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**Report of the World Organisation for Animal Health  
Governance Review Committee**

*Administrative Working Document*



## Contents

<b>I. Introduction</b>	<b>3</b>
<b>1. Resolution No. 12 of 2024 and the Terms of Reference</b>	<b>3</b>
<b>2. Governance Review Committee Work Programme</b>	<b>4</b>
<b>3. Initial Recommendations on Adjustments to WOA's Governance to the Assembly</b>	<b>7</b>
<b>Annex 1 – Draft Governance Review Committee Meeting Programme</b>	<b>10</b>
<b>Annex 2 – Changes to WOA's Governance Arrangements for Assessment by the Governance Review Committee</b>	<b>13</b>

# I. Introduction

1. The Governance Review Committee (Committee, or GRC) convened on 28-30 January 2025 (virtually), 17-19 February 2025 (hybrid, with representatives attending physically the meeting at WOAHA Headquarters in Paris) and 18-19 March 2025 (virtually). Pursuant to the provisions of the World Assembly of Delegates (Assembly) Resolution No. 12 of 2024 and the WOAHA Governance Review Committee Terms of Reference (Terms of Reference), the Committee prepared its multi-annual activities work programme and initial recommendations to the Assembly in the framework of supporting possible revisions to the WOAHA Basic Texts. The Committee's work programme is presented at Section 1 whereas its initial recommendations to the Assembly is presented at Section 2. The work programme and initial recommendations are submitted for the Assembly's consideration, feedback and any approvals as relevant and required under Resolution No. 12 of 2024.
2. The Committee's report was validated by the Council in March 2025.

## 1. Resolution No. 12 of 2024 and the Terms of Reference

3. Pursuant to Resolution No. 12 of 2024, the Assembly has instructed the Committee to develop "a holistic work programme of multi-year activities" for its consideration at the 92nd General Session in May 2025.
4. In Resolution No. 12 of 2024, it is also requested, as appropriate, that the Committee make any initial recommendations to the Assembly to support revisions to the WOAHA Basic Texts at its 92nd General Session. Initial recommendations refer to improvements which render better WOAHA's governance and which do not require or relate with amendments to the Basic Texts.
5. The Terms of Reference, finalised by the Director General in consultation with the WOAHA Council on 10 October 2024, foresee a two-phase work programme:
  - During Phase 1, the Committee will assess, develop and present recommendations to the Assembly as regards any changes to WOAHA's governance arrangements which are considered appropriate, helpful, to the benefit of upgrading WOAHA and plausible until May 2026 (**Phase 1**); and,
  - Following the Assembly's decision on Phase 1 the Committee will, during Phase 2, elaborate and prepare revisions to the WOAHA Basic Texts which will be submitted to the Assembly in May 2027 (**Phase 2**) (article 1.3 of the Terms of Reference).
6. Pursuant to the Committee's Terms of Reference, certain actions must be incorporated in the Committee's work programme. Within this framework, the Committee must:
  - Thoroughly review all recommendations indicated in the *Analysis and evaluation of the institutional, technical, and financial governance of the World Organisation for Animal Health* ([GRC/IP-01](#) and [91GS/Adm-13](#), or Consultants' Report) and suggest any additional recommendations stemming from the Committee's work or other governance initiatives at WOAHA (article 1.5.1 of the Terms of Reference).
  - Prepare an implementation roadmap for the recommendations to be taken on board clarifying specific actions to be undertaken, a timeline, and any budgetary requirements. This plan will include possibilities for adjusting relevant WOAHA legal texts (article 1.5.4 of the Terms of Reference).

7. The respective Governance Review Committee members are expected, at Regional Commission level, to engage with WOAHA Members to inform and consult on the GRC work (article 2.4 of the Terms of Reference).

## 2. Governance Review Committee Work Programme

### 2.1 Objective

8. To secure the ability of WOAHA to efficiently, effectively and sustainably deliver its mandate in the future. Therefore, providing certainty, clarity, coherence, inclusiveness of the WOAHA Membership, and transparency of WOAHA's governance and a strengthened legal framework.

