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Contents

Summary	3
I. Introduction	4
1. Part I. Who we are and what we are facing	5
1.1 <i>Our mission, vision and guiding principles</i>	5
1.2 <i>Global context and analysis</i>	5
2. Part II. Strategic Orientations	7
2.1 <i>Orientation One: Develop global standards, adaptable and applicable to all Members</i>	7
2.2 <i>Orientation Two: Empower Members to build robust animal health and welfare systems and strengthen veterinary public health</i>	9
2.3 <i>Orientation Three: Position animal health as central to tackling global challenges</i>	11
3. Part III. Strategic Enablers	13
3.1 <i>Enabler One: Governance and partnerships for scientific robustness and sustainability</i>	13
3.2 <i>Enabler Two: Leadership in animal health data</i>	14
3.3 <i>Enabler Three: People at the heart of WOA</i>	16
3.4 <i>Enabler Four: Performance and accountability</i>	17
4. Part IV. Implementation, monitoring and costing	18
4.1 <i>Implementation and monitoring</i>	18
4.2 <i>Costing approach</i>	19
References	20
Annex: Draft 8th Strategic Plan monitoring framework and priority initiatives	21

Summary

At the World Organisation for Animal Health (WOAH), our vision defines what we stand for and our mission is our reason for being. The strategic orientations describe how we will achieve our mission through the 8th Strategic Plan, and the enablers provide the essential building blocks to make this possible.

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

I. Introduction

1. The mission of the World Organisation for Animal Health (WOAH) is to improve animal health and welfare and strengthen veterinary public health worldwide. Animals – whether terrestrial or aquatic, domestic or wild – are at the heart of our ecosystems, our economies and our daily lives. Their health and welfare are critical to safe trade, food security, sustainable production, public health, economic stability, livelihoods, biodiversity preservation, climate change mitigation and our overall well-being.
2. WOAH works with its Members, partners and stakeholders to empower and strengthen national animal health and welfare systems (hereafter encompassing ‘Veterinary Services’ and ‘Aquatic Animal Health Services’), ensuring that animal health threats are prevented, detected early, and addressed effectively and sustainably. In doing so, WOAH recognises the political and administrative diversity of regional and local authorities and considers animal health as part of wider health systems.
3. Efforts to improve animal health and welfare begin at the local level but are closely linked to global challenges and sanitary risks across local, regional and worldwide contexts. In an increasingly interconnected world, animal health and welfare challenges transcend borders. As an intergovernmental organisation, WOAH serves as a platform for coordination at regional and global levels, recognising that no nation can address animal health challenges alone. By reinforcing national health sovereignty while fostering multilateral, multilevel and multisectoral cooperation, WOAH, its Members and partners contribute to safer trade and food systems, stronger public health systems, improved livelihoods, enhanced security and more resilient economies.
4. The 8th Strategic Plan (hereafter referred to as the Plan) is a result of co-development by Members, stakeholders and staff. It provides a shared vision and framework for action for 2027–2031, guiding WOAH in supporting Members to navigate the evolving animal health landscape. With governance¹ reforms underway, the Plan builds on 100 years of partnerships, collaboration and a collective commitment to improving animal health and welfare. Its direction reflects Members’ expectations, alongside the successes and lessons learned from implementing the 7th Strategic Plan.
5. Since the start of the 7th Strategic Plan’s implementation in 2021, WOAH has engaged Members in shaping the future of the Organisation through dialogue based on trust. In line with WOAH’s commitment to scientific excellence and collaboration, greater scientific rigour has been emphasised and new institutional and technical partnerships established. These efforts have strengthened WOAH’s Science System, reinforcing the Organisation’s credibility by ensuring that its outputs are based on robust evidence. Throughout, WOAH has also strengthened its advocacy and communication as it has adapted to new social, political, economic and technical challenges.
6. The methodology for developing the 8th Strategic Plan reflects WOAH’s commitment to increasing Members’ involvement in its development, implementation and monitoring. Several rounds of consultations shaped the content and led to the inclusion of a robust monitoring framework, a costing approach, and the objective of building global and regional roadmaps to translate the Plan into practical action, aligned with Members’ needs and WOAH’s mandate. Together, these elements support effective strategic management of the Plan’s implementation.

¹ WOAH is reviewing its governance, under the leadership of Members through the Governance Review Committee (GRC).

7. The Plan builds on Members' feedback to strengthen WOAAH's core missions while advancing a more holistic approach to animal health and emphasising collaboration with strategic partners across sectors to tackle global challenges. This includes empowering animal health systems and the workforce², engaging decision-makers, and reinforcing One Health³ and health-security collaborations, together with the Food and Agriculture Organization of the United Nations (FAO), the United Nations Environment Programme (UNEP), the World Health Organization (WHO)⁴ and other relevant partners. The Plan therefore provides an opportunity for WOAAH to reaffirm its global technical leadership in animal health and welfare, bolster cooperation and amplify the Organisation's impact through system strengthening. In summary, the Plan underscores WOAAH's commitment to 'continue doing what it does and to do so even better.'
8. This document outlines how the Organisation will implement its vision and mission between 2027 and 2031 through three strategic orientations and four strategic enablers. Part I provides context, Parts II and III present the orientations and enablers, and Part IV describes the implementation, monitoring and costing approach.

1. Part I. Who we are and what we are facing

1.1 Our mission, vision and guiding principles

9. Our vision is a world with strong animal health systems, recognised as critical to tackling global challenges and ensuring a better future for all. Our mission is to improve animal health and welfare by developing global standards, empowering animal health systems and advancing the role of animal health as central to tackling global challenges. WOAAH's leadership in this effort is agile and inclusive, guided by principles that have shaped the Organisation's philosophy for over 100 years:
 - **Scientific excellence:** the cornerstone of our work, enabling evidence-based decision-making.
 - **Good governance and transparency:** foundations for efficiency and impartiality.
 - **Collaboration, solidarity and inclusivity:** recognising that results are best achieved through multisectoral coordination and dialogue.
 - **Innovation:** a commitment to adapt, remain sustainable, and anticipate future needs.

