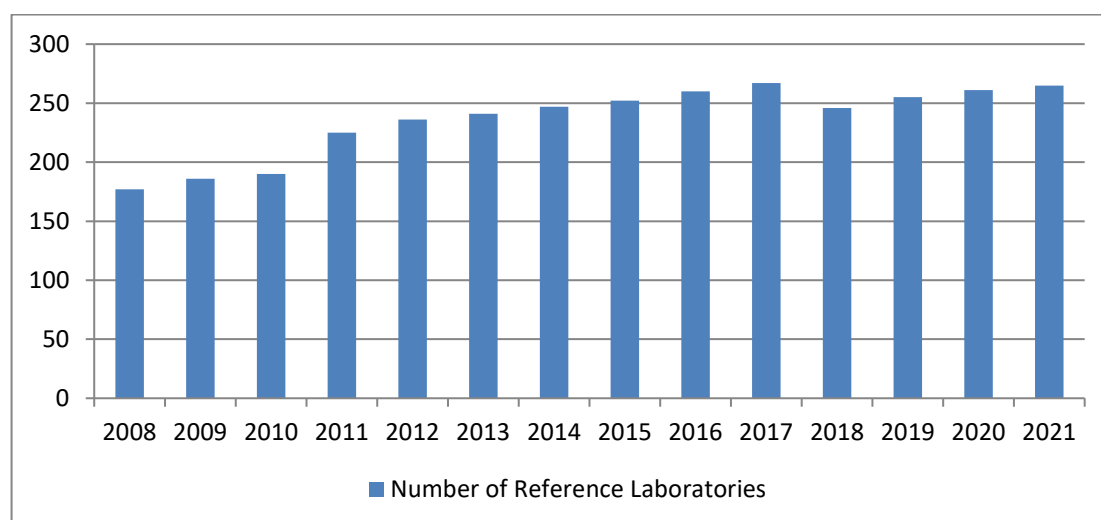
In 2021, six new applications for OIE Reference Laboratory status were accepted and three Reference Laboratories withdrew from the list. This brought the total number of OIE Reference Laboratories to 266 (Fig.17).

The following new OIE Reference Laboratories were approved:

- African swine fever, National Surveillance and Research Center for Exotic Animal Diseases (National Reference Laboratory for African Swine Fever), China Animal Health and Epidemiology Center, Qingdao, China (People’s Rep. of);
- Avian influenza, Reference Laboratory for Veterinary Quality Control on Poultry Production, Animal Health Research Institute, Agricultural Research Center, Ministry of Agriculture and Land Reclamation, Giza, Egypt;
- Brucellosis (*Brucella abortus*, *B. melitensis*), Department of Brucellosis Research, Animal Health Research Institute, Agricultural Research Center, Ministry of Agriculture and Land Reclamation, Giza, Egypt;
- Contagious equine metritis, ANSES, Laboratory for Animal Health, Normandy site, Physiopathology and Epidemiology of Equine Diseases Unit, Dozulé, France;

- Bovine viral diarrhoea, National Reference Laboratory for Bovine viral diarrhoea/Mucosal Disease, Friedrich-Loeffler-Institut, Federal Research Institute for Animal Health, Insel Riems, Germany;
- OIE Reference Laboratory for Equine influenza, Equine Research Institute, Japan Racing Association, Tochigi, Japan.

**Fig. 17: Number of Reference Laboratories**



Note: In 2011, the OIE Headquarters adopted a new way of counting Reference Laboratories. Previously, laboratories designated for a number of related diseases were counted as one laboratory; since 2011, each laboratory has been designated individually for a single disease and this partly accounts for the apparent large increase between 2010 and 2011.

The [list of OIE Reference Laboratories](#) is available online.

### **3.5.1.3 STAR-IDAZ**

The OIE continues to co-host the scientific secretariat (SIRCAH) of the Global Strategic Alliances for the Coordination of Research of Major Infections Diseases of Animals and Zoonosis (STAR-IDAZ) International Research Consortium on animal health (IRC). The goal of this initiative is to coordinate research programmes at international level and contribute to new and improved animal health strategies for priority diseases, infections or horizontal issues.

In 2021, 11 virtual meetings were held to engage funders of the animal health research sector around the globe. These included three meetings for the members of the Executive Committee and eight for members of the STAR-IDAZ regional networks, including two for Africa and the Middle East, two for the Americas, two for Asia and Australasia, and two for Europe. During the meetings, international collaboration was facilitated by collecting and sharing information on research activities and regional priorities. More specifically, in 2021, details of IRC partners' current research activities were collected and shared on the following prioritised research needs: influenza, alternatives to antibiotics, mycoplasmas, mastitis, vector-borne diseases, FMD, porcine reproductive and respiratory syndrome, bovine tuberculosis, brucellosis, ASF and helminths.

Furthermore, research roadmaps, in which research needs, challenges and solutions are identified, are continuously produced by geographically balanced working group (WG) of experts, under the leadership of the Scientific Committee and the support of SIRCAH. In 2021, experts were involved in WGs relating to alternatives to antibiotics, vector-borne diseases, emerging issues, bovine

tuberculosis, coronaviruses, brucellosis, influenza and vaccinology. The latter two WGs delivered reviews on current research on [animal influenza](#) published in July 2021 and on 'Application of platform technologies in veterinary vaccinology for the benefit of One Health' (under review for the journal *Vaccine*).

Based on the information collected, additional experts will develop roadmaps and identify research priorities. Furthermore, ToRs are currently being developed for WGs on diagnostic technologies, One Health and Coronaviruses.

### 3.5.2 Other networks

- *REMESA*

As co-secretariat of the Mediterranean Animal Health Network (REMESA), the OIE Subregional Representation for North Africa facilitated the establishment of the operational Scientific and Technical Office of REMESA (STOR) based at Istituto Zooprofilattico Sperimentale della Sicilia, Palermo, Italy. In collaboration with the Italian Ministry of Health, the framework of the governance mechanism of STOR was prepared and subsequently approved by all members of REMESA at the Joint Permanent Committee of REMESA held on 24 November 2021. The STOR is responsible for supporting the development and implementation of technical projects and activities.

### 3.5.3 Technical partnerships

- *Codex Alimentarius Commission*

The OIE and the Codex Alimentarius Commission regularly participate in each other's standard-setting activities to ensure an integrated approach to standard setting for the entire food chain. In 2021, the OIE contributed to the *ad hoc* Codex Intergovernmental Task Force on Antimicrobial Resistance, the Codex Committee on General Principles, the Codex Committee on Food Import and Export Inspection and Certification Systems, and the Codex Committee on Residues of Veterinary Drugs in Foods, including several electronic working groups.

The OIE participated in the 25th meeting of the Codex Committee on Residues of Veterinary Drugs in Foods, [reporting on activities](#), including the harmonisation of technical requirements for registration of veterinary medicinal products (VICH). Three countries (Egypt, Senegal and Uganda) expressed their appreciation to the OIE for their capacity building activities on veterinary drugs, particularly in the African region where many countries have become members of the VICH Outreach Forum; these initiatives have helped them to improve their capacities in the assessment of veterinary drugs and issuance of marketing authorisation.

- *International Horse Sports Confederation*

The OIE is engaged in a PPP through an agreement with the International Horse Sports Confederation (IHSC) to support the safe international movement of sports horses for competitions. Several activities are carried out and coordinated under this partnership to support the update of relevant standards and to increase communication and awareness. In 2021, three OIE-IHSC technical committee meetings were conducted to follow up on the progress made on projects related to equine diseases (i.e. AHS vaccines, glanders tests, biosecurity education programme in equestrian events). Furthermore, the OIE facilitated six meetings between IHSC and all OIE Regional Representations for the Americas, Asia and the Pacific, Europe, and the Middle East to follow up the implementation of the joint OIE-IHSC regional roadmaps' activities and on the tools developed to facilitate international movements of sport horses: the High health, high performance framework and the EDFZ approach (e.g. EDFZ established for the Tokyo Olympic Games).

▪ *World Customs Organization*

The OIE participated in relevant meetings of the WCO Permanent Technical Committee in order to strengthen cross-border collaboration between the WCO and sanitary and phytosanitary standard-setting agencies at international and national levels.

