

BUILDING AN ORGANISATION FIT FOR THE FUTURE

Delivering greater impact for our Members

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World Organisation for Animal Health
Organisation mondiale de la santé animale
Organización Mundial de Sanidad Animal

From Strategy To Delivery

- Members have collectively defined WOAH's priorities through the 8th Strategic Plan.
- The challenge now is implementation: turning commitments into concrete, measurable results for Members.

What do we want to achieve globally?

What does this mean in each region?

How do we translate priorities into inititatives and programmes?

How do we measure success and adjust?

Regional Context

Europe: Translating A Global Strategy Into Regional Priorities

- Europe has diverse epidemiological situations, Veterinary Service capacities, production systems and institutional contexts.
- Regional priorities in animal health and welfare should reflect this diversity and the evolving needs identified by Members.
- Implementation needs to translate the global direction into approaches adapted to regional realities.
- Diversity is both a strength and a reason for stronger coordination, trust, solidarity and tailored approaches.

We have defined where we want to go.
We must now work collectively to get there.

Europe: Animal Health Situation (SWOT)

STRENGTHS

Successful implementation of WOAH Standards

Germany, Hungary and Slovakia regained FMD-free status

Interconnection between ADIS and WAHIS

WEAKNESS

Insecurity regarding uninterrupted sustainable and predictable funding

Political pressures hindering transparent and timely reporting of disease incursions

OPPORTUNITIES

Capitalising on Public-Private-Partnerships to strengthen animal disease response

Building on cross-boundary emergency preparedness activities to mitigate disease threats

THREATS

Disease Incursions: FMD SAT1, PPR, Sheep pox and goat pox, LSD, African swine fever, vector-borne diseases

Europe : Engagement in WOAH's core mandate, an example

WOAH INTERNATIONAL STANDARDS
Engagement in development and implementation



3 new and **48** revised chapters of the ***Terrestrial Code***, ***Terrestrial Manual***, ***Aquatic Code*** **and** ***Aquatic Manual*** were adopted at 2026 General Session.

Europe: Engagement in WOAH's sustainability

Regular Budget

Statutory contributions

Annual membership fee paid WOAH Members.
Six possible categories of contribution.
They are the core of the Regular Budget

Extraordinary contributions

Are **voluntarily provided** by WOAH Members to support the **Regular Budget**

World Fund

Voluntary contributions

From **public and private resource partners**, including WOAH Members.

They are channelled through WOAH's **multi-partner Trust Fund**, the 'World Fund'.

Each contribution is **linked to a grant**

Other contributions

Additional resources

Are **monetary and non-monetary resources**.
These include WOAH Members **hosting Regional and Sub-Regional Representations**, **seconded experts**, and provision of **technical support**

52%

Region of Europe's **share of received statutory contributions in 2025**

390M EUR

Total World Fund Value
Income and Commitments from 2006 to 31 Dec 2025

of which

167M EUR (43%)

from Members in the WOAH region of Europe (including the EU)

or

94 M EUR (24%)

from Members in the WOAH region of Europe (excluding the EU)

Our 8th Strategic Plan

Our vision: A world with strong animal health systems, recognised as critical to tackling global challenges and ensuring a better future for all.

Our mission: To improve animal health and welfare by developing global standards, strengthening animal health systems, and positioning animal health as central to tackling global challenges, through agile and inclusive leadership guided by scientific excellence, good governance and transparency, innovation, solidarity and collaboration.

Strategic Orientation One: Develop global standards, adaptable and applicable to all Members.

Strategic Orientation Two: Empower Members to build robust animal health and welfare systems and strengthen veterinary public health.

Strategic Orientation Three: Position animal health as central to tackling global challenges.