1.2 Global context and analysis

10. Recent years have been marked by both progress and setbacks in animal health. Data indicate continued threats [1], with enzootic diseases persisting and epizootic diseases emerging and re-emerging, affecting food security, public health, security and livelihoods. Estimates suggest that over 60% of existing human diseases and 75% of emerging human diseases are zoonotic, while globally around 20% of animal production losses are caused by animal diseases [2]. Studies link aquatic and terrestrial animal health patterns to drivers such as climate change, international trade, human behaviours and geopolitical trends. Considering the interdependence of humans,

² The animal health workforce includes veterinarians, aquatic animal health experts, veterinary paraprofessionals, technicians and other practitioners who protect and improve animal health. Different terminology is used across contexts.

³ See the [One Health definition](#) by the One Health High Level Expert Panel, 2021.

⁴ The Quadripartite partnership brings WOAAH together with FAO, UNEP and WHO to advance One Health collaboration.

animals and the environment, animal health has a vital role to play in tackling these global challenges.

11. Growing trade and the movement of animals increase the likelihood of transboundary animal disease transmission. At the same time, climate change, compounded by anthropogenic activities, impacts ecosystems and can contribute to the emergence and re-emergence of diseases [3]. Changes in land use, unsustainable agricultural practices and deforestation threaten biodiversity, while climate change further alters vector populations, host susceptibility, pathogen distribution, and food availability for animals. These alterations can affect animal health in both domestic and wild populations. Conversely, well-designed sustainable livestock practices can reduce emissions and help mitigate the impacts of climate change, demonstrating how interventions in animal health can simultaneously reduce environmental threats.
12. Consumer habits are also evolving, alongside growing expectations regarding food safety and product origin. In 2024, 673 million people worldwide experienced hunger, and the global population is projected to reach 9.7 billion by 2050 [4]. FAO has estimated that demand for animal protein could increase by 70% by 2050 [5], driven by demographic growth and rising incomes. Concurrently, antimicrobial misuse is accelerating antimicrobial resistance (AMR), reducing the effectiveness of treatments. In this context, animal health standards remain fundamental to safe trade and food systems.
13. The animal health workforce is on the frontline of disease prevention and response, while the profession faces growing pressures, such as demographic and gender shifts as well as urbanisation, which leave rural regions understaffed. Addressing workforce gaps is therefore critical to maintaining effective animal health systems and their broader societal benefits.
14. Animal health also intersects with security risks, including misinformation and disinformation, declining trust in science, criminal activities such as illegal animal movements and trafficking, and the circulation of substandard or falsified veterinary products. There is also the risk of disease introduction following the deliberate or accidental release of infectious agents or toxins, either as bioweapons or through acts of bioterrorism. Although emerging technologies present regulatory challenges, they also offer new opportunities for surveillance, disease control and animal welfare.
15. Geopolitical tensions further complicate the landscape. Disruptions to trade, supply chains, disease surveillance, control and reporting can lead to displacement and increase the risk of disease spread. These dynamics exacerbate regional disparities, affect national economies, constrain budgets and may hinder the payment of statutory contributions and the delivery of animal health activities. Competing priorities, sectoral inequities and limited resources often restrict investment in animal health, underscoring the need for multisectoral collaboration and more efficient use of resources.
16. By strengthening animal health systems and leveraging multisectoral collaboration, WOAHA, its Members and the wider community not only improve animal health and welfare but also help limit socioeconomic, ecological and security consequences. Through this Plan, WOAHA supports Members in this effort, demonstrating the value of animal health systems for society, the economy and the environment.

2. Part II. Strategic Orientations

17. The strategic orientations describe how WOAHA will achieve its vision. The first orientation focuses on how WOAHA continues to reinforce standard-setting and the scientific evidence that underpins it; the second on how WOAHA empowers Members to apply standards effectively to strengthen their animal health systems; and the third on increasing visibility and mobilising resources.

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

18. WOAHA is the global authority for international standards⁵, guidelines and recommendations for terrestrial and aquatic animal health as well as veterinary public health. These tools facilitate safe trade, inform decision-making, strengthen animal health systems, and foster trust and collaboration among Members and stakeholders. They are grounded in robust scientific evidence and shaped through WOAHA's standard-setting process, which draws on its network of technical experts, including Specialist Commissions, working groups, *ad hoc* groups and Reference Centres (Collaborating Centres and Reference Laboratories), and relies on the adoption and implementation by Members.
19. Standard-setting and guideline development are central to WOAHA's mission. In response to Members' expectations, the goal is to increase adoption and implementation of standards.

Reinforce Member participation in the standard-setting process and enhance understanding of barriers to implementation

20. Pathogens, technologies and animal production systems are evolving, creating new needs. At the same time, Members' ability to implement standards and participate in the standard-setting process varies, reflecting differences in disease control capacity and trade contexts. To address gaps, respond to emerging needs, increase ownership and improve the practical application of standards, WOAHA broadens Members' engagement throughout the standard-setting cycle – from needs assessments to adoption – and deepens its understanding of barriers to implementation.
21. Implementation-related evidence is reinforced through Observatory [6] studies on implementation, feasibility and evolving needs, together with closer monitoring of recommendations directed to WOAHA and Members that seek to address barriers. Improved data collection further supports these efforts and enables Members to monitor their own progress.
22. WOAHA also continues to build a centralised standards platform, to improve Member participation in the standard-setting process, building on existing tools. Over time, this repository enhances transparency and access, clarifies the status of draft and adopted standards, and outlines implementation requirements. Over time, the platform will incorporate interactive features and be available in WOAHA's three official languages (English, French and Spanish). Greater access to current standards will support more substantive Member feedback on their current and future needs.
23. In parallel, WOAHA and its Members review timelines and modalities for setting standards and issuing guidelines and recommendations as needed. This includes

⁵ As per the World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures.

exploring structured fast-track procedures for emergencies that preserve scientific integrity, transparency and Member engagement within clear timeframes for validity.