▪ *WTO Committee on Sanitary and Phytosanitary Measures*

In its capacity as an Observer to the World Trade Organization (WTO) Committee on Sanitary and Phytosanitary Measures (SPS Committee), the OIE participated in the 79th, 80th and 81st regular meetings of the SPS Committee during 2021, as well as the Thematic Session on ASF (March 2021), the Thematic Session on the procedure to monitor the process of international harmonisation (November 2021), a workshop on risk assessment, risk management and risk communication (July 2021) and an SPS in-depth virtual course (September 2021).

In its capacity as a founding partner of the Standards and Trade Development Facility (STDF), the OIE participated in a meeting of the STDF Policy Committee and two STDF Working Group meetings in 2021, as well as a number of webinar events convened by the STDF. The OIE also participated in the STDF Electronic Certification Advisory Committee, the STDF Public-Private Partnerships Practitioner Group, and the STDF Good Regulatory Practice Peer Review Group during 2021.

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## 4. OVERVIEW OF ADMINISTRATIVE ACTIVITIES

### 4.1. INSTITUTIONAL GOVERNANCE

#### 4.1.1 Activities of the statutory bodies

##### 4.1.1.1 *World Assembly of Delegates*

For the first time in the history of the OIE, due to the sanitary context, the 88th General Session of the World Assembly of Delegates was held remotely from 24 to 28 May 2021, with adapted modalities to convey, prepare and manage the event. It was chaired by Dr Mark Schipp (Australia), President of the Assembly. Key figures and outcomes, resources and videos as well as all the working documents, including the [final report](#), are available on the OIE website.

To optimise the limited time allocated to this virtual General Session, the OIE used an innovative approach to facilitate preparing for and holding the 88th General Session virtually. This approach was implemented incrementally and accompanied by a comprehensive communications programme, which aimed to share as much information as possible with OIE Members ahead of the General Session.

A series of pre-General Session Information Webinars were held during the week beginning 12 April 2021 to inform OIE Members about the new and revised texts that would be proposed for adoption. During the period from 3 to 14 May 2021, OIE Delegates were invited to submit comments or positions on some of the General Session working documents and to indicate, in advance, their wish to take the floor during the General Session. Delegates were invited to do so through a dedicated page for Delegates on the General Session website. All comments posted during this period were made available to all OIE Delegates.

Before the General Session, from 17 to 25 May, OIE Delegates were invited to adopt some administrative and technical resolutions, such as the annual report of the Director General, resolutions concerning animal disease status, those relating to the designation of OIE Reference Laboratories and Collaborating Centres and those relating to the approval of diagnostic kits for inclusion on the OIE Register. A remote voting system was deployed to allow Delegates to securely cast their votes electronically.

From 24 to 28 May, 400 participants from 165 Members participated in the General Session and 800 people connected to the livestream; 1 Prime Minister, 5 Ministers and the Executive Director of UNEP participated in the opening session.

In addition to the reports of the Specialist Commissions and the adoption or revision of 71 international standards, Dr William B. Karesh, President of the OIE Working Group on Wildlife, presented highlights of the Technical Item ‘Lessons identified from before and during the pandemic: How the OIE can support Veterinary Services to achieve One Health resilience,’ in a video which had previously been made available to all OIE Members. Thanks to the support of a drafting group which included representatives from 14 Members, Resolution No. 31 ‘How the OIE can support Veterinary Services to achieve One Health resilience’ was presented and adopted.

Finally, the General Session included two administrative sessions during which:

- the Seventh Strategic Plan of the OIE was adopted, as well as a resolution regarding the modalities for the General Session, allowing Members to decide the most appropriate format (physical, virtual or hybrid);

- elections of the Director General and of all the members of the governing bodies of the OIE (Council, Bureaus of the Regional Commissions, and Specialist Commissions) were organised through a dedicated and secure remote electronic voting system and were overseen by an independent legal expert; Dr Eloit was elected as Director General for a second term, whereas Dr Hugo Federico Idoyaga Benítez (Paraguay) was elected as President of the Assembly.

#### **4.1.1.2 Council**

During the first semester 2021, the Council met remotely two times, from 2 to 4 March 2021 and from 19 to 20 May 2021, under the Presidency of Dr Mark Schipp (Australia), and remotely two times during the second semester, from 28 to 30 September and on 7 December, under the Presidency of Dr Idoyaga Benítez (Paraguay). An onboarding training workshop was held on 21 September 2021 to provide the three new Members elected in May 2021, namely Dr Roland Xolani Dlamini (Eswatini), Dr Yobani Gutierrez Ravelo (Cuba) and Dr Konstantin Savenkov (Russia), with the necessary background information.

The Council prepared the remote 88th General Session of the Assembly for 2021, approved its agenda, modalities and practical arrangements to ensure a smooth process. The Council also approved the virtual format for the three Regional Conferences organised in 2021.

Members of the Council discussed strategic topics such as the implementation of the Seventh Strategic Plan for 2021–2025, the business model of the Regional and Subregional Representations, the rebranding of the OIE and the sustainable financing of the regular budget in the light of digitalisation, among others.

The OIE regularly invited its Council members to engage with Members at regional level. In addition to participating in important events organised in their respective regions, most of the time remotely, the members of the Council were regularly in contact with the Delegates in their respective regions to prepare and report on meetings of the Council and consult them on issues of relevance, notably on the occasion of Regional Core Group (RCG) meetings. These informal consultative meetings support the OIE strategy implementation.

More information regarding the activities of the OIE Council can be found in the document 89 SG/14.

#### **4.1.1.3 Regional Commissions**

The five Regional Commissions of the OIE are represented by its respective bureaus, which are OIE institutional elected bodies and key actors in the work of the Organisation. Bureaus of the Regional Commissions exercise an advisory role to the OIE by acting as a bridge between the OIE and the Members of their respective regions to ensure that all regional needs are well addressed by the Organisation. Their role and internal rules are available in their [ToRs](#).

Regional Commissions meet every two years in a Conference format to discuss topics of regional interest. In 2021, the OIE successfully organised three Conferences of the OIE Regional Commissions in virtual format: the 24th Conference of the OIE Regional Commission for Africa, the 32nd Conference of the OIE Regional Commission for Asia, the Far East and Oceania, and the 16th Conference of the OIE Regional Commission for the Middle East.

The three Conferences had an excellent level of attendance with almost 100% of the Members of the Regional Commission present in their respective Conferences as well as observers from key international and regional organisations, including donors, current and potential future OIE partners and collaborators. A total of 175 participants in Africa, 164 in Asia, the Far East and Oceania, and 84 in the Middle East attended the events.

The Presidents of the OIE Regional Commissions (Dr Honoré Robert N’lemba Mabela, Delegate of Democratic Republic of Congo, for the Africa region; Dr Baoxu Huang, Delegate of the People’s Republic of China, for the Asia, the Far East and Oceania region; and Dr Fajer Al Salloom, Delegate of Bahrein, for the Middle East region) chaired a specific agenda session during their respective Conferences, in which the Regional Commission discussed internal matters such as elections, RCG internal procedures/decisions, and the selection of the venue for the next Regional Conference, among others.

Despite the virtual format, Members’ expectations were, for the most part, met. These included ensuring the smooth execution of this important institutional meeting and creating space for regional dialogue between Members, OIE key staff, experts and partners in order to foster a better understanding of the priorities and challenges of each region, its specificities and needs, with the aim to better adapt OIE activities and thus address one of the Strategic Objectives of the Seventh Strategic Plan (respond to Members’ needs).

Finally, in 2021, the OIE also organised the meetings of the Regional Commissions during the 88th General Session, as is done every year. These meetings, organised in virtual format, provided an excellent space for the Commissions to discuss the elections planned for the final day of the General Session, among other topics.

#### **4.1.2 Activities of the Regional Core Groups**

To better facilitate the communication among the region and to better support the work of the Regional Commission, the RCG was initially established as a mechanism of communication by the Regional Commission for Asia, the Far East and Oceania, where proposals to formalise regional communication started in 2011. The Regional Commission for Europe subsequently adapted its own internal communication process (initially named Regional Task Force) to a similar approach and renamed it RCG in 2017. The RCG is composed primarily of the four members of the Bureau and the members of the Council from the region (in some regions it includes additional observers).

