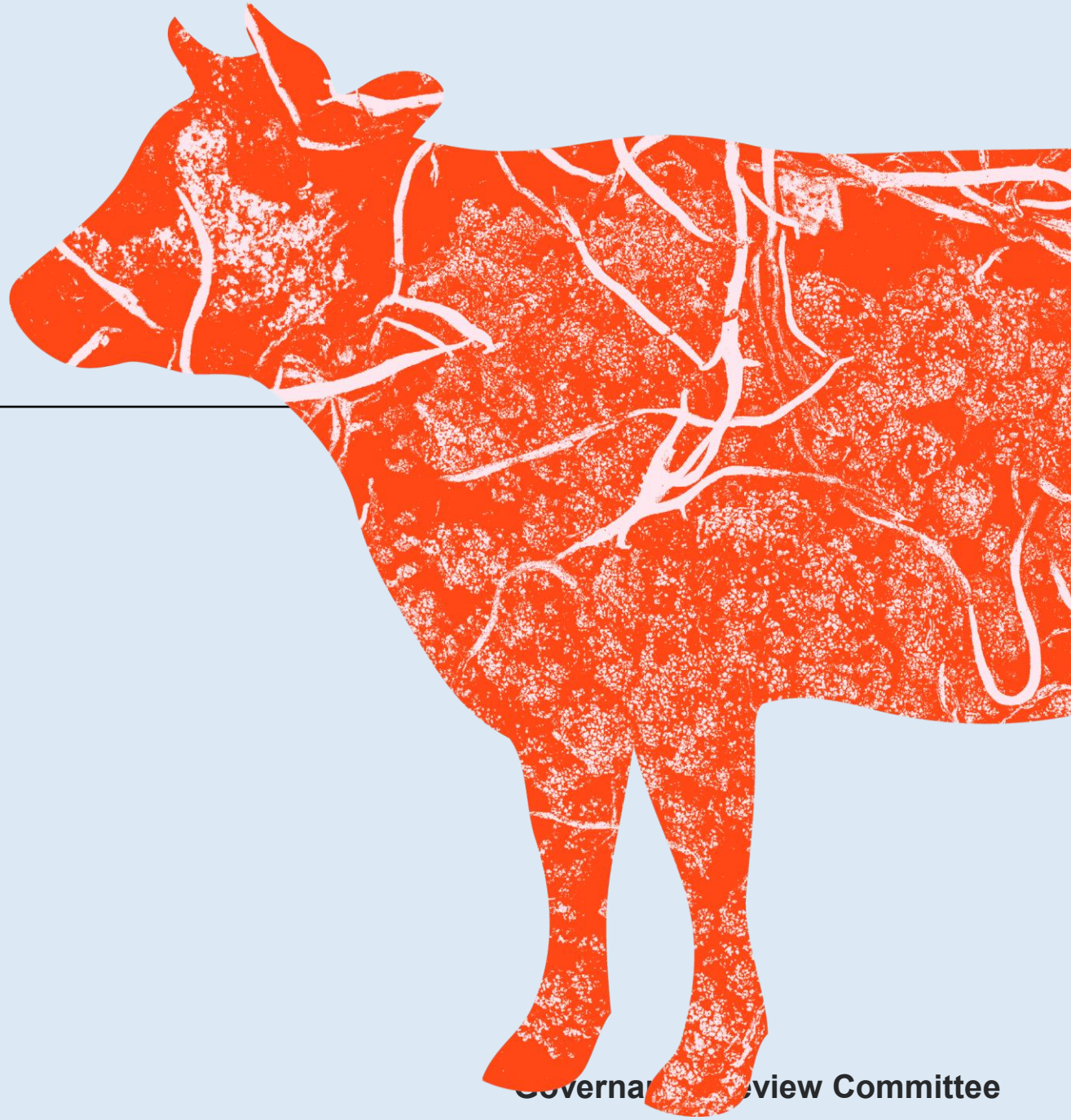
September 2026

Dr François Caya

Update on the Governance Review Committee



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

Update on the Governance Review Committee

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2. Upcoming GRC Work - Including Regional Consultations
3. Preliminary Consultation: First Draft of WOAH's Consolidated Mandate
4. Key Takeaways