24. Finally, the Plan addresses previously identified priorities, such as reinforcing standards and guidelines on aquatic animal production or animal welfare, vaccines, emergency management and e-certification. Throughout the implementation of the Plan, WOAHA ensures that standards do not stifle innovation but rather support it by facilitating their rapid evolution.
25. WOAHA regional offices play a key role in encouraging Members' engagement in the standard-setting process by providing a platform for regional discussions, promoting ownership and implementation.

Reinforce the scientific foundation of expertise

26. Standards must be updated as new technical, scientific and contextual information emerges. As well as ensuring that standards align with global strategies, WOAHA continues to reinforce the scientific evidence that informs this process, in content and geographical scope, for improved representation. It identifies and addresses potential knowledge gaps, including those relating to socioeconomic factors, the environment, animal welfare, sustainable production and illegal trade.
27. WOAHA also coordinates global research efforts to align scientific priorities identified through standard-setting with ongoing global research initiatives. In doing so, WOAHA connects a wider range of stakeholders and experts – including professional and industry associations, non-governmental organisations, research institutions, and holders of community and local knowledge – while safeguarding scientific independence and integrity.
28. A priority is strengthening WOAHA's Reference Centres network as a critical science provider, ensuring equitable Member access to scientific resources. In collaboration with Regional Commissions and Members, WOAHA and its regional offices address gaps in expertise and promote accessible, open and collaborative networks. Moreover, WOAHA strives to improve gender balance and regional representation among experts serving in Working Groups and Specialist Commissions.
29. To support the above aims, WOAHA promotes the dissemination of scientific findings and technical guidance through globally accessible publications and repositories.

Promote implementation through capacity strengthening, mediation and advocacy

30. To enhance all Members' ability to discuss and apply global standards, WOAHA builds the capacity and capability of animal health systems and supports Members throughout the standard-setting process (see Orientation Two).
31. In accordance with Article 5.3.8. of Chapter 5.3. of the *Terrestrial Animal Health Code*, which states that WOAHA maintains a voluntary in-house mechanism for assisting WOAHA Members to resolve differences [7], WOAHA updates this mechanism, in consultation with Members, as a technical tool for voluntary, non-binding mediation related to trade. As part of these efforts, WOAHA explores how to continue reinforcing disease-status recognition for trade.

- 32. WOAHA additionally uses evidence generated through standard-setting to advocate for the value of standards, promote investment in their implementation at the regional and global levels, and encourage stakeholder engagement (see Orientation Three).
- 33. By ensuring that standards development is inclusive, needs-based, practical and science-driven, and by promoting their implementation, WOAHA upholds the internationally recognised principle of leaving no one behind.

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

- 34. Robust animal health and welfare systems are the backbone for prevention and control of animal diseases, including zoonoses and related threats, as well as for preparedness and emergency management. WOAHA's second strategic priority is to equip the animal health community with the knowledge, competencies and tools needed to improve system performance and foster solidarity within and across Regions.
- 35. Recognising animal health as part of a broader ecosystem, WOAHA adopts a holistic approach, grounded in One Health and health security. It places the animal health workforce at the centre, ensuring stability, recognition and motivation so that frontline workers can maintain animal health and respond to emergencies. To optimise access to resources and expertise, WOAHA leverages multisectoral partnerships, particularly within the Quadripartite.

Empower Members to reinforce their animal health systems and access funding

- 36. WOAHA supports Members in strengthening their animal health systems by continuing to assess their performance, identifying gaps and supporting them through the Performance of Veterinary Services (PVS) Pathway and competency-based training system. PVS data are used to tailor support for Members on One Health integration, veterinary legislation, sustainable laboratories, veterinary education and workforce development, public-private partnerships (PPPs), and evidence-based, sustainable planning and investment. WOAHA also takes into account emerging challenges, shifts in the animal health workforce and future generations' aspirations, to ensure that capacity-building initiatives respond to Members' current and future needs.
- 37. In parallel, WOAHA works with Regional Commissions to inform regional strategies for capacity strengthening and to plan activities. For example, to reinforce capacity-building in relation to standards (see Orientation One), regional offices help commissions better identify needs, improve understanding and encourage engagement for standard implementation.
- 38. WOAHA also supports Members in operationalising One Health and integrating animal health services into broader health systems through practical guidance on multisectoral coordination and implementation of the One Health Joint Plan of Action [8]. In line with its mandate within Quadripartite collaboration, WOAHA prioritises prevention of and preparedness for zoonoses at source through stronger animal health systems, including standards and work at the wildlife-domestic-human interface. WOAHA continues to build Members' capacity to prevent and control emerging diseases, AMR and food safety risks, while addressing climate-related and biological threats, and supporting wildlife health and sustainable livestock initiatives, all within One Health priorities.
- 39. WOAHA further supports Members in accessing funding, including through the development of bankable projects and engagement with global, regional and national

funding institutions, based on PVS assessments. WOAHA also collaborates directly with regional economic communities to align activities with development priorities and advise Members on how to access resources. To support these efforts, WOAHA reinforces its capacity to study links between socioeconomic indicators and animal health (see Enabler Two).