Improvements in intra-regional communication have been observed in both Asia and Europe with the formalisation of the internal communication between the Members of the Bureau and the regional members of the Council, thanks to the RCG approach. In 2018, the OIE developed guidelines based on the internal rules and operational processes of the RCGs of Asia and Europe. These guidelines served as a reference for Africa to start implementing the same communication mechanism in 2018, while the Middle East established its RCG in 2021. The Americas region, which is still using its own internal communication mechanism, will also join the RCG concept soon.

The main task of the RCG is to better link and coordinate the work of the Bureau, the Council and the OIE (at regional and HQ levels) in order to better address regional needs and facilitate regional inputs to the work of the OIE.

Since the establishment of this communication mechanism, Regional Commission members have become more actively involved in the development of the agendas for the meetings of the Regional Commissions every two years, as well as for the meetings held during the General Session. Member engagement ensures that the topics included in the agendas are in line with regional needs and expectations. This communication mechanism also facilitates the prioritisation of activities to better support the work of the Regional Commission in alignment with the OIE Seventh Strategic Plan and regional needs. Moreover, the RCG has become a space for dialogue that enables Regional Commissions to prepare their participation in key events such as the General Session; facilitates discussions about topics of regional interest including decisions taken at regional level and the submission of proposals, requests or feedback to the OIE; and strengthens relations among the region, including with the OIE Regional and Sub-Regional Representations and HQ, which ensures more coordinated and inclusive work. It has also facilitated the dialogue within regions regarding the OIE standard-setting process and thereby sensitised Members of each region to participate more actively.



### **4.1.3 Relationships with Members**

Despite the pandemic context, regular contacts were maintained with Embassies as well as with the Ministers and high-level delegations of Members visiting Paris. In addition, remote meetings were organised between the OIE Director General and other Ministers or groups of Ministers, such as the Conference of Ministers of Agriculture of the Americas on the occasion of the Inter-American Board of Agriculture meeting in September.

The draft agreement on the privileges and immunities of the new OIE Subregional Representation in Abu Dhabi was the subject of regular diplomatic exchanges with the government of the United Arab Emirates, with a view to finalise the process in 2022.

Calls for financial contributions were sent out, as were reminders to those countries in arrears, while taking into account the various situations of Members in this respect. In 2021, one Member decided to move to a higher contribution category, while four Members contributed in Extraordinary Category A.

### **4.1.4 Agreements**

The OIE renewed MoUs with the United Nations Office for Disarmament Affairs, the Global Alliance for Pet Food Associations and the Indian Ocean Commission. It is also in the process of renewing its respective agreements with HealthforAnimals and ICFAW.

In addition, the MoU between the OIE and INTERPOL, which had been put on hold by the latter for several years, was finalised and will be signed shortly. Similarly, the OIE and UNEP have entered into discussions with respect to a bilateral MoU, in addition to the ongoing discussions to include UNEP in the Tripartite, of which the OIE is supportive.

## **4.2. GENERAL ADMINISTRATION**

### **4.2.1. Human Resources**

As of 31 December 2021, the Organisation had 230 staff members, 67% of whom worked at Headquarters and 33% in the Regional or Subregional Representations. A total of 69 nationalities are represented among OIE staff: 54 at Headquarters and 34 in the Regional and Subregional Representations. Women make up a slight majority of the OIE's overall staff. Women represent 53% of the total staff, of which 62% work at Headquarters and 36% work in the regions. The average age of Headquarters staff is 44 (of which 8% are under 30, 71% between 30 and 50, and 21% over 50) and the average length of service (excluding seconded staff) is 6 years, as was the case in 2020, 2019 and 2018.

In 2021, 55% of staff members were financed by the OIE Regular Budget, 37% by the World Animal Health and Welfare Fund (World Fund) and 8% were financed directly by Members through secondment agreements.

In 2021, 4 staff members changed departments or moved from a Representation to Headquarters and 51 new staff members were recruited, of which 34 were recruited at Headquarters and 17 in the regions. Twenty of the new OIE staff were recruited to fill newly created positions (11 positions at Headquarters – including 4 new positions financed by the Regular Budget – and 9 in the regions), while the remaining new staff members were recruited to replace outgoing colleagues.

The Human Resources (HR) team was strengthened in 2021 with the creation of two new positions dedicated to HR development: a temporary post of Senior Talent Acquisition Officer, which was made permanent in view of the volume of recruitment and the challenges of optimising the attractiveness of the OIE (enhancement of the employer's brand); and a position of Talent Development Officer, dedicated to training, skills and careers, as well as to HR projects (induction, HR communication).

In addition, following the departure of the Head of the HR unit at the beginning of the year, the OIE called on a senior HR consultant and interim manager to carry out an HR audit in order to support the structuring of the team and the professionalisation of the function.

As a result, with regard to recruitment, a strengthened value-added dialogue with operational managers has made it possible to streamline and accelerate recruitments.

In terms of talent management, a similar dialogue has been established in the form of team reviews led by HR with each head of department or unit in order to work together on individual or collective issues, performance, skills development or mobility.

Collective training actions in 2021 were mainly focused on strengthening internal cooperation. Through the continued teaching of the three official languages of the OIE, a pedagogical innovation was implemented which now associates languages with the development of a key skill (report writing, negotiation, etc.) via thematic courses. In addition, the OIE launched a call for suppliers for training engineering in management (team and projects) and 'soft skills' (emotional intelligence and organisational skills).

In 2021, emphasis was also put on health and safety prevention actions, in particular with first aid and electrical qualification training sessions organised in November and December 2021 on the Organisation's premises. Several staff members benefitted from individual training activities adapted to their specific missions.

Due to COVID-19 and the context of full-time teleworking for part of the year, the majority of training was held by videoconference and the number of training sessions provided was lower in 2021 than in previous years. Nevertheless, the training effort to support the continuous evolution of the Organisation remained substantial, representing a total of 752 hours of training; this includes approximately 570 hours of language courses in which 63 staff members enrolled in 2021 (33 staff members took 180 hours of French courses, 19 staff members took 270 hours of English courses, and 10 staff members took 90 hours of Spanish courses), and 182 hours of thematic training benefitting 16 staff members, representing nearly 7% of the Organisation's staff.

The process of annual interviews and reports was simplified, especially in the mid-year interviews. The HR Unit encouraged line managers to value even informal dialogue, to focus on the most important aspects (key achievements of the previous year, setting realistic objectives), and to spend more time with staff who were most in need, seeking HR support where necessary.

As part of its contribution to the Seventh Strategic Plan, in 2021 the HR Unit has increased its efforts to rationalise and secure its data. For instance, the integration into this HR database of the results of the work on drafting ToRs (currently being finalised) now makes it easier to carry out comparative salary studies.

In addition, 2021 saw the launch of a series of workshops dedicated to data recovery and administrative management processes. The scope of this undertaking was revised by the end of the year to simplify the data consolidation phases and facilitate their implementation and use.

Like 2020, 2021 was a year of mobilisation of HR to serve managers and employees in a context of changing health restrictions. Its role in providing advice and information proved to be crucial.

The COVID-19 protocol was strengthened, in close partnership with the General Services Unit. This protocol included social distancing measures, cleaning procedures and good practices, organisation of shared offices, limiting the use of meeting rooms and the cafeteria, facilitating the use of staggered working hours, adapting the teleworking framework to exceptional conditions, procedures to be followed for 'suspect cases' or 'contact cases, among others.

The teleworking charter set up in 2020 was revised in 2021 and implemented after the end of lockdown in order to allow greater flexibility of work, and to allow employees and managers to reconcile performance, well-being, work-life balance and security.

The new rules for the organisation of work are thus part of a common effort to promote the OIE as an employer of choice.

The internal satisfaction survey, designed with the staff representatives, was repeated in June 2021 and focused in particular on how employees and their superiors had experienced teleworking and whether they were apprehensive about returning to the office. The results clearly show an improvement in the morale of OIE employees. Teleworking is seen as having a positive impact on working conditions by both employees and managers. The support of the Directorate, HR and managers is fully appreciated. A large majority consider the new charter as an improvement compared to previous practices.