### 2.2 Duration and Scope of Activities

9. The Committee's term limit will be until the 94<sup>th</sup> General Session of the WOAHA Assembly in May 2027, unless the Assembly deems it necessary and on *ad hoc* basis decides to extend the duration of the Committee's work.
10. The Committee will review the recommendations mentioned in the Consultants' Report, assess any proposed changes to WOAHA's governance arrangements and decide whether they are considered necessary, appropriate, helpful and to the benefit of the Organisation. The outcome of this evaluation would be the submission of its review proposal for approval to the Assembly (Phase 1). The Committee's Phase 1 recommendations and draft WOAHA Assembly implementing Resolutions are expected to be submitted to the Assembly at the 93<sup>rd</sup> General Session in May 2026.
11. Once WOAHA's governance prospective changes are considered and adopted by the Assembly, Phase 2 will focus on the preparation of the Basic Texts revisions to be made (Phase 2). It is expected that the Committee's conclusions in Phase 2, including a package of changes to WOAHA's legal framework, will be submitted to the Assembly at the 94<sup>th</sup> General Session in May 2027.
12. The work programme sets ambitious timelines to help ensure that the work of improving WOAHA's governance proceeds apace but, as required, Phase 1 and 2 timelines may be adjusted, if necessary, respectively.

### 2.3 Programme of Work

13. The proposed work programme for the Governance Review Committee with estimated dates is shown at **Table 1**.
14. The Committee will first undertake preliminary work to support its holistic assessment and development of advice to the Assembly on potential governance reforms. With the Secretariat's assistance, the Committee will collate: (a) all existing texts and acts related to WOAHA's mandate, including a list of WOAHA's current activities; and, (b) all existing WOAHA governance texts which impose obligations on WOAHA Members under international law.
15. In Phase 1, the Committee will start by considering **WOAHA's technical governance** and then **WOAHA's institutional and regional governance**. This will include: (a) recommendations 6-18 of the Consultants' Report; and, (b) any other recommendations related to WOAHA's technical governance or institutional and regional governance the Committee may deem appropriate during its term.

16. In addition, the Committee will consider, as part of Phase 1, **WOAH’s financial governance** and finally **WOAH’s legal framework**. This will include: (a) recommendations 19-21 and 1-5 of the Consultants’ Report; and, (b) any other recommendations related to WOA’s financial governance and WOA’s legal framework the Committee may deem appropriate during its term.
17. The Committee agreed on a process to identify and consider other adjustments to WOA’s governance arrangements, to be addressed as part of the work programme. Members of the Committee have put forward some initial proposals in this regard.
18. The Committee proposes at this stage to adopt the same sequence for Phase 2 work programme. Having said that, the appropriate order of Phase 2 work programme may be determined by the Committee’s recommendations and the Assembly’s decision in Phase 1. If it is deemed necessary, the Committee will submit an updated work programme for Phase 2 at the 93rd General Session.

**Table 1 – WOA Governance Review Committee Work Programme with Estimated Dates**

Governance Reform Topic	Technical governance	Institutional and regional governance	Financial governance	Legal framework	Finalisation
<b>Recommendations (recs) in the Consultants’ Report</b>	<b>Recs 14-18</b>	<b>Recs 6-13</b>	<b>Recs 19-21</b>	<b>Recs 1-5<sup>1</sup></b>	
<b>Phase 1</b> – Committee assesses any changes to WOA’s governance arrangements it considers appropriate and helpful and makes associated recommendations to the Assembly	May 2025 – July 2025	July 2025 – September 2025	September 2025 – November 2025	November 2025 – January 2026	Finalisation of Phase 1 report with recommendations to the Assembly and accompanying draft Resolutions: February 2026
<b>Phase 2</b> – Committee prepares revisions to the Basic Texts and other WOA texts as agreed by the Assembly.	July 2026 – September 2026	September 2026 – October 2026	November 2026	January 2027 – February 2027	Finalisation of package of changes to WOA’s legal texts and accompanying draft Resolutions: March 2027

<sup>1</sup> Preliminary activities will be undertaken in the context of recommendations 1 (Mandate) and 3 (Membership’s obligations) of the Consultants’ Report to collate: (a) all existing texts and acts related to WOA’s mandate, including a list of WOA’s current activities; and, (b) all existing WOA governance texts which impose obligations on WOA Members under international law. These preliminary activities will support the Committee’s holistic assessment of any proposed changes to WOA’s governance.

19. **Annex 1** is the draft meeting programme of the Governance Review Committee. **Annex 2** are the 21 recommendations from the Consultants' Report, with the related WOAHA texts and estimated date for consideration by the Committee in Phase 1. Updates to Annexes 1 and 2 will be made available to WOAHA Members on the WOAHA Delegate Portal when amended.
20. Pursuant to its Terms of Reference, the Committee will invite to its meetings representatives of WOAHA governing bodies and, where relevant, other international organisations. Indicatively, this may include the Director General, representatives of the Council, members of Specialist Commissions, other WOAHA expert bodies and other international organisations responsible for standard-setting such as, Codex Alimentarius (Codex), International Plant Protection Convention (IPPC), and the World Health Organization (subject to the readiness and availability of invited third parties).