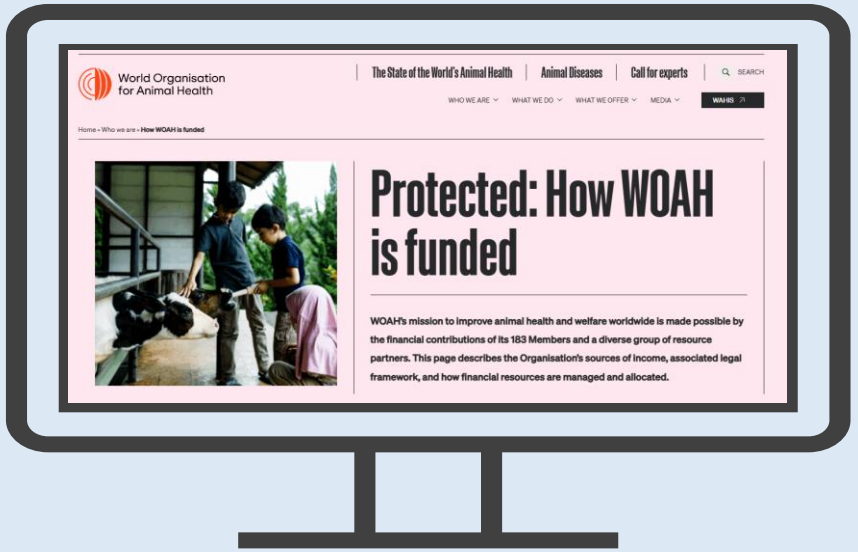
What Happened since May

93rd General Session (2026) - GRC Recommendations in Resolution 4

Request from Resolution No. 5 (2025)

Increase **transparency of financial contributions** and arrears.

- Secretariat to develop a public-facing dashboard.
- Secretariat to enhance annual reporting on the Regular Budget, including the 'financial summary report'.
- 'Financial matters' a standing agenda item at Regional Commission and/or Regional Core Group meetings.



How WOAH is funded - WOAH - World Organisation for Animal Health

Password: WOAH1924/2026

- Two dashboards have been created and embedded in the "**How WOAH is funded**" webpage, providing KPIs relevant to the Regular Budget and the World Fund.
- The webpage also includes the legal basis for the Organisation's funding sources and some programmatic results reported in the Director General's Annual Report (GS Adm-03)
- A protected version of the webpage was shared with WOAH Members on 8 September 2026.
- Members were invited to report any inconsistencies or factual issues before the public launch of the webpage on 21 September 2026.

Governance Review Committee

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93rd General Session (2026) - GRC Recommendations in Resolution 4

Institutional & regional governance (4)

Three-tier risk-based approval of cooperation agreements

Article 6 of the Organic Rules — vehicle to be confirmed

Active participation of alternates and advisers in the Assembly

General Rules, Articles 3, 48 and 50

Removal of the Past-President position from the Council

General Rules, Article 8

Updated functions of the Regional Commissions and their Bureaus

ToR & Internal Rules of the Regional Commissions and Conferences

Financial governance (2)

Reform of WOAH's statutory contribution model

Process-launching at this stage — no immediate text change. Drafting from June 2027 onwards.

Strengthened sanctions framework for Members in arrears

General Rules, Articles 5 and 50; Resolution VII/54 (1986)

Resolution 4 (2026): GRC Priorities

→ Prioritise the remaining work to enable completion of Phase 1 by May 2027.

At GRC-10, the Committee prioritised:

- **Institutional governance**
  Roles of the Assembly, Council and Director General
- **Financial governance**
  Statutory contributions
- **Legal framework**
  WOAH membership and potential treaty changes

Resolution 4 (2026)

The Assembly […] takes note of [...] the importance of prioritising work to strengthen the institutional effectiveness of WOAH, leading to revision of the WOAH Basic Texts in a focused manner.