Facilitate Members' access to knowledge and foster collaboration

40. WOAHA reinforces its role as a convener and information-sharing platform for the animal health community, including by facilitating the coordination of global research efforts. Through regional workshops, webinars and other forums, WOAHA strengthens scientific expertise, dialogue and collaboration, bridging gaps and promoting innovation.
41. To encourage intra- and inter-regional cooperation and dialogue, WOAHA enhances Member-to-Member collaboration through its Regional Commissions, Regional Conferences, and by linking Members through Reference Centres. WOAHA also establishes mentorship for Delegates and fosters the national Focal Points network to address turnover, engage Members with limited resources, and inform on WOAHA-led processes such as standard-setting and disease notification.
42. WOAHA works closely with international organisations, particularly FAO via the Quadripartite partnership, on global initiatives to control priority transboundary animal diseases (TADs), including rabies, foot and mouth disease, peste des petits ruminants, African swine fever, animal influenza and mammalian tuberculosis.
43. To support evidence-based decision-making, WOAHA provides Members with robust analysis and epidemiological situation reports at global and regional level (see Enabler Two).
44. This collaborative, knowledge-sharing approach fosters a shared understanding of risks and strengthens collective responses to endemic and emerging diseases as well as other threats. It also encourages more WOAHA Members to provide transparent and timely data on animal disease outbreaks, reinforcing trust, regional cooperation and stronger networks, thereby fostering greater solidarity.

Reinforce preparedness and emergency management capacity

45. To strengthen animal health systems, WOAHA expands preparedness and emergency response capacity of Veterinary Services, as described in Chapter 4.19. of the *Terrestrial Animal Health Code*. It continues to build emergency management and biological threat reduction programmes, delivering epidemic intelligence and emergency coordination tools, as well as guidelines and mechanisms for sharing best practices and lessons learned among Members.
46. These programmes support Members to enhance surveillance, conduct comprehensive risk assessments for emerging diseases – taking into account system and workforce resilience – and develop and test emergency systems through simulation exercises.
47. In line with Resolution No. 29 adopted by the World Assembly at WOAHA's 92nd General Session [9], WOAHA continues to support global vaccine availability, advocates for equitable access and explores the expansion of vaccine banks in coordination with other stakeholders. To support these efforts, WOAHA also issues recommendations on vaccines.

48. Throughout the implementation of this second strategic orientation, WOA regional offices play a central role in facilitating information exchange. They help Members translate PVS recommendations and capacity-building needs into action, foster collaboration and coordination, advance One Health as a recognised solution, and assist Members in accessing funding. They also ensure that recommendations and priorities set at regional conferences are implemented.
49. Overall, this orientation aims to strengthen Members' ability to control diseases and to prevent, detect and respond to emergencies in ways that are science-based, economically sustainable, climate-conscious and socially accepted. In addition, by demonstrating the value of effective animal health management to authorities – including cross-sectoral benefits – this approach seeks to increase investment in animal health systems through stronger legislation and sustainable financing.

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

50. Animal health and welfare are intrinsically important both as global public goods, and due to their essential contribution to public health, food security, safe trade, security, sustainable development and environmental protection within a One Health framework. As the global authority on animal health and a bridge between science and policy, WOA places animal health and welfare at the centre of global dialogue, policy and investment. Recognising that success depends on how decision-makers perceive and prioritise animal health and welfare, WOA makes visibility, advocacy and engagement with decision-makers its third strategic priority.
51. WOA works to shape public discourse, drive policy change and mobilise resources to increase sustainable investment in animal health systems by public authorities and the private sector. It also seeks to improve attitudes and practices across society, including among farmers, the animal production industry, the animal health workforce, consumers and concerned citizens. Through these efforts, WOA reinforces its global mandate and authority as the leading international organisation for animal health expertise and scientific guidance.

Elevate animal health and welfare as a global priority in tackling global challenges through targeted advocacy with decision-makers and strategic communication

52. Advocacy and communication are inseparable from institutional influence, transparency, impact and visibility. They provide access to high-level forums, amplify One Health messages and support Members in delivering context-specific messages to national and regional authorities. To elevate animal health and welfare as a global priority, WOA deploys strategic communication tailored to different audiences, from authorities to veterinarians, grounded in scientific evidence, data and partnership networks. These messages are structured to resonate across policy, public and donor landscapes.
53. WOA continues to engage in global high-level forums, including the G7, G20, the United Nations General Assembly, the Conference of the Parties for Climate Change, and more, as well as across other intergovernmental organisations. Through these channels, it integrates animal health into global policy discussions and reinforces its role in tackling global challenges. To inform global, science-based discussions and decision-making, WOA also participates in meetings beyond animal health and welfare, and invites a wider range of stakeholders to its own events. WOA also engages with and leverages the global private veterinary sector and associations as strategic partners.

54. In parallel, WOAAH increases public awareness of animal health and welfare by engaging civil society and the next generation of public health professionals. In this way, WOAAH can improve understanding of the Organisation's mandate, role and impact, as well as of animal health and welfare in their respective contexts. Engagement with young veterinary professionals and student associations, as key stakeholders, supports dialogue on future challenges.
55. In its interactions with decision-makers, WOAAH leverages its position at the science–policy interface to translate complex, scientific evidence and technical work into accessible, persuasive narratives that inform policy, guide investment and inspire public engagement. The Organisation disseminates peer-reviewed research and technical documentation that serve as trusted references for decision-makers and the wider scientific community. WOAAH's position papers, science-based campaigns, collaborations within global research networks and economic studies collectively reinforce the message that animal health is critical for a sustainable and safer planet.
56. To support engagement with a wide range of stakeholders, WOAAH develops deployable communication and advocacy packages that link animal health to issues of broad societal concern, including technology, food security, pandemic threats, climate change, biodiversity conservation, sustainable farming, deliberate biothreats, diversity, gender equity, and the empowerment of women and other diverse or underrepresented groups. Messaging is aligned with key partners and stakeholders where relevant.