#### *2.4 Consultation of the Regional Commissions*

21. Members of the Governance Review Committee are expected to engage with WOAHA Members from their Regional Commission regarding the work of the Committee (article 2.4 of the Terms of Reference).
22. The expected timeframes for updating and consulting WOAHA Members in the Regional Commissions by Committee members in Phase 1 are outlined in the meeting programme in Annex 1. It is also summarised by each recommendation from the Consultants' Report in Annex 2.
23. The mechanisms used by Committee members to update and consult WOAHA Members in their respective Regional Commissions will be decided by Committee members in consultation with their Regional Commissions, via their respective Bureaus. Representatives of the WOAHA Secretariat's regional offices will attend GRC meetings as observers to assist the regional offices' provision of secretarial services to support this work at regional level.

#### *2.5 Preparation of Recommendations and Implementation Plans*

24. The Committee may decide to propose a recommendation to the Assembly on changes to WOAHA's governance, whether that is a recommendation in the Consultants' Report or any other recommendation identified by the Committee during its term. In its advice to the Assembly, the Committee will outline the rationale for its recommendation including the benefit of the change to the WOAHA Membership and, if applicable, any financial implications, risks and dependencies with other Committee recommendations to the Assembly. In order to assist the Committee's preparation of recommendations, the Secretariat will provide relevant information, including expected financial implications.
25. Where the Committee decides to propose a recommendation to the Assembly, the Committee must prepare an implementation plan for the recommendation (article 1.5.4 of the Terms of Reference). A template implementation plan is at **Table 2**. The Secretariat will provide advice to support the development of any implementation plans, including associated costings.
26. Where a recommendation by the Committee involves costs, the Assembly's consideration of that recommendation and, if applicable, its implementation will align with the WOAHA budgetary development and approval cycle.

**Table 2 – Template WOAHA Governance Review Committee Implementation Plan**

Recommendation of the Governance Review Committee	Action	Responsibility for final decision	Timeline	Costs or Savings EUR € (thousand)		Post-implementation evaluation
				Investment	Recurrent per annum	

## 3. Initial Recommendations on Adjustments to WOAHA’s Governance to the Assembly

### 3.1 Introduction on the Committee’s Initial Recommendations

27. The Committee considered [GRC/IP-04](#), *Secretariat Information Paper on ‘Immediate Milestones’ for the Work of the Governance Review Committee of the World Organisation for Animal Health*, an information paper prepared by the Secretariat on recommendations and options for consideration in the Consultants’ Report ([GRC/IP-01](#), and [91GS/Adm-13](#)) that, in the assessment of the Secretariat, could be taken forward: (a) without impacting the Basic Texts;<sup>2</sup> and, or alternatively, (b) did not have any co-dependencies with other adjustments to WOAHA’s governance proposals which the Committee will consider during its term. The Committee focused its deliberations on whether it would wish to take any of those individual recommendations from the Consultants’ Report forward.
28. The advice of the Committee on which individual recommendations it recommended be taken forward, in whole or in part, is below. The structure of this section of the report follows the schedule in the Committee work programme set out in Section 2.3 above.
29. Following the approval of the Assembly at its 92nd General Session and with the Secretariat’s advice, the Committee would prepare an implementation plan for each recommendation approved by the Assembly.

### 3.2 Technical Governance

#### Review of the process leading to the appointment of members of the Specialist Commissions (part of Recommendation 16 of the Consultants’ Report)

30. The Committee agreed in principle with recommendation 16 of the Consultants’ Report, that the manner in which members of the Specialist Commissions are appointed should be reviewed to ensure that the technical expertise and the diversity of interests in the WOAHA Membership are appropriately taken into account. Although the Committee required further time to consider this recommendation in full, including consultation with Regional Commissions, the Committee considered that work could be initiated in parallel. It was agreed that an issues paper would be prepared by the Secretariat to inform the Committee’s consideration including matters such as whether term limits should be introduced for members of the Specialist Commissions and

<sup>2</sup> *International Agreement for the Creation of an Office International des Epizooties* (‘1924 Agreement’, entered into force 25 January 1924); *Organic Statutes of the Office International des Epizooties* (‘Organic Statutes’, entered into force 25 January 1924), *Organic Rules of the Office International des Epizooties* (‘Organic Rules’, entered into force 24 May 1973); and *General Rules of the World Organisation for Animal Health (OIE)* (‘General Rules’, entered into force May 2011).

whether appointment of members of Specialist Commissions should have regard to gender considerations.