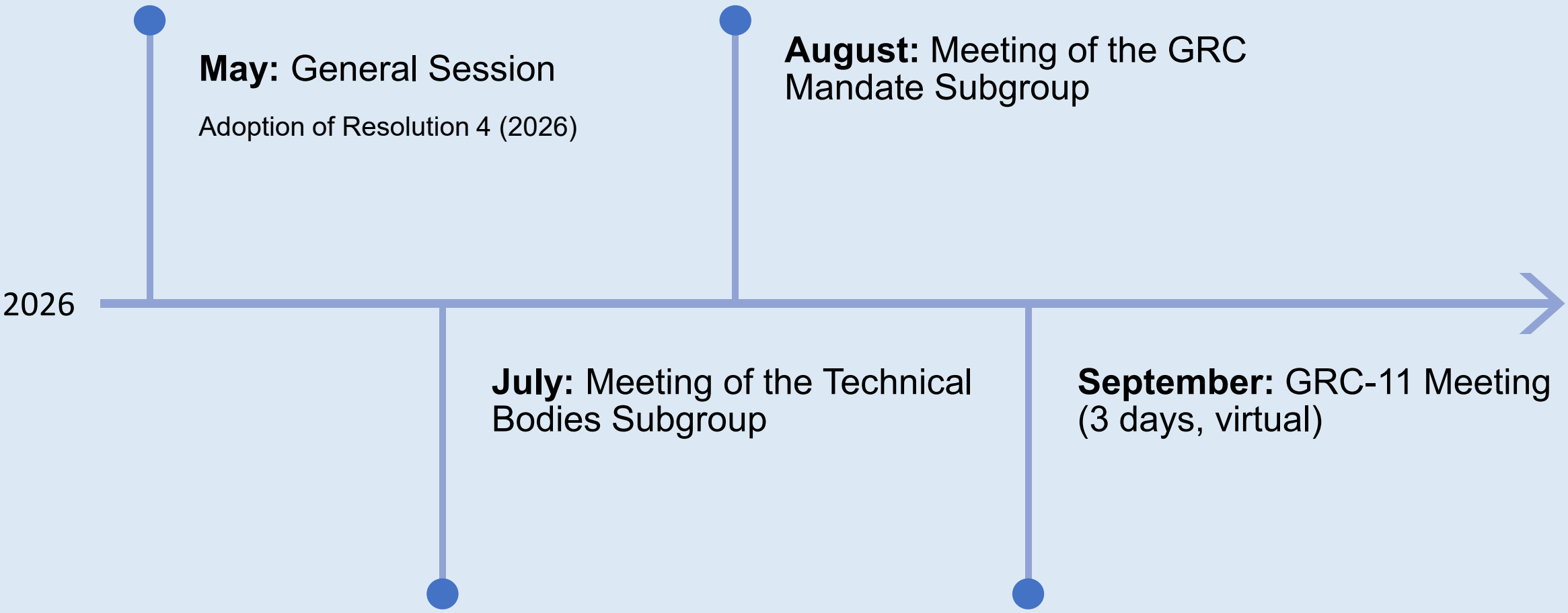
Resolution 4 (2026): Member Engagement in the GRC Process

- The GRC process is designed to be **inclusive and Member-oriented** in both structure and working methods.
- **Regional consultations** provide Members with an opportunity to engage actively in GRC work and shape WOAH's governance.
- **Regional Commissions** offer an effective platform to engage and exchange views in the region on GRC topics.
- **Internal consultations at Member level** can help ensure that the appropriate expertise informs GRC discussions (e.g. financial or legal)

Resolution 4 (2026)

WOAH Members *[are invited to]* participate actively in the consultative process relating to the work of the Governance Review Committee through the Regional Commissions and, as appropriate, through internal consultations with relevant authorities and stakeholders within their respective jurisdictions.

GRC Activities



Key Outcomes from GRC-11

Legal Framework



- The GRC endorsed the **first draft consolidated mandate text**
- GRC supported in-principle to **compile all rights and obligations** at the highest possible legal level

Financial Governance



- The GRC established the creation of a dedicated **Subgroup on WOAH's Funding Model**
  - Open on methodology, with some support for exploring combined/hybrid approaches
  - Broad support for a base contribution, ceiling and tiers to address concentration
  - Subgroup to refine and assess scenarios against agreed principles ahead of GRC-12

Technical Governance



- The GRC supported the Second Report of the **GRC Technical Bodies Subgroup** and agreed to submit the Report for the Council's consideration and endorsement
- The GRC endorsed the proposed working method for developing the **Technical Procedural Manual (TPM)**