In 2021, HR streamlined its internal communication and simplified its media. The monthly newsletter successfully launched last year has now become a more qualitative quarterly edition inserted in the staff newspaper (*The OIE In-House Times*). In addition, the online HR portal has been updated and redesigned to maintain the most useful information.

Meetings with staff representatives were scheduled quarterly. They have allowed regular information and qualitative joint work on certain subjects, such as the survey mentioned above, but also on regional health insurance.

In this respect, a call for tender was launched in August 2021 by the OIE insurance broker in order to identify service providers capable of offering health coverage to the OIE employees in the regions. It appeared that the typology of the population concerned does not currently allow to envisage a single coverage that covers all specific cases. The modalities of the contribution that could be implemented by the OIE on a fair basis are currently being determined and discussed, to be communicated in 2022.

#### **4.2.2 General Services**

The General Services Unit provides permanent support for the Headquarters' teams to ensure the smooth running of activities. The Unit is also responsible for the following: ensuring safe and secure work conditions for all OIE agents; maintenance and property management for the two Headquarters' buildings; monitoring of insurance coverage (excluding staff health insurance); management of mail and supplies; facilitation of visa applications; physical archiving and digitalisation; and creating and updating the OIE inventory. Following the COVID-19 health crisis, the Unit, as with the rest of the Organisation, had to respond to new challenges (mostly regarding the reorganisation of the workspaces), change the way it works and interacts, handle frequent last-minute requests and react quickly.

In addition to the Unit's usual activities, specific tasks have been integrated since 2019 and are currently underway.

For instance, the General Services Unit is following up a real estate project evaluation and has been working on a valuation study of the OIE's land heritage. Needs and the chronology of the missions necessary for this project have been defined, which made it possible to send a complete and structured file to the OIE HQ host country (France) and to receive the necessary funds to carry out a complete real estate study. To date, the surveyor's study has been completed.

The Unit is also working on establishing a common normative reference framework in terms of safety and security for HQ and the regional and subregional offices. A questionnaire was sent to all Regional and Subregional Representations to better understand their premises, procedures and concrete means implemented on a daily basis. Individual virtual meetings were held with each office in order to identify the risks and priority needs and to establish roadmaps with updated action cards. In addition, the OIE shared a mobile application developed in collaboration with its insurer in order to provide better support to OIE staff and improve their safety in the performance of their duties. This application, and the extensive country-specific information it contains, is available to all OIE staff.

In 2021, several procedures and summary sheets were revised and updated. A more detailed safety register has been integrated into the OIE reception documents. Under the authority of the Director of Administration, the Unit carried out the compliance of the processing and storage of the personal data used during activities (General Data Protection Regulation [GDPR]).

The Unit was also delighted to manage a few external events, ensuring a safe and secure environment for guests as well as its agents, despite the sanitary challenges. The Unit continued to equip HQ with masks, hydroalcoholic gel and specific cleaning products. The Unit orders and delivers appropriate office furniture including those related to remote work, as part of the work from home policy.

In its day-to-day work, the General Services Unit ensures that all cost-cutting actions are applied and that the quality of service is maintained, in particular owing to the introduction of new digital working methods. The objective is to optimise all tasks for a faster and more efficient service.

### **4.2.3 Information systems**

In 2021, the Digital Transformation and Information Systems Department (DTIS) continued to standardise and secure the services offered to OIE users and started to implement the digital strategy.

The full scope related to infrastructure, end users environment and security is now up to date and under control for the whole Organisation.

A major effort was undertaken to align the Information Technology (IT) Project Portfolio with the Seventh Strategic Plan; a dedicated function was created for this purpose within the team.

#### **4.2.3.1 *Projects and internal services***

In alignment with the OIE Digital Strategy pillar related to the improvement of the efficiency of internal activities, a new type of project called 'Quickwin' was managed by the team in 2021. This type of project, relying on a low code/no code approach, allows for the very quick delivery of an application using the standard OIE IT toolbox and can be implemented by the end users themselves. As an example, the leave request and work from home application were part of the 2021 achievements.

In addition, DTIS has continued to deliver large IT business projects, including OIE-WAHIS and the AMU database, which were delivered during the reporting period. The delivery model for IT projects needs to be adjusted to the Agile methodology in 2022 in order to be more efficient.

Finally, some technical projects were delivered to support the digital transformation and scalability of the OIE's infrastructure. Due to the leave of certain staff, some of these projects had to be paused.

The 2021 state of play on projects has lead DTIS to review the Organisation's actual capacity to deliver projects in 2022 before planning activities for the coming year, and to decrease the number of projects managed per year, with the commitment to improve the delivery of each one.

The HQ team is handling around 120 incidents per month within the full perimeter of IT systems. This year, assistance to OIE users has been extended to the staff of the Regional and Sub-Regional Representations, who now access the same IT services as the HQ staff. The DTIS team continued to provide trainings through the User Experience (UX) Programme on OIE standards IT tools in 2021.

#### 4.2.4 Coordination of events

In 2020, the unexpected COVID-19 crisis brought a particular set of new challenges in organising events to successfully overcome the physical barriers imposed by the pandemic and adapt events to a virtual format.

In 2021, the Events Coordination Unit remained severely impacted by the crisis and had to adapt to 'the new normal,' showing a great capacity for transformation and resilience and concentrating its efforts on the delivery of high-quality virtual institutional and global events, including those organised with partners.

The team enriched its existing communication and organisational skills by acquiring proficient knowledge on video conference systems, digital and hybrid event tools; developing capacities to design effective communications around event websites and content; and creating project timelines, training schedules and post-event reviews.

With limited human resources and technical inputs, the Unit benchmarked best practices and acquired new skills autodidactically in order to fully meet the needs of the first-ever virtual General Session and high-level virtual events in 2021.

Additional event coordination support for organising other types of events at Headquarters and at regional level was also provided, despite limitations in terms of human resources. To overcome this gap, the Unit analysed and collected best practices for digital events and built the Event Organiser Portal to disseminate them throughout the Organisation for the benefit of all OIE colleagues.

In addition to the Portal, the Unit enhanced the capacities of OIE staff to conduct events autonomously by providing specific trainings for the organisation and management of virtual events throughout the year. After assessing the needs of critical cases, the Unit provided partial or full support before, during and after the events.

With the appropriate tools and capacities, most Regional and Sub-Regional Representations took full ownership in delivering regional technical and coordination events.

The events successfully delivered by the OIE in 2021 are the result of the strategy implemented by the Unit along with individual and collective efforts throughout the Organisation.

In 2021, the OIE delivered 350 virtual events in total, of which 291 were organised at regional level and 59 by HQ.

Aiming to successfully deliver the first-ever virtual General Session, 25 events were organised with the purpose of preparing OIE Delegates to effectively interact in a virtual environment, as well as to overcome the time constraints during the General Session due to the virtual format. These preparatory events included the following: regional meetings on planning a virtual General Session (5 events); OIE pre-88th General Session information webinars on the standards being proposed for adoption (9); training webinars for the General Session-related processes (5); Drafting Committee for the 88th General Session Resolution no. 31 Technical Item (1); and meetings of the Regional Commissions (5).

#### 4.2.5 Communication

In parallel to the launch of the Seventh Strategic Plan, the Communication Department has developed a vision paper titled '**The Transformation of Communication at the OIE**' that was approved at General Directorate level at the end of 2020. The mission, trends and challenges covered in this paper have become the scope of the Organisation's core corporate communication work in 2021. This new evolving corporate communication approach supports the overall goal that the Organisation wants to raise its voice more clearly on core issues with

a well-defined set of new and existing audience segments through clear messaging and strategic state-of-the-art content. Good progress has been made throughout the year to embark on this journey, which represents a significant effort for years to come to evolve with partners and the field of animal health worldwide.

One key focus was to develop the Organisation's first-ever brand strategy based on a comprehensive internal review. The new branding strategy is to a large degree an expression of the new responsibilities and challenges that have emerged due to a variety of external factors including the COVID-19 pandemic; however, it is equally an effort to link tradition and steadfastness rooted in almost 100 years of experience with the new challenges the world is facing in the arena of animal health. The finalised brand strategy and guidelines were developed over a ten-month period in consultation with stakeholders and staff at all levels at Headquarters and in the regions. It has been successfully validated internally in 2021, as well as through a presentation to the Council.