Enabler One: Governance and partnerships for scientific robustness and sustainability

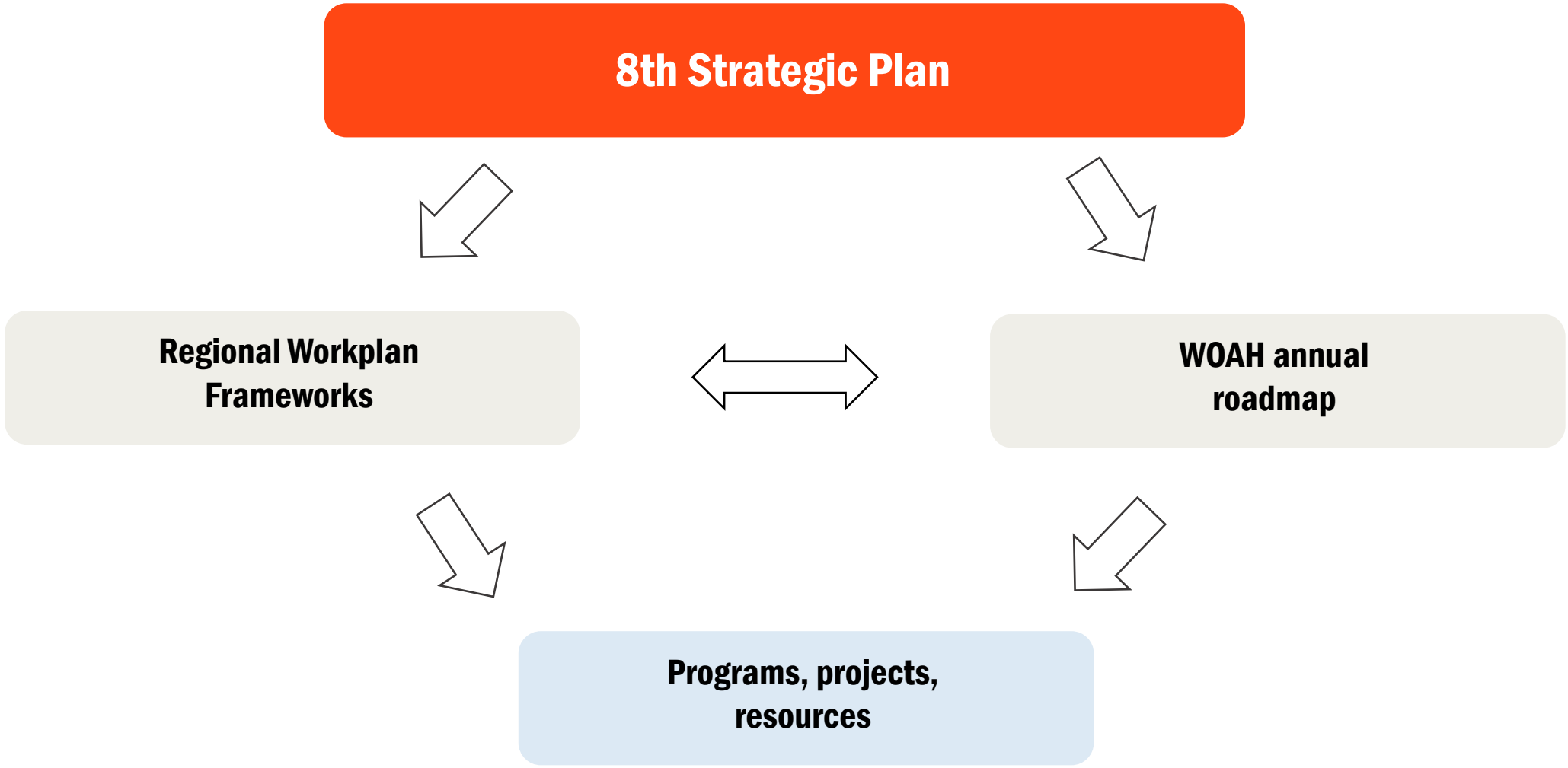
Enabler Two: Leadership in animal health data