31. Subject to the Committee's analysis of these proposals, including consultation with the Regional Commissions and the Specialist Commissions, the Committee may propose updates to the appointment process for the Assembly's consideration at the 93rd General Session in 2026. Any updates to the appointment process for members of the Specialist Commissions that the Assembly might approve could then apply to the 2026/2027 cycle.

Document WOAH's standard setting process and other technical decision-making processes into a single legal instrument (Recommendation 17 of the Consultants' Report)

32. The Committee agreed in principle with recommendation 17 of the Consultants' Report and recommended that the Assembly approve that the Committee commence a review on how WOAH's standard-setting process as well as other technical decision-making processes could be documented either in a single legal instrument or published procedure. Codifying WOAH's standard-setting process would improve the certainty, transparency and legitimacy of the development of WOAH standards. The Committee also understood that there were existing resources on WOAH's standard-setting process that could be reviewed and updated by the Secretariat to support this work. In addition, representatives from Codex and IPPC could be invited to the Committee's future discussions on this recommendation. Subject to the Committee's conclusions, the Committee would aim to present a proposal on codifying WOAH's standard-setting process and other technical decision-making processes at the 93rd General Session for the Assembly's consideration.

Time commitment indicated in calls for experts (Consultants' Report, para 363)

33. For reasons related to transparency of WOAH's technical processes, the Committee agreed that calls for experts by WOAH should indicate an estimated time required to contribute actively to the relevant technical body (Specialist Commissions, Working Groups or Ad Hoc Groups) to which the call applies. The Committee therefore supported the roll-out of this recommendation by the Secretariat, subject to operational requirements and available capacity.

Publication of repository of experts (Consultants' Report, para 367)

34. In an effort to enhance the transparency of WOAH's technical processes, the Committee agreed that WOAH should publish and regularly update a single repository of experts that it engages from all different sources. The Committee understood that the information was available but that it was not compiled in one publicly available source. The Committee therefore supported the roll-out of this recommendation by the Secretariat, in accordance with any applicable privacy-related requirements or good practices, and subject to operational requirements and available capacity.

Hyperlinks to other WOAH documents such as resolutions, guidelines, checklists, and standard operating procedures quoted or referenced in the Codes and Manuals (Consultants' Report, paras 374)

35. The Committee considered that introducing hyperlinks to other WOAH documents such as resolutions, guidelines, checklists, and standard operating procedures quoted or referenced in the Codes and Manuals would be helpful to facilitate the task of users of the Codes and Manual, especially where those documents set roles and responsibilities for the Commissions, expert bodies, or Members. The Committee therefore supported the roll-out of this recommendation by the Secretariat, subject to operational requirements, notably the upcoming digitisation of WOAH Codes and Manuals, and available capacity.



### 3.3 *Institutional and Regional Governance*

#### Approach for WOHAH's engagement with Non-State Actors (part of Recommendation 8 of the Consultants' Report)

36. In an effort to enhance the transparency of WOHAH's operations, the Committee agreed that WOHAH should develop a policy or approach document on its relationship with entities that are neither states, nor intergovernmental organisations, nor organisations that are part of WOHAH's expert base. The Committee understood that work already being undertaken by the Secretariat on a public-private partnership blueprint would support this recommendation. The Committee therefore supported the recommendation and, subject to Secretariat operational requirements and available capacity, suggested that a proposal on this recommendation be presented at the 93rd General Session for the Assembly's consideration.

#### Council minutes (Consultants' Report, paras 158)

37. To enhance the transparency of WOHAH's decision-making processes, the Committee was supportive of minutes and other relevant documentation related to Council meetings being made publicly available on the WOHAH website. The Council also endorsed this recommendation in its meeting of March 2025, and therefore the Committee supported the roll-out of this recommendation by the Secretariat.

### 3.4 *Financial Governance*

#### Increasing transparency of financial contributions and arrears (part of Recommendation 20 of the Consultants' Report)

38. In line with other discussions described above, the Committee was supportive of improving the transparency of WOHAH's operations. The Committee acknowledged that the implementation of this recommendation would not have an immediate impact on the Basic Texts and could be considered separate from the other recommendations in the Consultants' Report, including those related to financial governance. However, the Committee also emphasised the importance of consultations of the Regional Commissions before any decisions be taken in relation to the publication of Members' financial contributions and arrears and proposed to present a proposal on this recommendation at the 93rd General Session for the Assembly's approval.