Key Outcomes from GRC-11

Action Plan for Strengthening the GRC's Working Methods and Effectiveness

A more structured and harmonised approach to **regional consultations**, including:

- Early notice and clearer consultation planning
- Consistent consultation support across regions (e.g. focused materials, summaries, slides and guiding questions)
- Translation of key consultation materials and interpretation services, where useful, subject to available resources

- **Agenda outlines** up to the next General Session (May 2027) including the GRC's **priority topics** identified in May:
  - Functions of the Assembly, the Council and the DG
  - WOAH's legal framework
  - WOAH's funding model
  - Membership-related matters

More predictable GRC work

↓

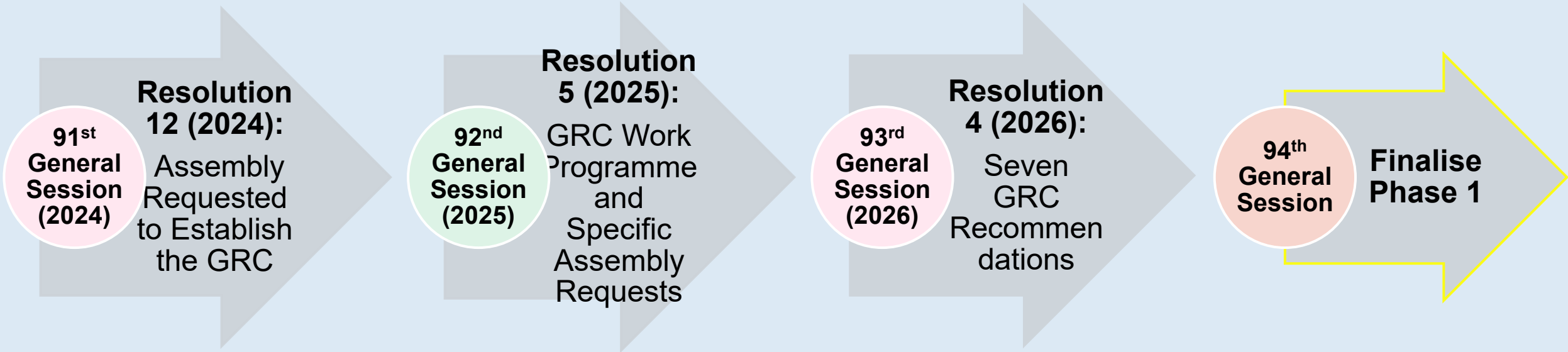
Better prepared consultations

↓

Stronger Member input

Upcoming GRC Work - Including Regional Consultations

Phase 1 Work



Assembly decided on 6 recommendations

Assembly decision on 15 recommendations outstanding

Consultants' Report (21 recommendations) - Basis of GRC's Work

Specific GRC Workstreams in Phase 1



GRC Phase 1: GRC prepares advice to Assembly on governance reforms and progresses initial recommendations

GRC Phase 2: revisions to WOAH's legal framework

Technical Governance

Technical Bodies Reform Workstream (GRC initiative): Diagnostic, Member consultation and technical bodies reform package for 95GS (2028)

Technical Procedural Manual (Res 5 2025): Secretariat and Specialist Commissions drafting with GRC oversight and Member consultations

Financial Governance

Updated Statutory Contributions Model (Res 4 2026): Secretariat modelling with GRC oversight and Member consultations

Financial Transparency Implementation (Resolution 5 (2025)

Institutional Governance

Private Partnership Policy (Res 5 2025): Secretariat drafting and Member consultations

Consolidating WOAH's Mandate

Upcoming Member Consultations

Targeted consultations on key GRC workstreams



Technical Governance

- Technical Bodies Reform Package → 95GS (2028)
- Technical Procedural Manual (Drafting) → 95GS (2028)

Financial Governance

- Statutory Contribution Model → 94GS (2027) or 95GS (2028)

Institutional Governance

- Private Partnership Policy Targeted single consultation in Jan–May 2027

Legal Framework

- Consolidating WOAH's Mandate
- Implementation Options

Phase 1 Topics (incl. GRC Report to the GS)

Schedule for 2026 (indicative)