Enabler Three: People at the heart of WOAH

Enabler Four: Performance and accountability

An Aligned Organisation

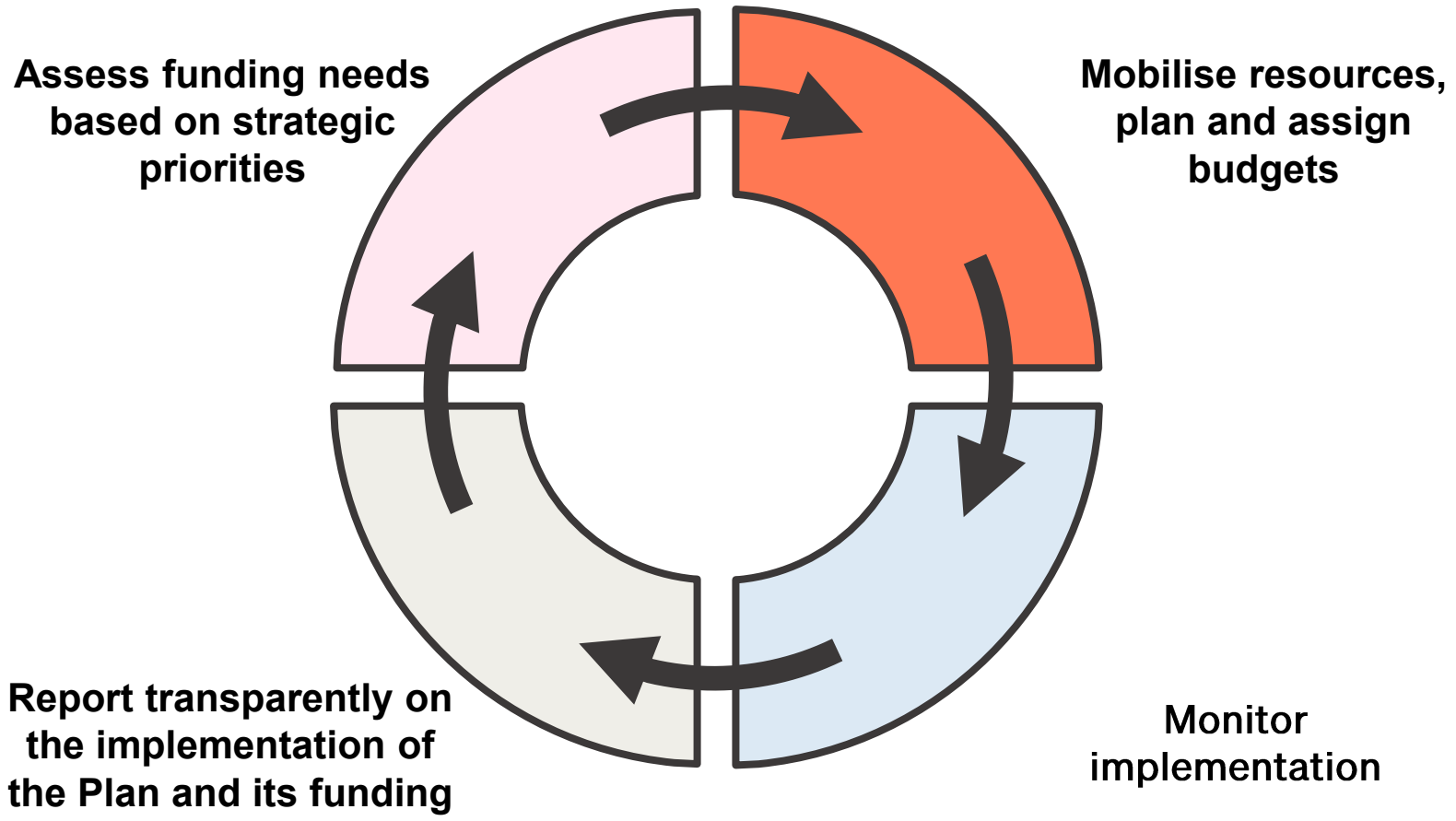
One Strategy, Translated Into Global And Regional Action



A Sustainable Organisation

One Strategy, Translated Into Global And Regional Action

Implementing a planning cycle



A Sustainable Organisation

Sustainable Resources For Member Priorities

- Delivering the Strategic Plan requires adequate and sustainable resources.
- Resolution 35 : Investing in Animal Health provides a foundation for making the case for investment.
- Develop and implement a strategic resource mobilisation around agreed global and regional priorities.
- Better align donor and partner investment with Members' needs and regional priorities.