Support Members in communicating on priority challenges to influence stakeholders and improve animal health and welfare worldwide

57. Alongside global advocacy, WOAAH strengthens support to Delegates to enhance engagement with stakeholders such as national high-level government officials from different ministries or regional and multilateral funding institutions. The objective is to build political commitment and resources, reflected in Members' national legislation and financial support for animal health and welfare systems, as well as in behavioural changes among stakeholders.
58. WOAAH's regional offices collaborate with Members and key stakeholders on communication and advocacy plans based on context analysis, stakeholder mapping and capacity building. Depending on the context, these efforts highlight links between animal health and local priorities and provide up-to-date tailored information on the role and diversity of the animal health workforce. WOAAH also monitors political developments relevant to animal health and keeps Members informed, helping them align national positions, legislation and investment with global commitments.
59. To further support Members, WOAAH develops advocacy and communication tools on global WOAAH initiatives that can be adapted to regional and national contexts, clearly demonstrating the impact of WOAAH's missions and activities. Regional offices also engage a broader range of stakeholders, bridging technical and non-technical audiences and strengthening collaboration with smaller, cross-cutting organisations implementing One Health, thereby amplifying related messaging.
60. Through this advocacy, WOAAH uses One Health and the impacts of animal health and welfare on global development agendas and goals as a unifying narrative to demonstrate the value of sustained investment for pandemic prevention, climate resilience and economic stability. As a result, regional and national strategies for livestock, One Health, climate change, food safety and AMR systematically include animal health and welfare as well as veterinary public health.

3. Part III. Strategic Enablers

61. Strategic enablers provide the foundation that supports the implementation of the orientations. They cover governance, funding, partnerships, data and analysis, people, performance and accountability, ensuring that WOA's work is feasible, sustainable and impactful.

3.1 Enabler One: Governance and partnerships for scientific robustness and sustainability

62. As a first enabler, WOA prioritises good governance, resource mobilisation and strategic multisectoral partnerships for long-term sustainability.

Implement the World Assembly's decisions on updates to WOA's governance

63. Under the leadership of its Members, and through the Governance Review Committee (GRC), WOA is currently reviewing its institutional, technical and financial governance. The GRC proposes a shared vision to the World Assembly, consolidating WOA's legal texts on governance, structure, organisation and funding, while factoring in the changed and evolving context since the Organisation's establishment in 1924.

64. Throughout the implementation of the Plan, the WOA Secretariat continues to support the GRC, whose work is an important step to ensure that the Organisation remains strong and adaptable. Decisions of the World Assembly based on GRC recommendations are translated into actionable workstreams, including:

- Enhancing the accountability of leadership bodies by clarifying the roles and responsibilities of the Council, World Assembly, Regional Commissions and Director General (Secretariat).
- Consolidating technical governance structures and technical processes, including Specialist Commissions and the expert base.
- Establishing the legal foundations for long-term financial sustainability, drawing on benchmarking from other organisations and building on Members' feedback, alternative and innovative financial options to ensure a predictable, equitable and sustainable financial framework.

65. WOA provides regular, accessible updates to Members, staff and multisectoral stakeholders, and allocates dedicated resources to implement GRC recommendations effectively. WOA also uses this reform momentum to deepen Member engagement in WOA strategic planning. In summary, WOA's efforts consolidate its governance structure, empower Members and streamline decision-making.

Strengthen WOA's resource mobilisation for long-term sustainability

66. In parallel to the work of the GRC, WOA renews its resource mobilisation strategy by complementing voluntary contributions to the WOA World Animal Health and Welfare Fund (World Fund) with strengthened statutory contributions, ensuring Members meet their obligations equitably and on time. This dual approach addresses the need for sustainable financing amid an evolving geopolitical and funding landscape.

67. As part of this approach, WOA intensifies its financial advocacy through tailored, Member-specific tools, such as WOA Members advocacy briefs. At regional level, mobilisation strategies are closely linked to priorities established by the Regional Commissions in their regional roadmaps.

68. As per Resolution No. 5 adopted by the World Assembly at WOA's 92nd General Session, WOA also improves the clarity, transparency and accessibility of its financial information that helps guide decision-making and monitor progress. Transparency on both funding sources and allocation enhances accountability and Members' ownership. In addition, WOA implements a structured plan to reduce statutory contribution arrears.

Strengthen strategic partnerships

69. Alongside the need for effective collaboration across all levels of the Organisation, WOA recognises the importance of strategic partnerships that add value in responding to Members' needs. WOA engages with international organisations. The goal is effective coordination to avoid duplication of efforts, including collaboration with FAO on the control of TADs. Partnerships also extend to resource mobilisation, for example through tools such as the 'Joint Offer' within the Quadripartite [10]. WOA also engages with private-sector stakeholders, the global private veterinary sector and World Veterinary Association, as well as academic institutions to prioritise cooperation.
70. Through a renewed approach to partnerships, WOA expands its networks to promote data sharing, knowledge exchange and innovation, drawing on diverse perspectives. WOA engages new stakeholders, including those from the private sector, civil society, academia, local communities, future generations of the animal health workforce and decision-makers, and socio-economic scientists. New networks focus on animal welfare, food safety and animal production, wildlife health, innovation, and mentorship for women and young veterinarians.
71. In line with Orientations One and Two, these partnerships – together with a reinforced Reference Centre network – allow WOA to coordinate global research priorities on animal health and welfare based on Members' needs and promote equitable access to resources for scientific research.
72. Following GRC recommendations validated by the World Assembly in May 2025, and building on successful PPPs, such as those related to vaccines or ANIMUSE (the ANimal antiMicrobial USE Global Database), the Organisation explores and presents models for WOA-led PPPs. Any new model will include due diligence safeguards to prevent conflicts of interest, guarantee transparency and preserve WOA's independence while responding effectively to Members' needs.
73. To improve dialogue, transparency and effectiveness across areas of activity, WOA will launch a global partnership or stakeholder forum, meeting at least annually, ideally during the General Session.
74. Overall, governance reforms, strong partnerships and equitable financing models provide the resilience WOA needs to sustain its mandate and deliver its Plan, ensuring that financial stability and quality partnerships translate into tangible results for its Members.