October-November 2026

Regional Consultations
• Accession to and Withdrawal from WOAH (IP-31 and its Annex)
• WOAH's Host Agreement and Legal Status (IP-30 and forthcoming IP)
• Mandate (consultation document to be issued shortly)
• Rights and Obligations (IP-06, IP-11, IP-29)
• Implementation of Recommendations with Linkages to the Founding Treaty (forthcoming IP)

Continued Engagement with Relevant Authorities of GRC Members
• Consult relevant authorities of GRC members (e.g. Legal and Foreign Affairs) on the **implementation of recommendations** in WOAH's legal framework

Schedule for 2026 (indicative)

Novem-
ber 2026

GRC-12 (17-20 November, 9:00h-18:00h, Paris/hybrid)	
Scheduled Item	**Expected Outcome/ Next Steps**
Rights and Obligations of Members *Follow-up*	• GRC considers and, as appropriate, decides on advice for the Assembly on recommendation 3
Differentiating Obligations and Advice in WOAH Standards in Codes and Manuals *Follow-up*	• GRC considers and, as appropriate, decides on advice for the Assembly on recommendation 18
WOAH's Host Agreement and Legal Status *Follow-up*	• GRC considers and, as appropriate, decides on advice for the Assembly on recommendations 4/5
Accession to and Withdrawal from WOAH *Follow-up*	• GRC considers and, as appropriate, decides on advice for the Assembly on recommendation 2
Technical Procedure Manual *Follow-up*	• Progress update by the Secretariat • GRC reviews specific chapters
Implementation of Recommendations	• GRC considers and, as appropriate, decides on advice on the appropriate implementation option of recommendations with linkages to the Founding Treaty
Funding Model *Follow-up*	• Providing further guidance on the modeling and consultations with Membership

Preliminary Consultation: First Draft of WOAH's Consolidated Mandate

World Organisation for Animal Health
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Governance Review Committee

Where to Find Information

Delegate Portal
GRC meeting documents, Information Papers and outcomes
Background information on the Governance Review

Regional consultations
Consultation materials will be shared **through the Regional Offices**
Members will receive **advance notice of consultation dates and topics**

Upcoming: Consolidated Mandate
The draft and supporting materials will be shared **following the Regional Conference, ahead of the consultation**

From Draft to Consolidated Mandate

How Member input will inform the next steps

1

DRAFT DEVELOPED

- GRC Mandate Subgroup
- Historical mandate + WOAH activities
- Draft discussed in the GRC in May and September 2026

2

REGIONAL CONSULTATION

- Discussion with regions
- Written feedback: proposed textual change / actionable comment + rationale *[document for written consultation will be circulated]*

WE ARE HERE

3

CONSOLIDATION & REVIEW

- Secretariat consolidates input
- Mandate Subgroup reviews
- GRC considers and refines

4

FURTHER GOVERNANCE PROCESS

- Legal form and level considered in broader review
- Ultimately: Assembly consideration

FOCUS NOW: Does the draft broadly capture WOAH's objective and essential functions?

The final legal form and level of codification are not being decided through this consultation

First Draft of WOAH's Consolidated Mandate

Article 1 – Objective

The objective of the World Organisation for Animal Health is to improve global animal health, animal welfare and veterinary public health, and the safe international trade of animals and products derived from animals.

This objective is pursued in recognition that animal health and animal welfare constitute a vital global public interest.

The Organisation works on the health and welfare of all terrestrial and aquatic animals.

First Draft of WOAH's Consolidated Mandate

Article 2 – Functions

To fulfil its objective, the Organisation undertakes all necessary and appropriate actions to deliver the following functions. Furthermore, the Organisation will undertake such further functions as may be assigned to it by the World Assembly of Delegates. Priority of specific activities is determined through the strategic planning cycle.

First Draft of WOAH's Consolidated Mandate

Article 2 – Functions

2.1 International Standards and Normative Frameworks

Develop, maintain and promote adoption, implementation and recognition of international standards, guidelines and recommendations relating to animal health, animal welfare, veterinary public health, and safe international trade of animals and products derived from animals through a science- and evidence-based approach.

Establish and apply transparent, science-based procedures to assess and officially recognise Members' animal disease status for diseases prioritised by the World Assembly of Delegates, and maintain authoritative listings of such status to support transparency and safe international trade.