## Annex 1 – Draft Governance Review Committee Meeting Programme

January 25		February 25		March 25		April 25		May 25					
Mtg 1 (virtual)  <i>Workshop on Consultants' Report</i>  <i>Work programme (Discussion)</i>		Mtg 2 (in-person)  <i>Work programme (Develop recommendations)</i>  <i>Initial recommendations (Discussion and develop recommendations)</i>		<p><b>4-6 March: Council validates draft work programme</b></p> <p>Mtg 3 (virtual), 18-19 March</p> <p><i>Finalise recommendations to the Assembly on work programme and initial recommendations following Council meeting</i></p> <p><b>Late March: submission of the GRC work programme and initial recommendations to the 92nd General Session (92GS)</b></p>		<p><i>Regional consultation (Update on work programme and initial recommendations for adoption at 92GS;</i></p> <p><i>Consultation on technical governance)</i></p>		<p>Mtg 4 (in-person), 23-24 May 2025</p> <p><i>Day 1: Technical governance (Discussion)</i></p> <p><i>Day 2: Technical governance (Develop recommendations and implementation plans)</i></p> <p><b>92GS 25-29 May: Assembly considers GRC recommendations on work programme and initial recommendations</b></p>					
June 25		July 25		August 25		September 25		October 25		November 25		December 25	
<p><i>Regional consultation (Update on technical governance;</i></p> <p><i>Consultation on institutional and regional governance)</i></p>		<p>Mtg 5 (virtual), week of 14 July</p> <p><i>Day 1/2: Institutional and regional governance (Discussion)</i></p>		<p><i>Regional consultation (Update on institutional and regional governance;</i></p> <p><i>Consultation on financial governance)</i></p>		<p>Mtg 6 (virtual), week of 29 September</p> <p><i>Day 1: Institutional and regional governance (Develop recommendations and implementation plans)</i></p> <p><i>Day 2: Financial governance (Discussion)</i></p>		<p><i>Regional consultation (Update on institutional and regional governance and financial governance;</i></p> <p><i>Consultation on legal framework)</i></p>		<p>Mtg 7 (in-person), week of 17 November</p> <p><i>Day 1: Financial governance (Develop recommendations and implementation plans)</i></p> <p><i>Day 2/3: Legal framework (Discussion)</i></p>		<p><i>Regional consultation (Update on financial governance;</i></p> <p><i>Further consultation on legal framework)</i></p>	

January 26		February 26		March 26		April 26		May 26	
Mtg 8 (virtual)  <i>Day 1/2: Legal framework (Develop recommendations and implementation plans)</i>		Mtg 9 (virtual)  <i>Day 1/2: Finalise GRC report on Phase 1 including recommendations to the Assembly</i>  <i>Regional update on GRC report on Phase 1</i>		<b>Late March: submission of GRC report on Phase 1 to the 93<sup>rd</sup> General Session</b>				<b>93<sup>rd</sup> General Session (24 to 28 May): Assembly considers GRC report on Phase 1</b>  Mtg 10 <sup>3</sup>  <i>Start of Phase 2: structure of proposed revisions to the Basic Texts and other legal texts (discussion)</i>	
June 26	July 26	August 26	September 26		October 26		November 26	December 26	
	Mtg 11  <i>Revise technical governance texts</i>		Mtg 12  <i>Revise technical governance texts</i>  <i>Revise institutional and regional governance texts</i>		Mtg 13  <i>Revise institutional and regional governance texts</i>		Mtg 14  <i>Revise financial governance texts</i>		
January 27		February 27		March 27		April 27		May 27	
Mtg 15  <i>Revise legal framework texts</i>		Mtg 16  <i>Revise legal framework texts</i>		Mtg 17  <i>Legal and technical scrub of updated revised texts</i>  <i>Finalise GRC report on Phase 2 including proposed changes to WOA's legal framework</i>  <b>Late March: submission of GRC report on Phase 2 including proposed changes to WOA's Basic Texts to 94<sup>th</sup> General Session</b>		Mtg 18  <i>Preparation of draft Assembly resolutions as required for Phase 2</i>		<b>94<sup>th</sup> General Session: Assembly considers GRC report on Phase 2 including proposed changes to WOA's legal framework</b>	

<sup>3</sup> Format of GRC meetings in Phase 2 for decision by the Committee, having regard to section 4 of the Terms of Reference and in consultation with the Secretariat.

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## Annex 2 – Changes to WOAAH’s Governance Arrangements for Assessment by the Governance Review Committee

Annex 2 is a living document, and updates will be made available on the WOAAH Delegate Portal (see Section I paragraph 19 above).