3.2 Enabler Two: Leadership in animal health data

75. WOA commits to generating high-quality data and analysis that the Organisation, its Members and stakeholders can use to take evidence-based decisions on animal health and welfare. It builds on data already collected, primarily from Members, and focuses on strengthening analytical outputs, Members' usage, data systems and policies.

76. Digitalisation and innovation, including artificial intelligence, support improvements in data collection, management and use. By providing epidemic intelligence, promoting resilience, facilitating early action and improving preparedness, WOHAH reinforces the foundations of animal health planning and action for the benefit of Members, partners, the broader animal health community and beyond.

Provide Members and stakeholders with the data, analysis and insights they need to take evidence-based decisions on animal health and welfare

77. WOHAH provides evidence to Members, partners and stakeholders via access to databases, application programming interfaces and analytical products. It continues to improve its data systems and explores ways to enhance and extend their use and impact. These systems include the World Animal Health Information System (WAHIS), the global repository of key official information related to animal diseases, the PVS Information System, ANIMUSE, the Wildlife Information System, Status databases and related platforms.

78. A key priority under this Plan is strengthening analytical capacity to transform WOHAH data into insights and strategic recommendations for Members and other stakeholders. Following an assessment of Members' needs, WOHAH continues to develop analytical products, such as thematic analyses, real-time notifications on priority diseases and epidemic intelligence situation reports. These products draw, as far as possible, on data already reported by Members, complemented by information from other sectors, including enzootic data.

79. WOHAH trains Members to use analytical products to inform their decisions and encourages them to share their data with WOHAH by demonstrating the value of transformed information. Alongside data systems, WOHAH ensures that analytical outputs and scientific studies are published and archived in accessible formats, enabling Members to leverage evidence for strategic decisions.

80. Non-official data can significantly help with early notification. Hence, WOHAH reinforces mechanisms to cross-validate and encourage transparency, as well as to understand drivers for early and rapid notification. Cost–benefit considerations look at safeguards, reliability and mitigating measures.

81. In addition, WOHAH clarifies the scope of animal health data, particularly in a One Health context, by mapping systems with stakeholders to identify gaps and avoid overlaps. This may lead to WOHAH database revisions, the development of common databases with stakeholders, interoperability⁶ with external databases⁷, data sharing, as well as joint analytical products.

82. Building on ongoing initiatives, WOHAH improves reporting and data collection methods, and updates digital interfaces and training material, tailored to regional contexts. These efforts help Members enhance the quality of disease surveillance and reporting, and increase regular data submissions.

83. Linked to Orientations Two and Three, WOHAH continues to study the economic and social impact of animal disease and aims to develop actionable tools for Members. By enabling better assessment of the wider consequences of animal diseases, these tools strengthen the case for investment in animal health systems and support economic

⁶ Interoperability means that data from different systems can be processed using the same analytical and conceptual frameworks.

⁷ For example, continued investment supports interoperability of data between major regional information systems, such as the European Union Animal Diseases Information System (ADIS) and WAHIS.

evidence-based policymaking. Through this work, WOAH provides Members with high-value analytical products for national and global decision-making.

84. In summary, WOAH serves as a transparent, centralised hub for animal health systems-related data and analysis. Members, partners and other stakeholders have increased their engagement with WOAH data and analysis because they are useful, relevant and high-quality.

Strengthen WOAH data systems and policies

85. Under this Plan, WOAH focuses on the foundations of its data strategies – technology, policy and people – ensuring systems are sufficiently robust to meet current data and analysis needs, and agile enough to evolve in line with future needs and innovations.
86. WOAH modernises its digital infrastructure to ensure that data are reliable, traceable, interoperable and accessible in real time. This includes strengthening the cybersecurity of the information and data systems, and committing to the highest possible level of protection to reinforce confidence. WOAH also updates its Data Policy to define interoperability rules, ethical standards, data quality requirements, and data governance processes to ensure these standards are met. Automation and artificial intelligence tools are used where appropriate, with documented safeguards.
87. In parallel, WOAH anticipates new ways to maximise the impact of its data. In collaboration with Members, other stakeholders and the private sector, it examines the applications and implications of artificial intelligence in animal health data⁸, including prevention data, as well as innovative digitalisation projects. As a priority, WOAH continues developing standards for e-certification and linking them to disease status.
88. In short, clear rules for data quality, sharing and protection are established in line with international best practices, supported by strong and sustainable infrastructure, optimised digital platforms and well-defined roles and responsibilities. As a result, WOAH maintains credibility as a trusted source of information, keeping pace with the evolving technological landscape.

3.3 Enabler Three: People at the heart of WOAH

89. WOAH's work is carried out by a diverse community, composed of staff, secondees, consultants and experts, in collaboration with Delegates, national Focal Points, partners and other stakeholders. Each individual brings their distinct talent, perspective and needs. Together, they advance WOAH's mandate in offices across the world, at events and through other WOAH-led activities.
90. Under the Plan, WOAH continues to cultivate purpose by fostering an environment where people are motivated, feel included and safe. It does so by striving to uphold values essential to working in diverse international environments. These include purpose (a core principle that provides meaning and motivation), leadership (putting words into action, listening and leading by example), solidarity (ensuring no one is left behind) and fairness (establishing systems that guide fair decisions).