Examples of WOAH's Activities

- Development and revision of standards (Codes and Manuals)
- Official recognition of Members' animal health status
- Observatory

First Draft of WOAH's Consolidated Mandate

Article 2 – Functions

2.2 Information, Surveillance and Data Management

Support transparency, preparedness and timely response to animal health and animal welfare risks, as well as those arising at the animal-human-environment interface, by collecting, analysing, validating and disseminating relevant information, including through global information systems and early warning mechanisms.

Examples of WOAH's Activities

- WAHIS – collection, validation and dissemination of official animal disease information
- Epidemic intelligence and early warning – monitoring and analysis of animal-health threats
- Collection and analysis of specific datasets, including AMR/antimicrobial-use and wildlife health information

First Draft of WOAH's Consolidated Mandate

Article 2 – Functions

2.3 Scientific and Technical Expertise, and Knowledge Advancement

Harness science-based technical advice from Members and relevant stakeholders, identify priority research needs, foster scientific collaboration, and facilitate the translation of research outcomes into policy-relevant guidance and standards for dissemination.

Examples of WOAH's Activities

- Scientific and technical advice through Specialist Commissions, ad hoc Groups and Reference Centres
- Identification of priority research and knowledge gaps
- Scientific collaboration and coordination of research – Reference Centres network
- Translation of scientific evidence into WOAH standards, guidance and technical advice

First Draft of WOAH's Consolidated Mandate

Article 2 – Functions

2.4 Capacity Building and Institutional Strengthening

Support Members in strengthening domestic animal health, animal welfare, veterinary public health and veterinary services, including governance, legislation, institutional capacity, technical capacity, workforce capability and infrastructure, through assessment, guidance and targeted capacity development.

Promote education and professional development in animal health and welfare, including the preparation and dissemination of educational materials, and strengthening of education establishments and statutory bodies for animal health workforces.

Examples of WOAH's Activities

- PVS Pathway – evaluation, gap analysis and targeted support to strengthen Veterinary Services
- Veterinary legislation support
- Workforce development, training and education, including Focal Point training and e-learning platform
- Technical assistance through WOAH Reference Centres and other expert support
- Emergency preparedness and response, including biothreat reduction

First Draft of WOAH's Consolidated Mandate

Article 2 – Functions

2.5 Advocacy, Partnerships and Global Coordination

Advocate, in alignment with Member support and scientific evidence, for animal health and welfare and veterinary public health as global public goods.

Foster partnerships with Members, international and regional organisations, research institutions, industry and economic actors and civil society to support coordinated global action, including on health risks at the animal–human–environment interface, such as antimicrobial resistance and emerging threats associated with animals and their ecosystems.

Support coordination among Members and stakeholders to address animal health and welfare challenges.

Examples of WOAH's Activities

- One Health coordination and partnerships, including the Quadripartite and One Health Joint Plan of Action
- WOAH Global and regional disease strategies (FMD, PPR, ASF, rabies, etc.) or in collaboration with FAO (GF-TADs)
- Advocacy and policy dialogue on the role of Veterinary Services and animal health and welfare
- Global and regional coordination, including implementation of animal health and welfare strategies
- Other partnerships on cross-sectoral issues

Member Feedback

Members are invited to ask **clarifying questions and provide initial feedback** on the draft:

- Does the draft capture WOAH's **essential objective and functions**?
- Are there any **important gaps or issues** that should be considered?
- Are there provisions that would benefit from **further clarification or refinement**?

No detailed drafting or final positions are expected today

Key Takeaways

Key Takeaways

1 | The Governance Review is entering a decisive phase →The GRC is moving towards concrete proposals on WOAH's institutional governance, legal framework and funding model.

2 | The review must remain Member-centered →The quality and legitimacy of future recommendations will depend on active Member engagement throughout the consultation process.

3 | Europe's voice depends on your participation →Regional consultations are your opportunity to share your perspectives, identify regional priorities and help build a common understanding across Europe.

4 | Support your GRC Members →Your active participation gives GRC Members of Europe Region the support they need to **represent the Region's views effectively in GRC discussions**.

5 | Engage early and actively →An intensive consultation period lies ahead. Timely engagement, including with relevant national legal, financial and other authorities, will be critical.