Major Themes	Focus Area	Recommendations in the Consultants’ Report	Expected Timeframe for Regional Consultation and Update in Phase 1	Relevant Legal Instruments and Other Texts <sup>4</sup>	Estimated Consideration by GRC in Phase 1
Legal Framework	Mandate	<b>Recommendation 1</b> - WOAAH may wish to unify into a single legal instrument at the highest possible level its purpose and functions as they have evolved since 1924.	October 2025 – December 2025	<a href="#">1924 Agreement</a> <a href="#">Organic Statutes</a> <a href="#">Resolutions XIV/70 (2002) and XVI/70 (2002)</a> and other Resolutions (for further study)	November 2025 – January 2026
	Membership	<b>Recommendation 2</b> - WOAAH may wish to incorporate into the highest possible legal instrument the procedure contained in Resolution 11/81GS for accession to membership, including any adjustments concerning conditions for accession to membership and withdrawal from the Organisation. <b>Recommendation 3</b> - WOAAH may wish to compile in the highest possible legal instrument the rights and obligations resulting from membership in the Organisation.	October 2025 – December 2025	<a href="#">1924 Agreement</a> <a href="#">Resolution 11/81 (2013)</a> Various texts (for further study)	November 2025 – January 2026

<sup>4</sup> Documents without a hyperlink are not published.

	Legal status in its Members	<p><b>Recommendation 4</b> - WOH may wish to acknowledge in the highest possible legal instrument the necessary legal status of the Organisation, representatives and experts from its Members and the staff, regardless of the permanent or temporary presence of the Organisation in any Member.</p> <p><b>Recommendation 5</b> - WOH may wish to renegotiate the Headquarters Host Agreement with France to provide for conditions equivalent to that foreseen in the general conventions on privileges and immunities and, to the extent possible, on conditions similar to that enjoyed by other organisations headquartered in France.</p>	October 2025 – December 2025	<a href="#">1924 Agreement</a> <a href="#">1977 Headquarters Agreement with France</a> <a href="#">General Rules</a> <a href="#">Terms of Reference and Internal Rules of the Regional Commissions and Regional Conferences</a>	November 2025 – January 2026
<b>Institutional and Regional Governance</b>	Roles and responsibilities of governance bodies	<p><b>Recommendation 6</b> - WOH may wish to integrate the roles and responsibilities of the Assembly, Council and the Director General into a single legal instrument; adjust them to ensure clarity, clear lines of accountability, and appropriateness, as well as remove any overlaps; and introduce a delegation of authority policy.</p> <p><b>Recommendation 7</b> - WOH may wish to introduce a limit of two terms of a specified period for the Director General's appointment.</p>	June 2025 – August 2025	<a href="#">1924 Agreement</a> <a href="#">Organic Statutes</a> <a href="#">Organic Rules</a> <a href="#">General Rules</a> <a href="#">Financial Regulations</a> <a href="#">Terms of Reference and Internal Rules of the Working Groups and Ad Hoc Groups</a> <a href="#">Terms of Reference of the Regional Representations</a> <a href="#">Terms of Reference and Internal Rules for Reference Centres</a>	July 2025 – September 2025

				<a href="#">Terms of Reference and Internal Rules of the Regional Commissions and Regional Conferences</a>  <a href="#">Terms of Reference of the World Fund</a>  <a href="#">Internal Rules, Terms of Reference of the WOAH Specialist Commissions and Qualifications of the Members</a>  <a href="#">Resolution 11/81 (2013) and other Resolutions (for further study)</a>	
	Relations with other entities	<b>Recommendation 8</b> - WOAH may wish to develop an approach that clearly delineates the categories of international agreements requiring Assembly involvement and those that the Director General would have the delegated authority to enter into. WOAH may also wish to adopt an approach to the engagement of partners that are not states, intergovernmental organisations or organisations that are part of WOAH's expert base, such as Reference Centres.	June 2025 – August 2025	<a href="#">Organic Rules</a>  <a href="#">General Rules</a>  <a href="#">Resolution X/61 (1993)</a>	July 2025 – September 2025
	Relations with other entities	Developing a policy document relating to engagement with non-state actors to be considered at the 93rd General Session to progress.	Consultation on implementation of this part of Recommendation 8 from June 2025.		