A detailed implementation plan has been developed to ensure a staged launch of the full, new brand by the summer of 2022 to internal and external audiences: a range of guidance products will be made available to support the implementation of the new brand across the Organisation from 2022 onwards, including clear and comprehensive branding guidelines to promote the critical work and leadership of the Organisation.

One of the major changes in this new strategy is the endeavour to address a greater variety of audiences to give more visibility to the OIE's activities and provide a better understanding of its mission to the global community. In this regard, the Organisation's narrative is evolving, and its outreach strategy has been consolidated and innovated.

The Organisation has intensified its presence in the media, thanks to a more proactive, targeted approach. This has led to the publication of an increased number of op-eds in media outlets such as Science Dev, and an enhanced presence in general media outlets such as Reuters, BBC, the Financial Times, Science Magazine and National Geographic.

A marketing strategy and an influencers strategy have been built to better promote the Organisation's digital content and to support the relay of corporate messages to more varied and better targeted audiences. Their implementation is foreseen for 2022 and they will be key drivers in achieving the needed expansion in influence and overall footprint in a challenging global and multilateral environment, in order to ensure that the critical work of the Organisation is known beyond an inner circle of experts.

In the same realm, the corporate website has been completely redone and innovated with a view to include content for a wider audience and, at the same time, continue to provide technical expertise to core users. This has proved to be a challenging undertaking as work on the website had been static since its last overhaul over a decade ago. Furthermore, the Communication Department increased social media channels including a new Instagram account with almost 2,000 followers in order to reach younger audiences, and a specific Twitter account for OIE Members to share content geared specifically towards their work. It has become a key communication channel during and since the 2021 General Session.

The year 2021 was also marked by the creation of a dedicated Twitter account for the Director General (@MoniqueEloit). Through this enhanced presence on social media, the OIE Director General has advocated for the Organisation's activities and their impact and benefits for Members, further increasing its influence. This is particularly significant as communication work is increasingly bolstering the OIE's advocacy efforts in animal health and welfare through political fora, such as the G20 and other decision-making bodies.

Overall, there has been a remarkable growth in following and engagement across the OIE's social media channels, especially Facebook, LinkedIn and Twitter. The Organisation's following increased by 32% and the engagement and interaction with content by 130%. Overall impressions, which translates into the opportunity of a global audience to see the Organisation's content on digital channels, increased by 93%.

Monitoring weekly performance has become a new central part of the communication work to constantly critically assess and improve the OIE's impact. In this regard, the Communication Department has initiated monitoring and evaluation reports to assess outreach, its evolution and positioning within the Organisation's ecosystem, vis-a-vis partners and target audiences.

All these changes and evolutions have been made possible through the restructuration and optimisation of the Communication team, based on the strength and talents of its current members while also expanding its capacity to increase the quality and volume of the services offered. A Digital and Marketing team as well as an Editorial and Media team have been created within the Communication Department. The capacity in regions has also been significantly strengthened with a new network of regional communication officers in place. This increased regional presence will critically and significantly support the visibility and communication impact of the Organisation in 2022 and beyond.

#### **4.2.6 Legal Affairs**

Legal Affairs plays an important role in ensuring the legal framework of the OIE's operations and advises the Office of the Director General and all departments/units on a wide range of operational and governance matters, primarily in connection with complex contracts, litigation, procurement and relationship with Members and partners. Legal advice is also provided on issues relating to the Organisation's basic texts, privileges and immunities and other institutional matters.

Among the key events in 2021, the Legal Affairs Unit contributed to the management of the legal aspects relating to the first virtual General Session, including the successful planning, implementation and completion of cycle elections held remotely during the virtual 88th General Session. In addition, the OIE Data Protection Framework was deployed in the Regional Representations and Subregional Representations to ensure adherence to best practices across the Organisation.

#### **4.2.7 Internal control and performance management**

The OIE has been striving over the past few years to improve the services it provides. As part of this process, the Organisation recognises that improving its organisational development will enable it to improve its service to Members. In 2021, with this in mind, the OIE continued implementing strategies to improve its performance, as well as relevant risk control initiatives, both operational and organisational. The Performance Management and Internal Control Unit was created, revised in format, mission and strengthened in human resources starting in March 2021 with the arrival of two new staff at Headquarters.

The Unit contributes to the definition, development and implementation of strategies supporting the organisational development of the OIE, as well as to the development and steering of the internal control system. It also supports the teams in performance management and the operational implementation of risk management, while assisting with change management and the Organisation's adaptation to new approaches (harmonised reporting, automated/streamlined processes, risk identification and mitigation).

- *Performance management*

In 2021, the fledgling Unit's initial focus was on the implementation of the Seventh Strategic Plan, adopted at the 88th General Session. To enable this, it devised approaches and tools to measure the performance of the Strategic Plan's implementation (monitoring, evaluation, reporting), as well as by monitoring its associated roadmap. More information on the approaches to the implementation of the Strategic Plan can be found in Section 5 below.

- *Internal control*

#### Risk management and audit

As part of its missions, the Unit coordinated an external audit on information transparency carried out at the request of the European Commission.

The Organisation has successfully met the requirements for the three pillars assessed (exclusion from access to funding, publication of information on recipients and other information, and protection of personal data). This represents a crucial step for strengthening the trust-based relationship not only between the OIE and one of its major resource partners, but also with several other countries that provide voluntary funding necessary for the implementation of several projects related to the Seventh Strategic Plan.

In addition, the audit has helped to raise awareness among staff about risk control. As of 2021, the OIE has already implemented some of the auditor's recommendations by maximising transparency on the recipients of its contracts. These recommendations have also led to the development of new risk control action plans (on the verification process of recipients, data protection) that will be implemented in 2022.

#### Process analysis

The reinforcement of internal control has been materialised through the **creation of a new internal portal dedicated to Procurement**, accessible to all staff. The purpose is to detail the role of each party involved in the procurement process at the OIE, to specify the key stages of a contract award and to provide tools for a better understanding of this process. The Unit assisted the Procurement Manager in the analysis of the process and the formalisation of procedures.

- *Support to the digitalisation of processes and digital transformation*

#### Digital transformation at the service of strategy

The Unit supports the Organisation's digital strategy and digital transformation, which is intrinsically linked to its strategic objectives.

It accompanied the development of the IT Project Portfolio for 2022 and began the work of redesigning this process in collaboration with the DTIS.

The Unit also contributes to the Data Management Work Group launched in October 2021.

#### Digitalisation for performance and risk management

The Unit oversees support to the digitalisation of processes. In September 2021, a new process was automated for processing in-house translation requests. To make the most of the work and expertise of the OIE's in-house translators, requests for small-volume translations have been organised and processed via a new digitalised procedure to better control the process and evaluate the resulting workload.

The Unit participates in the implementation or development of information systems that have a structuring role for risk management and internal control (review of specifications, participation in design workshops, identification and implementation of controls). Within this context, the Unit participated in the implementation of the new Customer Relation Management system which will be launched in 2022.

- *Support to project management and evaluation*

The development of the evaluation of the Organisation's activities has also been pursued, in order to support decision-making and ensure the optimisation of the resources implemented. In this context, the Unit contributed to the evaluation of the EBO-SURSY project. In 2022, the focus will be on setting up a community of practice on the monitoring and evaluation of projects.



#### **4.2.7.1 After Action Review**

In June 2020, an internal OIE team was assembled to perform an interim-After Action Review (i-AAR) of the OIE's response to COVID-19 from 13 January to 18 August 2020. It was published in the [OIE Bulletin](#) to inform Members of the review and the Management Response (MR) to the 29 recommendations. One year later, in June 2021, the OIE Management requested a review of the MR to determine to what extent the actions outlined had been implemented from December 2020 to August 2021.

The review revealed that of the 29 recommendations, 43% of the actions in the MR were completed, 43% were initiated (actions ongoing or well advanced), and 14% were not initiated due to other priorities or will be initiated with additional resources. An updated response from the OIE Management on the status of implementation of the i-AAR recommendations has been set up.