Lead by example, promote solidarity and fairness, and foster an environment that encourages motivation and purpose

⁸ For example, to conduct trend analyses and forecasts.

91. Under the Plan, WOAAH addresses core responsibilities specific to its operational environment. The first is increasing the security and safety of its offices and venues, particularly in regional locations. The second is reinforcing talent management processes to attract and retain diverse expertise from the veterinary sector and beyond. The third is promoting fairness across headquarters and regional offices. These efforts are supported by an Organisation-wide human resources (HR) policy and HR Information System.
92. To inform leadership decisions, WOAAH promotes dialogue between managers, the workforce and staff representatives, and supports managers through feedback and upskilling, based on evidence. Data on absences, performance, turnover and diversity are analysed and complemented by findings from annual surveys that monitor engagement and perceptions of inclusion, fairness and workplace culture. This helps identify trends and intersectional disparities that require attention. Survey findings are shared with staff and with WOAAH's Council for transparency.
93. WOAAH also develops a well-being plan with actions to enhance the quality of working life, increase mental health support and prevent workplace incidents. Actions include mentorship programmes, awareness campaigns on harassment and other issues, and enhanced internal communication, onboarding and integration. The Plan, supported by feedback mechanisms, extends as appropriate to the broader WOAAH community during events and other WOAAH-led activities.
94. In addition, WOAAH develops and implements a social responsibility and environmental policy, together with a gender equality, disability and social inclusion (GEDSI) strategy. These frameworks guide how broader societal concerns related to gender, context and environmental responsibility are integrated across its activities, strengthening its accountability to its workforce but also direct and indirect beneficiaries, and society more broadly, while supporting environmental sustainability.
95. Overall, this third enabler recognises people as WOAAH's core asset, fostering a motivated, inclusive and high-performing organisation capable of delivering its mandate and responding to Members' needs. It also aims to create an environment that enables WOAAH to continue attracting diverse expertise and a wide range of contributors, including consultants, partners, experts and service-providers.

3.4 Enabler Four: Performance and accountability

96. WOAAH is accountable to its Members, partners and other stakeholders, and this accountability takes on different forms. Under this Plan, WOAAH commits to fostering continuous learning through results-based monitoring and to improving internal processes to be more agile and efficient. This promotes optimal use of resources and transparency with Members regarding what WOAAH delivers and how. As a result, WOAAH is better positioned to demonstrate lasting impact in a rapidly evolving environment.

Foster a culture of monitoring, evaluation, accountability and learning (MEAL)

97. To reinforce results-based monitoring, WOAAH establishes MEAL as a cornerstone of its work at both strategic and operational levels. This is supported by a MEAL policy, dedicated resources, capacity building, harmonised tools and frameworks, and change management principles to ensure buy-in.

98. Monitoring, evaluations and learning are systematically integrated into strategic management and programme and project cycles. This ensures best practices are documented, activities adjusted as needed, and lessons applied to future initiatives.
99. A key output is the development of an Organisation-wide monitoring framework to align activities with common goals and reduce silos. Strategic indicators, with baselines and targets, are defined and adapted to operational levels, including in regional and global roadmaps supporting the practical implementation of this Plan (see Part IV).
100. Implementation findings and indicator results are shared internally to inform management, as well as bilaterally (e.g. donor reporting) and externally (e.g. performance reports). This enhances transparency and increases stakeholder confidence through access to clear information on the progress of strategic initiatives, operational activities and their outcome.
101. Over time, reinforced MEAL practices also provide the groundwork for WOAHA to support and engage Members' accountability and responsibility in areas such as diseases notification and standards implementation, further reinforcing transparency.

Formalise and roll out internal processes

102. To maximise the impact of the new ways of working outlined in this Plan, WOAHA consolidates and harmonises its internal processes for quality, compliance, transparency, coherence and risk management.
103. Through these efforts, responsibilities are clarified, decision-making streamlined and key procedures automated where appropriate. Relevant teams provide regular reports on finance, HR and institutional performance, supported by robust quality assurance mechanisms, including complaint procedures, and change management. WOAHA also rolls out a quality manual that consolidates all organisational policies and processes, based on best practices and in compliance with international standards.
104. To strengthen transparency and accountability, WOAHA enhances Members' access to financial and administrative information, including external audit results and the use of allocated funds.
105. Overall, by promoting a dialogue based on trust, WOAHA enhances both its internal performance and the legitimacy of its action at the global level.

4. Part IV. Implementation, monitoring and costing

4.1 Implementation and monitoring

106. This Plan provides the overarching strategic framework for 2027–2031. Its implementation will be supported by roadmaps and monitored at multiple levels. At the strategic level, the Plan includes strategic indicators and priority initiatives. An initial draft of both is provided in the Annex, noting that both the indicators and initiatives will be refined and subject to continuous improvement, including in line with resource mobilisation. At the operational level, once the Plan is adopted, WOAHA will:
 - Work – through its regional offices and with the Regional Commissions – to adapt the Plan's strategic priorities into regional roadmaps that reflect specific contexts.

- Develop an organisational global roadmap to implement the Plan, focusing on priority initiatives and the phasing of activities at headquarters and regional offices.
- Establish operational indicators (global and regional) aligned with the strategic indicators. Together, these will form an Organisation-wide performance monitoring framework for the coming years.