	Role of Permanent Delegates	<b>Recommendation 9</b> - WOHM may wish to widen the pool of official representatives of WOHM Members to actively participate at the Assembly and the Council.	June 2025 – August 2025	<a href="#">Organic Statutes</a> <a href="#">Organic Rules</a> <a href="#">General Rules</a>	July 2025 – September 2025
	Composition of the Council	<b>Recommendation 10</b> - WOHM may wish to determine the appropriate size for the Council given that the number of Member Countries has doubled since the Council was codified in the Basic Texts.  <b>Recommendation 11</b> - Should WOHM decide to increase the size of the Council, the regional distribution of the seats among WOHM regions and the link between Regional Commissions and Council representation would need to be considered alongside the need for a past President on the Council.  <b>Recommendation 12</b> - WOHM may wish to identify the best way to bring in supplementary knowledge to assist Council members in preparing for the General Sessions of the Assembly and assess the usefulness of members of the Council being appointed as Auditors.	June 2025 – August 2025	<a href="#">Organic Rules</a> <a href="#">General Rules</a>	July 2025 – September 2025
	Composition of the Council	Publication of Council minutes (Consultants' Report, paras 158)	Recommended to the 92nd General Session to progress.		
	Regional governance	<b>Recommendation 13</b> - WOHM may wish to revisit the functions of the Regional Commissions in coordinating positions on global topics among the Members of the Regional Commission and their relation to the Council. This recommendation should take into account any related governance adjustments made.	June 2025 – August 2025	<a href="#">Organic Rules</a> <a href="#">General Rules</a> <a href="#">Terms of Reference and Internal Rules of the Regional Commissions and Regional Conferences</a>	July 2025 – September 2025



				<p>Resolutions <a href="#">XII/57 (1989)</a> and <a href="#">XVII/74 (2006)</a></p> <p>Secretariat issued guidelines for Regional Core Groups</p>	
<b>Technical Governance</b>	Simplification and consolidation of technical governance organs	<b>Recommendation 14</b> - WOAH may wish to re-organise its technical organs around a fewer number of categories in terms that would allow for greater flexibility in their establishment and operation.	April 2025	<p><a href="#">Organic Rules</a></p> <p><a href="#">General Rules</a></p> <p><a href="#">Internal Rules, Terms of Reference of the WOAH Specialist Commissions and Qualifications of the Members</a></p> <p><a href="#">Terms of Reference and Internal Rules of the Working Groups and Ad Hoc Groups</a></p> <p>Resolutions <a href="#">11/83 (2015)</a> and <a href="#">16/85 (2017)</a></p> <p><a href="#">WOAH Guidance on Selection of Experts on Specialist Commissions</a></p> <p><a href="#">WOAH Policy on Conflict of Interests</a></p>	May 2025 – July 2025

				<a href="#">WOAH Policy on the Protection of Legitimate Confidentiality</a>	
	Expert base	<b>Recommendation 15</b> - WOH may wish to acknowledge the contribution of Reference Centres and individual experts to the work of the Organisation in the highest-level legal instrument.	April 2025	<a href="#">General Rules</a>  <a href="#">Terms of Reference and Internal Rules for OIE Reference Centres</a>  <a href="#">Internal Rules, Terms of Reference of the OIE Specialist Commissions and Qualifications of the Members</a>  <a href="#">Resolutions 34/81 (2013), 16/85 (2017), 20/85 (2017) and 18/86 (2019)</a>  <a href="#">WOAH Procedures for Designation of Collaborating Centres and Reference Laboratories</a>  <a href="#">Guide to OIE certified Reference Centre Twinning Projects</a>	May 2025 – July 2025
	Expert base	<b>Recommendation 16</b> - WOH may wish to review the manner in which members of the Specialist Commissions are appointed to ensure that their composition corresponds to established criteria. It may also wish to better utilise open calls for candidatures to select experts appointed to other subsidiary technical bodies.	April 2025	<a href="#">Resolution 20/85 (2017)</a>	May 2025 – July 2025

		Indicate time commitment in calls for experts (Consultants' Report, para 363)			
		Publication of repository of experts (Consultants' Report, para 367)			
	Formalisation of standard-setting procedures and streamlining of other technical decision-making processes	<p><b>Recommendation 17</b> - WOAH may wish to document its standard setting process as well as other technical decision-making processes into a single legal instrument.</p> <p>Introduce hyperlinks to other WOAH documents such as resolutions, guidelines, checklists, and standard operating procedures quoted or referenced in the Codes and Manuals (Consultants' Report, paras 374)</p>	April 2025	<a href="#">WOAH Codes and Manuals</a>	May 2025 – July 2025
	Formalisation of standard-setting procedures and streamlining of other technical decision-making processes	<p><b>Recommendation 18</b> - WOAH may wish to better differentiate in the Codes and Manuals between standards that create obligations for Members and standards that constitute advice to Members, as well as between procedural and substantive standards.</p>	April 2025	<a href="#">WOAH Codes and Manuals</a>  <a href="#">Internal Rules, Terms of Reference of the WOAH Specialist Commissions and Qualifications of the Members</a>  <a href="#">Terms of Reference of the Scientific Commission for Animal Diseases</a>  <a href="#">Resolutions XXIX/71 (2003), XXXIII/74 (2006), XXXIII/75 (2007), 18/79 (2011),</a>	May 2025 – July 2025