Our priorities should determine where resources go, not the other way around.

Strategic Priorities For Resource Mobilisation

Strategic Priorities

1. Identify programmatic and technical priorities for the next few years
2. Ensure clarity on budgetary needs and funding gaps
3. Build a culture of grant oversight and delivery, their duration period and topics at risk of losing funding
4. Increase external visibility and awareness on WOAH’s expertise

Strategic priorities

1. Strengthen & Retain Current Donor Base

   - **Stay up to date on donor priorities**
   - **Regular communication to inform resource partners (Inform, Meet, Advocate)**
   - **Coordinate** with Regional Representations to advocate for **increases for statutory & voluntary contributions**
   - **Development of a robust M&E model**

2. Identify & Engage New Resource Partners

   - **Intelligence gathering and developing an outreach donor roadmap**
   - **Engage with non-traditional partners** in the public sector and key private sector partners
   - **Develop Regional RMS** such as the Middle East and Americas
   - **Participate in competitive** research and grant processes

A Modern Organisation

Modern Governance, Connected Ways Of Working, Measurable Results



Governance

Remain fit for purpose

Adapt to a diverse membership

Membership modalities / governance reform



Ways of working

Stronger collaboration across WOAH

Better connection between technical expertise, regional knowledge and strategic decisions



Performance

Stronger culture of results

Move beyond outputs to impact

Monitor progress and adjust

A Stronger Value Proposition

Making WOAH's Value More Visible

WOAH brings together an exceptional combination of assets:

- International Standards
- Veterinary Services and the PVS Pathway
- Disease prevention and preparedness
- Scientific expertise and networks
- Regional cooperation

Better package and communicate this offer to demonstrate the impact it creates for Members.

Flagship Programmes

Focus Our Efforts Where Woah Can Make The Greatest Difference.

A long-term, high-impact programme bringing together WOAH's expertise, activities, partnerships and resources around a common strategic outcome for Members.

1 STRATEGIC

Aligned with the 8th Strategic Plan and a clearly identified strategic challenge.

2 MEMBER-DRIVEN

Responds to Members' needs, with global ambition and regional adaptation.

3 DISTINCTIVE

Builds on WOAH's mandate, comparative advantage and leadership.

4 INTEGRATED

Combines existing and new interventions within one coherent programme.

5 IMPACT-ORIENTED

Targets long-term change, measurable outcomes and sustainable implementation.

Strong and Sustainable Veterinary Services

Safe Trade

INDIVIDUAL ACTIVITIES → INTEGRATED PROGRAMME → MEASURABLE IMPACT FOR MEMBERS

Advocacy & Partnership

From Technical Excellence To Influence And Impact

- Implement the Advocacy Strategy to translate scientific and technical expertise into messages that resonate with political and financial decision-makers.
- Make animal health relevant beyond the veterinary community.
- Communicate more systematically on results and impact.
- Engage governments, international organisations, donors, scientific and technical partners, and other relevant actors.

DELIVER ····> **DEMONSTRATE** ····> **COMMUNICATE** ····> **ADVOCATE** ····> **MOBILISE** ····> **DELIVER MORE**

Europe As A Partner In Delivery

- **Diversity and Ownership:** Tailored approaches in response to the different realities of Members.
- **Strong regional mechanisms:** Members, the Bureau, the RCG, WOAH offices and partners working together.
- **Building on previous recommendations:** Taking stock of progress since Samarkand and identifying priorities for the next phase.
- **Sharing experience that can benefit WOAH globally:** sharing successful regional approaches and strengthening cross-regional cooperation.
- **Partnerships for impact:** connecting expertise, institutions and resources around members' priorities.

Conclusion

From A Shared Strategy To Shared Responsibility



DIRECTION

8th Strategic Plan



OWNERSHIP

Members, Regions



DELIVERY

Roadmaps, Regional frameworks & flagship programmes



IMPACT

Results for our Members

The next step is to ensure that WOAH continues evolving so that, together, we turn our shared ambition into greater impact for every member.