#### **4.2.7.2 Regional and Sub-Regional Representation business model**

In 2021, several internal administrative documents key to the guidance of the work of the OIE's regional offices, as well as for the coordination of activities between the OIE HQ and the regions, were developed as part of the revision of the business model of the Regional and Sub-Regional Representations; this has been mandated under the OIE Seventh Strategic Plan to ensure the efficiency and agility of the Organisation, and includes the following documents:

- a document that clarifies the ToRs of the OIE Regional and Sub-Regional Representations was developed to highlight and explain the objectives, responsibilities and value of the regional and subregional offices as indicated in the OIE Basic Texts. It will allow for a better understanding of the key role of the regions;
- harmonised ToRs for both the Regional and the Sub-Regional Representative were also developed;
- guidelines were drafted to further define the follow-up by the Regional and Sub-Regional Representations of countries that pertain to two Regional Commissions.

An additional area of progress as part of the revision of the business model is the reflection on the reporting process at regional level. Since the end of 2020, the OIE has implemented monthly reporting from the regions to the Director General. These reports are a useful source of information regarding ongoing activities in the Regional and Sub-Regional Representations, and allow for a better coordination of activities, as well as follow-up on critical issues for the OIE and its Members.

Finally, the OIE started to work on a proposal to change the common name used for the Regional/Sub-Regional Representations in Abu Dhabi, Brussels, Moscow, Nairobi, and Panama to better reflect their regional/subregional geographic representativeness. An initial discussion note was presented to the Council in September 2021.

### **4.3. FINANCIAL MANAGEMENT**

#### **4.3.1 Regular Budget**

Financial management of the Regular Budget is detailed in document 89 SG/4.

##### **4.3.1.1 Main financial highlights**

The Regular Budget is the budget dedicated to the functioning of the OIE HQ, including the core missions and activities of the OIE. Its revised 2021 budget, which was voted in May 2021, amounted to 16.38 M€.

In 2021, the recovery rate of statutory contributions and arrears remained stable (96% in 2021 versus 92% in 2020 and 96% in 2019). This is an important factor in balancing the budget. It is a sign of continued confidence in the level of excellence of the OIE's services, its reputation and its role in global health governance.

In 2021, four Members contributed under Extraordinary Category A. These Extraordinary Category contributions are welcome as they allow the Organisation to continue the investments necessary for its proper functioning.

The year 2021 was characterised by the adoption of the Seventh Strategic Plan and the consolidation of the working framework for the next five years. While keeping in mind the strategic objectives to be reached, the OIE paid close attention to current expenditure. All OIE meetings continued to be organised in virtual format, while half of them were planned to be organised face-to-face. Staff expenses is still a budget line representing more than 50% of the budget, thus the OIE managed the work to be done using the existing staff in order to limit this budget line.

As of 31 December 2021, total Regular Budget income of €16.96M exceeded total expenditure of €16.83M, resulting in a positive balance of €123K.

#### **4.3.1.2 Budget planning**

Contributions from Members cannot cover the operating needs related to the implementation of the goals of the Seventh Strategic Plan. Detailed costed analyses of its financing were presented to the OIE Council for discussion at the September and December 2021 meetings. In particular, the achievement of the strategic objective dedicated to digital transformation was the subject of a warning point in terms of impact on the Regular Budget and long-term sustainability, even if the OIE did not express any short-term concerns about the financing of the Strategic Plan itself. The members of the Council supported the proposal presented by the Director General to increase statutory contributions by 30% over a period of three years in total. An advocacy note was shared by the OIE with the Delegates and meetings with each region are planned in early 2022 to ensure a good understanding of the OIE's needs and challenges that are behind the request for an increase in statutory contributions.

Indeed, the OIE anticipates constraints on the accounts of the Regular Budget from 2023 onwards. New specific activities are initiated and financed by the funds managed through the World Fund. The Regular Budget supports all expenses linked to the impact of these activities on all support functions. This is also the case for IT maintenance costs, which are borne by the Regular Budget after the initial investments (improvement of the IT technical structure, recurrent project maintenance expenses and licence fees, OIE-WAHIS maintenance).

In this context, the 2022 Revised Budget has been prepared in such a way as to take into account all the cost-cutting items identified since 2018, the costing of which has been updated. A participatory budget dialogue was established at the end of the summer of 2021 between the Budget Unit, the HQ teams and those of the regions through a new budgetary procedure to optimise planning and anticipate the estimated cost of activities as accurately as possible.

#### **4.3.1.3 Improvement of budgeting and financial management**

The Engagement & Investment Department (E&ID), Budget and Accounting teams have been working on the development of a new structure for the budget nomenclature in order to present a consolidated OIE budget in the financial reports. It will also enable a closer monitoring of the budgets to take into account new opportunities and needs, particularly in relation to the implementation of Strategic Objective 5 'Efficiency and agility' of the Strategic Plan, and the adequacy of the budgets in terms of their respective levels of financial resources throughout the year.

The Budget and Accounting Units have participated in other actions for the implementation of the digitalisation of processes (management of Members' contributions, management of purchase orders, mission expenses, etc.). This work will continue in 2022. The teams also reviewed their internal operating procedures and supported joint projects such as the implementation of a GDPR policy.

### 4.3.2 World Animal Health and Welfare Fund

The World Fund is a multi-donor trust fund through which the Organisation collects voluntary contributions by entering into grant agreements with Members (in addition to their statutory contributions) as well as international organisations, philanthropic foundations, the private sector and other sources.

#### 4.3.2.1 Management of the World Fund

The E&ID team is responsible for managing these grants. For the management of the World Fund, the OIE Director General is further assisted by a Management Committee and an Advisory Committee, which meet on an annual basis.

In 2021, the Management Committee held its 14th meeting online on 18 May 2021. It was attended by the President of the Assembly, the Immediate Past President, the Chair of the Advisory Committee and Director General. The meeting discussed the financial performance of the Fund and approved submission of the OIE Financial Report for the 94<sup>th</sup> Financial Year (88/SG/4) and the 2021 OIE Budget (88/SG/5) to the Council for endorsement and subsequent submission to the Assembly for adoption (see 88/SG/4 and 88/SG/5, respectively). The 16th Advisory Committee was chaired by Dr Hans Wyss, Delegate of Switzerland to the OIE. The meeting informed resource partners of progress made in key strategic investments, provide an update on the World Fund's financial performance and outline critical priorities for the future that require investment.

#### 4.3.2.2 World Fund financial performance

The following section reports on the World Fund's financial performance using six key financial performance indicators:

1. Year-end number and value of new grants signed in 2021: **29 grants equal to 35.35 M€**;
2. Year-end number and value of active grants in 2021: **143 M€**;
3. Total income received in 2021: **19.062 M€**;
4. Percentage of income received in 2021 subdivided by type of resource partner: **64.5%** of income was received from OIE Members, **31.6%** of income was received from international organisations, and **3.9%** of income was received from philanthropic foundations/private sector associations;
5. Year-end total amount of monies owing based on signed grants: **53.38 M€**;
6. Total amount expended in 2021: **18.22 M€**.

The year 2021 marked another year of positive performance for the World Fund, with the following achievements:

- second-best year in terms of total value of grants signed in the year (35.01 M€ in 2021 compared to 35.02 M€ in 2018);
- grants were signed with two new resource partners – GIZ and USAID – and with resource partners which had not made an investment for several years, namely the CDC (USA);
- fifth-best year in terms of income received. Income received was largely impacted by a deceleration and/or revisitation of activity implementation as a result of the COVID-19 pandemic. The significantly reduced grant disbursement rates (expenses) delayed requests for payment tranches initially foreseen for 2021;
- funding received through the World Fund will ensure the implementation of the Seventh Strategic Plan until the end of 2023.

The achievement of the Seventh Strategic Plan requires significant investments and the preservation of critical OIE activities and staff. In 2021, E&ID continued to centre efforts on resource mobilisation: prioritising organisational needs over a five-year period, projecting results and impacts through monitoring and evaluation, and externally communicating resource needs to partners. Resource mobilisation will continue to complement and address the Organisation's budgetary deficits and ensure the sustainability of critical activities for the implementation of the Seventh Strategic Plan.