				<a href="#">23/82 (2014)</a> , <a href="#">21/85 (2017)</a> , <a href="#">36/86 (2018)</a> , <a href="#">21/87 (2019)</a> , <a href="#">32/87 (2019)</a> , <a href="#">33/87 (2019)</a> , <a href="#">15 (2020 Adapted Procedure)</a> , <a href="#">22/88 (2021)</a> , <a href="#">31/88 (2021)</a> , <a href="#">28/89 (2022)</a> , <a href="#">20/90 (2023)</a> , <a href="#">27/90 (2023)</a> , and <a href="#">28/90 (2023)</a>  WOAH Standard Operating Procedures (SoP) <sup>5</sup>  WOAH Guidelines <sup>6</sup>	
<b>Financial Governance</b>	Modalities for determining statutory contributions	<b>Recommendation 19</b> - WOAHA may wish to explore alternatives to its current funding model with the aim of enhancing WOAHA's financial predictability and stability and ensuring that it has adequate resources to sustainably deliver on its mandate.	August 2025 – October 2025	<a href="#">1924 Agreement</a>  <a href="#">Organic Statutes</a>  <a href="#">Organic Rules</a>  <a href="#">Financial Regulations</a>	September 2025 – November 2025

<sup>5</sup> [WOAH SoP listing decisions for pathogenic agents of terrestrial animals](#); [WOAH SoP for determining whether a disease should be considered as emerging](#); [WOAH SoP for determining whether an aquatic animal disease should be considered as an emerging disease](#); [WOAH SoP on the reconfirmation of officially recognised animal health status and of the endorsement of official control programmes of Members](#); [WOAH SoP on suspension, recovery or withdrawal of officially recognised animal health status and withdrawal of the endorsement of official control programmes of Members, including corresponding guidelines](#); [WOAH SoP on the deployment of expert missions to Members related to official animal health status recognition or official control programmes endorsement](#); [WOAH SoP on the establishment of a protection zone in a country or zone having an officially recognised animal health status](#); [WOAH SoP for official recognition of animal health status of non-contiguous territories as part of a country with an official animal health status recognised by WOAHA](#); [WOAH SoP for the application for the publication of a self-declaration of animal health status, common to terrestrial and aquatic listed diseases](#); [WOAH SoP for WOAHA Registration of Diagnostic Kits](#).

<sup>6</sup> [WOAH Guidelines for the application of the criteria for the listing terrestrial animal diseases](#); [WOAH Guidelines for the interpretation of the Terrestrial Code definition for emerging disease](#); [WOAH Guidelines on submission of supportive information for the annual reconfirmation of Classical Swine Fever \(CSF\) status](#); [WOAH Guidelines on submission of supportive information for the annual reconfirmation of Peste des Petits Ruminants \(PPR\) status](#); [WOAH Guidelines on the Establishment, Management, and Self-Declaration to the OIE of an Equine Disease Free Zone](#).

				Internal Rules of the Advisory Committee of the World Fund  <a href="#">Resolutions VIII/69 (2001), VIII/70 (2002), XVII/71 (2004), 11/82 (2014), 15/86 (2018), and 16 (2020 Adapted Procedures)</a>	
	Treatment of non-compliance with Members' financial obligations	<b>Recommendation 20</b> - To encourage timely contribution payment from all its Members, WOAAH may wish to increase its transparency of contributions and arrears, explore possible incentives, and clarify the scope of sanctions applicable to Members in arrears.	August 2025 – October 2025	<a href="#">General Rules</a>  <a href="#">Resolution VII/54 (1986)</a>	September 2025 – November 2025
	Treatment of non-compliance with Members' financial obligations	Recommended to the 92nd General Session to progress transparency of contributions and arrears.	Consultation on implementation of this recommendation from August 2025.		September 2025 – November 2025
	Strategic and budgetary processes	<b>Recommendation 21</b> - WOAAH may wish to adopt a two-year financial and budgetary period which could be aligned to the strategic planning and election cycles.	August 2025 – October 2025	<a href="#">Organic Statutes</a>  <a href="#">Organic Rules</a>  <a href="#">Financial Regulations</a>  <a href="#">World Fund Terms of Reference</a>	September 2025 – November 2025