4.2 Costing approach

107. The Plan strengthens and consolidates existing activities and identifies priority initiatives for WOAHA and its Members. Many of these will not require additional funding beyond current levels, while others will entail costs at both global and regional levels.
108. To deliver the core elements of the Plan, WOAHA estimates it will need to maintain at least the 2025 level of funding (statutory and voluntary contributions). In 2025, 36% of WOAHA's annual budget was financed through statutory contributions to the Regular Budget, with the remainder dependent on voluntary contributions through the World Fund. To deliver the Plan, WOAHA anticipates a similar funding structure in the short to medium term. This assumes continued trust and payment of statutory contributions by Members and ongoing support from resource partners, including Members.
109. To deliver the full scope of the Plan's ambitions – including priority initiatives in global and regional roadmaps – a preliminary estimate indicates that an additional € 25 million would be required over the next five years, alongside internal reprioritisation efforts. As outlined under Orientation Three and Enabler One, WOAHA will use the Plan as an advocacy tool to mobilise targeted funding to resource these priority initiatives.
110. This € 25 million figure is a preliminary estimate. Annual WOAHA budget exercises, presented to the World Assembly, will provide more detailed budgeting for the implementation of the Plan's roadmaps and ensure transparency on evolving needs and funding received.

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Annex: Draft 8th Strategic Plan monitoring framework and priority initiatives

Orientation One – Result: Standards are science-based, needs-driven and increasingly implemented by Members worldwide.

Strategic indicators:

- Composite indicator: Evolution in the adoption of standards in national legislation and their implementation.
- Proportion of Members that comment during the standard-setting process (on new or revised drafts circulated).
- Number of Members with official recognised disease status, WOAHA-endorsed official control programmes, and number of published self-declarations.

Priority initiatives:

- Expand standards and guidelines in response to Members' needs by ensuring robust scientific evidence feeds into the process, including through strengthening Reference Centres and other regional networks or working groups.
- Deepen understanding of barriers to implementation through at least one thematic study per year.
- Improve the standards platform to facilitate participation and access.
- Establish a process for technical mediation in disputes.

Orientation Two – Result: Members have stronger animal health and welfare systems and veterinary public health capacity.

Strategic indicators*:

- Proportion of Members demonstrating improvement in PVS critical competencies (Sub-indicator: Proportion of Members with or reporting improved preparedness and emergency management capacity).
- Proportion of Members reporting increased investment in their animal health services (sub-indicator: linked to engagement in PVS activities).
- Progress in implementing regional roadmaps that translate this Plan into action, developed by Regional Commissions with WOAHA support.
- Number of Members actively engaged in WOAHA-coordinated networks.

*Additional system-wide indicators on priority zoonoses, AMR, wildlife health and environmental variables to be explored.

Priority initiatives:

- Develop and support implementation of regional roadmaps, including through reinforced WOAHA regional presence to support system and capacity strengthening for effective standards implementation.
- Reinforce engagement to tackle TADs, emerging diseases and wildlife health, in close coordination and collaboration with FAO.
- Continue investing in PVS missions, as a flagship activity of WOAHA.

- Continue developing emergency management capacity (through laboratory work, biothreat reduction, emergency management programmes, epidemic intelligence, and individual technical assistance).
- Support regional and national operationalisation of One Health.

Orientation Three – Result: Animal health is increasingly recognised as central to addressing global challenges, reflected in public discourse, policy and investment.

Strategic indicators*:

- Number of political declarations that recognise WOAHA's role, independently and within the Quadripartite, including in high-level forums, communiqués, UN processes, etc.
- WOAHA Share of Voice.
- Engagement with WOAHA return-on-investment products and outputs.

*Additional system-wide indicators on funding to be explored.

Priority initiatives:

- Implement an advocacy strategy for high-level multisectoral engagement with policy-makers and political actors.
- Capture and disseminate data-driven narratives on a wide range of socioeconomic and ecological impacts of animal health and welfare (and vice-versa), and on the return-on-investment in animal health systems.
- Develop adaptable tools to support Members in advocating for increased political will and stakeholder behavioural changes.

Enabler One – Result: WOAHA secures and consolidates its governance and funding for sustainability.

Strategic indicators:

- Number of Assembly decisions recommended by the GRC that are implemented.
- Proportion of increase in flexible and sustainable WOAHA funding.
- Number of agreements (new or renewed) by type of partner.

Priority initiatives:

- Implement Assembly decisions based on GRC recommendations.
- Update resource mobilisation strategies.
- Explore PPP models and launch a WOAHA partnership forum.

Enabler Two – Result: WOAHA analysis is used by the animal health community for decision-making.

Strategic indicators:

- Stakeholders' use of and satisfaction with WOAHA data systems, analytical products and scientific and technical documentation.
- Number of new analytical and/or epidemic intelligence products developed and disseminated.
- Proportion of Members submitting disease notifications on time.
- Implementation of at least one interoperability system per region.

Priority initiatives:

- Strengthen analysis, particularly in epidemiological intelligence and economic metrics, alongside continuous improvement of WOH data systems.
- Work with Members to improve transparency in data reporting and collection.
- Develop e-certification for standards and disease status.

Enabler Three – Result: WOH is perceived as an environment where people are motivated, feel included and safe.

Strategic indicators:

- Progress in implementing a comprehensive Human Resources policy, with specific criteria to be established.
- Environmental impact of WOH activities.

Priority initiatives:

- Implement initiatives to improve quality of working life, work-related events and activities (security of premises, HR policy, well-being, staff surveys, etc.)
- Implement social (incl. GEDSI) and environmental policies.

Enabler Four – Result: WOH can measure its performance and demonstrate its ability to deliver lasting impact.

Strategic indicators:

- Proportion of strategies and programmes with performance or MEAL systems in place.
- Proportion of recommendations following after-action reviews, Observatory monitoring, audits or lessons learned that are implemented within an appropriate timeframe.

Priority initiative:

- Reinforce MEAL and implement Organisation-wide performance monitoring.