The OIE would like to thank its partners for their investments (active grants in 2021, in alphabetical order):

- Members: Australia, Canada, China, Colombia, France, Germany, Ireland, Italy, Japan, Republic of Korea, Mexico, the Netherlands (through the AMR MPTF), New Zealand, Spain, Sweden (through the AMR MPTF), Switzerland, United Kingdom, USA;
- international organisations: European Union, FAO, World Bank Group;
- philanthropic foundations, private sector associations and nongovernmental organisations: Bill & Melinda Gates Foundation, the Donkey Sanctuary, Four Paws, Galvmed, IHSC, International Coalition for Working Equids, International Horse Sports Confederation, OIRSA, Royal Society for the Prevention of Cruelty to Animals, and St Jude Children's Research Hospital.

### **4.3.3 Procurement**

The Procurement function facilitates the implementation of the OIE strategy with operational objectives and frameworks, while contributing to the financial optimisation of activities and their overall efficiency in compliance with the rules and regulations in force.

The creation of a new position dedicated full time to procurement was required to secure the good use of OIE funds; this position aims to:

- meet the needs of the OIE with regard to efficiency and economy of resources;
- ensure transparency in OIE procurement and competitive bidding in order to reduce costs;
- guarantee equal and non-discriminatory treatment of economic operators, with the same information being provided to tenderers during the procurement process;
- ensure the independence, impartiality and integrity of those involved in procurement procedures (prevention of conflicts of interest);
- promote sustainable development and ensure that the OIE's service providers and suppliers comply with the social and environmental standards recognised by French and/or international standards.

The Procurement Manager was recruited in February 2021 and since then has launched and managed the following:

- 74 projects (contracts and amendments); 55 of them have been signed for a global amount of 3 M€. This corresponds to a 56.03% increase compared to 2020 ( 1,92 M€).
- 6 calls for tender, 19 consultations of suppliers, 28 calls for expressions of interest, 9 contracts without prior procedure (for less significant amounts or very specific needs) and 12 amendments.

In 2021, the OIE rules of procurement became better known within the Organisation and were well implemented by prescribing departments.

An OIE internal Procurement Portal has been launched in January 2022 to provide OIE staff with different tools dedicated to procurement activities: simplified procurement procedures detailing the role of each stakeholder in the procurement process, templates for consultation, contracts, amendments, among others. In 2022, the Procurement Manager will be strengthened with an officer position in order to guide prescribers in the formalisation of their needs and relationships with providers.

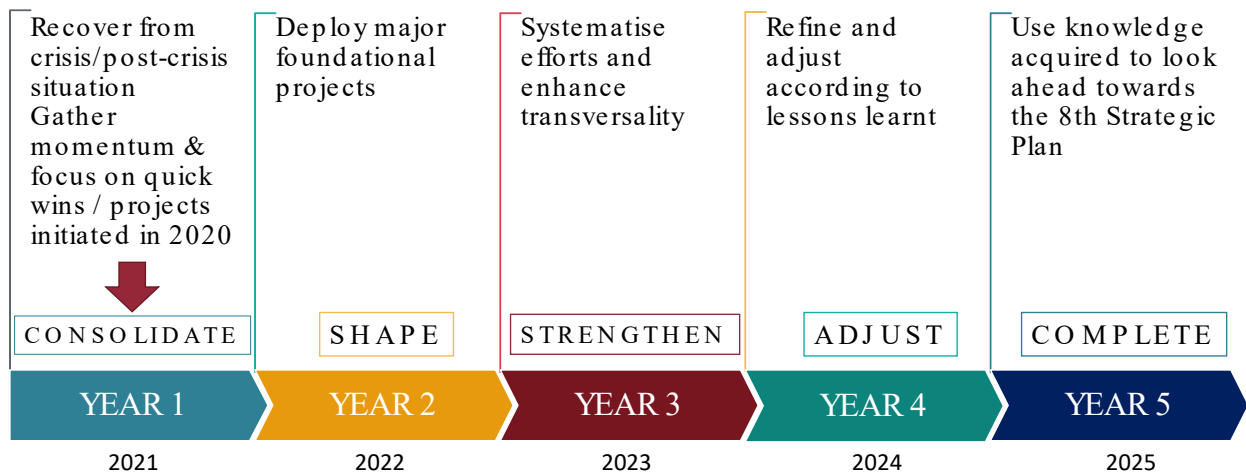
The vast majority of OIE contracts that are launched are published on the OIE website, which guarantees a greater level of transparency and opening up to competition. In 2022, the follow-up of the tendering process will be strengthened by a platform accessible to the tenderers wishing to submit an offer.

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## 5. CONTRIBUTION TO THE IMPLEMENTATION OF THE SEVENTH STRATEGIC PLAN

The Seventh Strategic Plan was adopted by the Members during the 88th General Session of the OIE. The Strategic Plan sets out objectives to modernise the Organisation and structure its work for the period 2021–2025. In early 2021, the OIE Director General set out her intentions for each year, as described in the figure below (Fig. 18).

**Fig. 18: Yearly intentions to implement the OIE Seventh Strategic Plan**



As the first year comes to a close, conclusions can already be made as to the initial results of the strategic activities conducted. As such, **three main impacts** emerge:

- better international policy positioning, particularly with regard to international coordination, enhancing evidence-based policymaking;
- reinforced internal procedures enhancing reactivity, efficiency and performance;
- strategies launched with regards to wildlife and aquatic animal health.

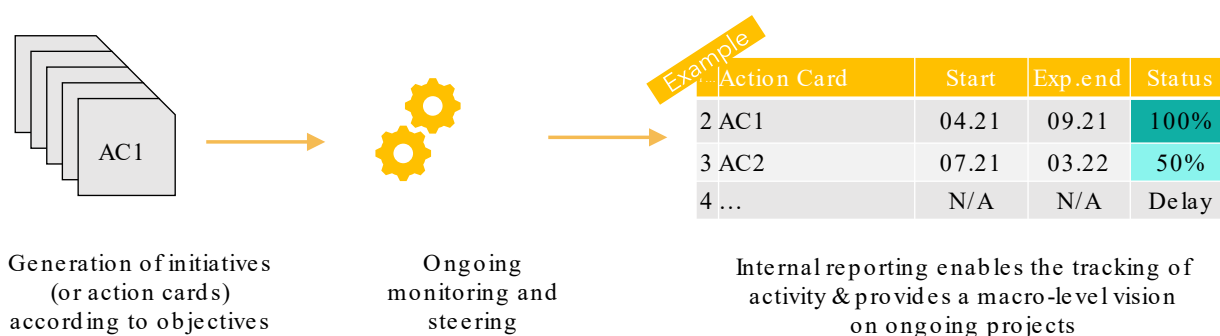
While these activities are not completed and will continue throughout the Strategic Plan, they provide a **positive signal** showing that the efforts invested by Members, and their trust, are well founded. These three main impacts from year 1 directly echo the three main aspects of the OIE’s mandate as set out in the Seventh Strategic Plan.<sup>15</sup> This underscores that priority was given to projects that directly address the core purpose of the Organisation.

Over 30 initiatives were fully carried out in 2021 to improve on all areas identified as strategic in the Strategic Plan. Additional work was also carried out, particularly with regard to preparations for 2022 whose yearly intention is to ‘shape the foundations for the OIE of tomorrow.’ Figure 21 highlights how these initiatives were repartitioned. Manifestly, priority was given to initiatives enhancing Member needs satisfaction (Strategic Objective [SO] 3) & organisational performance and efficiency (SO5), while no area of the Plan was left without investment or effort.

The Strategic Plan is reported against in terms of progress, with a simple reporting structure that allows for regular review of priorities, ensuring nimble steering of the Organisation’s many areas of activities (see Fig. 19 below).

<sup>15</sup> As the text states, these are: promoting the coordination of animal health and welfare management; fostering transparency in the global animal disease situation; supporting national Veterinary Services to improve their capacities to prevent and control animal diseases (...).

**Fig. 19: High-level monitoring framework for Seventh Strategic Plan Initiatives**



With regards to meeting the needs of Members (SO3), the main areas for improvement include the following:

- understanding and meeting member needs
  - development of PVS Pathway blended methodologies for virtual intervention and support
  - implementation of pilot remote PVS Laboratories missions
  - development of transregional initiatives to better identify and support Members
- operational improvements
  - development of Observatory prototypes
  - GF-TADs Strategy adoption and implementation start
- institutional achievements
  - successful holding of the first virtual OIE General Session
  - Joint WHO-OIE Training Task Force
  - new website launch and OIE rebranding undertaken.

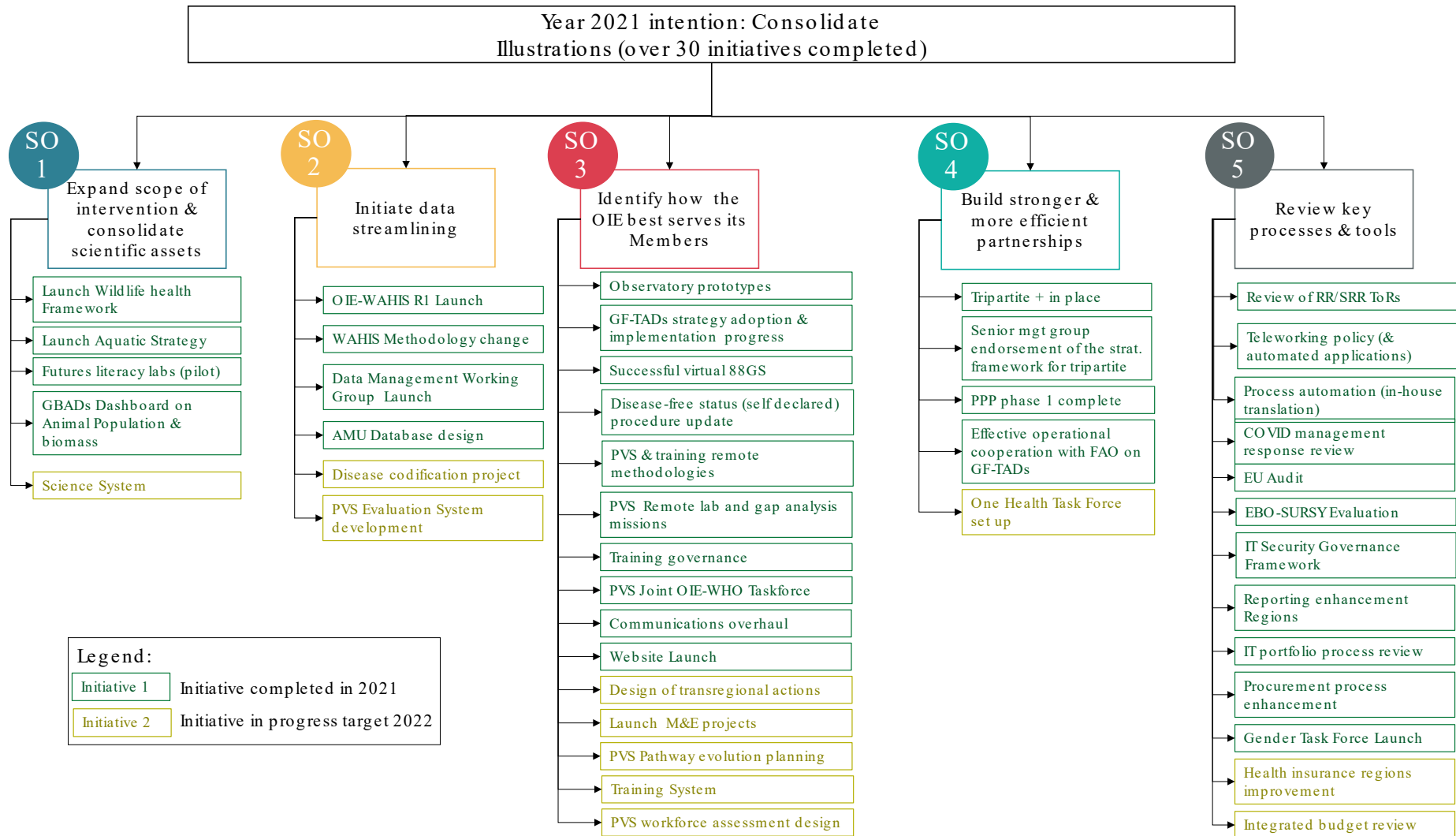
With reference to improving efficiency and agility (SO5), the following three main areas were impacted:

- reporting and institutional structure
  - Seventh Strategic Plan reporting structure
  - regional activity monitoring
  - review of ToRs for Regional and Sub-Regional Representations
- internal control, lessons learnt and risk management
  - European Union audit
  - IT security governance framework
  - COVID Management Response review
  - EBO SURSY evaluation
- process streamlining, digitalisation, and automation
  - automation (teleworking, leave management, in-house translation service)
  - review (procurement process, IT portfolio management process).

Despite working in a sub-optimal operational context and while conducting its normal activities, the OIE was able to deliver key actions (see items in green in Fig. 23) and prepare for the year 2022 (incomplete actions in yellow). This allows the OIE to pave the way for years 2 to 5 of the Strategic Plan to be more geared towards **delivery and implementation**, having secured a momentum of change across all teams at both regional and central levels. The initiatives are listed in Figure 20 below.



**Fig. 20: Achievements and progress on Strategic Plan implementation in 2021**



88SG: 88th General Session, AMU: antimicrobial use, EU: European Union, FAO: Food and Agriculture Organization of the United Nations, GBADs: Global Burden of Animal Diseases, GF-TADs: Global Framework for the Progressive Control of Transboundary Animal Diseases, IT: information technology, M&E: monitoring and evaluation, OIE-WAHIS: OIE World Animal Health Information System, PPP: public-private partnerships, PVS: Performance of Veterinary Services, RR/SRR: Regional and Sub-Regional Representations, SO: strategic objective, ToRs: terms of reference, WHO: World Health Organization

## 6. VISION FOR YEAR 2022

In 2022, the OIE will aim to **shape** the framework for its modernisation with longer-term structural projects and initiatives. These require over one year to be entirely implemented and delivered and have been prepared since year 1 of the Seventh Strategic Plan.

Combining the knowledge acquired in the past years, the quick wins achieved during 2021, as well as with inputs stemming directly from lessons learnt from the COVID situation, the intention for 2022 will be to **prioritise structural projects** (i.e. related to PVS Pathway delivery methodologies, data architecture and management, etc.). These will aim to **shape** a more modern organisation, increase organisational transversality and systems interoperability, and foster horizontal collaboration.

Prioritising these actions should enhance shared wins across the OIE.

### *Key topics going forward into 2022*

In 2022, the focus on Member needs will be maintained; this will be carried out through the following initiatives.

#### *PVS Pathway*

The modernisation of PVS Pathway programmes and the OIE Training Platform are expected to progress further during 2022, drawing on the significant efforts to improve and overhaul the entire PVS Pathway that were initiated in 2020 and 2021. Both the PVS Pathway and OIE Training Platform are currently in an evolution phase, aiming to better respond to Members' needs and seeking the right balance between field missions and opportunities presented by the new virtual context. Building on 2021 achievements, the OIE will strive to engage with Members, enhancing *ad hoc* support and linkages with regional or national policy situations.

#### *Observatory*

The Observatory's profile is gaining in visibility; as such and reflecting the ongoing build-up of the OIE's architecture for analytical functions and data management, strong attention will be paid to the further development of the Observatory's core approach, deliverables and purpose.

#### *Strengthening networks*

The OIE's networks are a strength to be leveraged; they showcase the diversity of the expertise that the Organisation can call upon to deliver its scientific, evidence-based work. Identifying areas for improvement and enhancing the networks will be a complex task that will start in 2022.

In addition to these objectives, the OIE will strive to deliver on key strategies:

- the Aquatic Animal Health Strategy
- the Animal Welfare Strategy
- the Wildlife Health Framework.

Finally, building on 2021 achievements, it will be vital for the Organisation to reinforce its recent progress in global policy fora. The OIE has gained influence recently and should preserve its momentum in what includes, but is not limited to, the three main areas of partnerships: the Tripartite+ (FAO, OIE, WHO and UNEP), GFTADs, and PPPs.

The main projects foreseen for 2022 are illustrated in Figure 21 below.

**Fig. 21: Sample of initiatives scheduled for 2022 delivery**

