

Minutes Executive Committee 01 – 2021-EC01 Monday 11 January 2021

The 2021-EC01 took place through videoconference on Monday 11 January from 2:00pm to 5:00pm.

Participants: Monique Eloit, Mathew Stone, Jean-Philippe Dop, Emily Tagliaro, Elena Menguy, Gerrit Beger and François Caya.

Actions (remaining from previous meetings in *italic*)

- *To update the ExCom on the OIE Training System activities in early January (J.-P. Dop/B. Alessandrini)*
- *To modify the foreword of the OIE 7th Strategic Plan to include reference to the post COVID-19 context (M. Eloit/F.Caya/Planning, Monitoring and Evaluation Officer)*
- *To refine the discussion paper on the “Editorial cycle of Scientific and Technical Review” (M. Stone/G. Torres/ L. Hogan)*
- *To add a sheet on secondments on the staffing table and develop a process for the management of secondments (E.Menguy/J.-P. Dop) – on going*
- *To prepare a note to all staff to inform on the agreement with China on reference to “country” and “national” in institutional documents (J.-P. Dop/R. de Souza)*
- *To develop ToRs for the OIE Training System governing bodies (F. Caya/N. Leboucq)*
- *To ask M. Clavel to provide state of play on the NS and ND (M. Eloit) - ongoing*
- *To create an OIE e-mail address comprising all OIE regional staff (I. Cusin/A. Thery) - ongoing*
- *To develop a policy paper on the rules to be applied for secondment (E. Menguy) - ongoing*
- *To share the ToC with OIE staff when finalised (All)- EC17 – To be addressed in the upcoming 7th SP related Workshops regarding the action cards and implementation roadmap*
- *To develop an advocacy document on the benefits of being an OIE Member (J.-P. Dop and RAD) - ongoing*
- *To develop a project process flow (E. Tagliaro) – ongoing*
- *To develop an interim mechanism for reporting on budget-related matters (E. Menguy)*

For discussion

1. A vision for OIE communication (G. Beger)

Discussion based on a document drafted by Gerrit and available in Annex 1. Gerrit especially emphasized the paradigm shift that the OIE must aim at a more efficient communication i.e. new forms of communication vs the current old-school communication culture at the OIE. Some challenges among others: lack of evidence-based work, no regular M&E of communication campaigns, lack of appropriate devices and platforms, limited in-house understanding of what communication can bring, lack of marketing guidance, etc.

- General comment: excellent feedback from the EC members, the document is well structured and argued, the proposals are relevant for an improved communication strategy. Consensus on the objectives, values and principles.
- Regarding the areas of work:
 - **Team:** ongoing discussion within the team on the optimization of the talents; revitalization of skills in the regions – Few recruitments are ongoing
 - **Brand and master narrative:** call for proposals in progress with external companies. This subject will be treated with caution because the current acronym has a long history for many delegates as well as for OIE colleagues
 - **OIE.int:** ongoing project (new website launch expected in April 2021) – the archiving of documents currently uploaded on the site is a question addressed by the project.
 - **Governance and normative guidance** are under preparation and will be ready when the new website is launched
 - **KPI:** in process through a contract with an external specialized company (results expected for February).
- The major actions proposed at the end of the document are planned to be implemented in 2021 and the operational roadmap will be further developed and shared with Departments/Units.

For decision

1. New ExCom charter (M. Eloit/F. Caya)

- After a brief reminder of the previous discussion on the draft, the final version has been approved (with few amendments). The final version can be found in Annex 2.
- On a rotational basis (with regular frequency), a COMEX member would report on progress/challenges/key achievements within their portfolio to ensure situational awareness and to take decisions. Some issues will be more systematically addressed or reported on (refer to the appendix of the Charter). That will be made through a coordinated approach with the agenda of the CODIR.
- The minutes of the COMEX will be shared with CODIR systematically.

2. GBADs official launch (Emily Tagliaro) on 19 January 2021

- The meeting is jointly organized with the University of Liverpool (UoL)
- Press release is under development (Emily and Gerrit) : DG is comfortable with the proposal that quotes be prepared on the basis of the talking points already drafted;
- It was agreed this be a public event (without public intervention). In any case, participants will have to register first.
- DG accepted that posts be published on social media to advertise the event.

For information

1. OIE COVID-19 update (Elena Menguy)

- No questions nor request from the staff over the last month.

An HR Newsletter will be published tomorrow to inform the staff that the HQs offices are open, that WFH full-time is still the recommended option but that colleagues are allowed to come back at the offices (on a voluntary basis and with the respect of the sanitary measures).

It is no longer necessary to notify the reception since the employer no longer has to provide a certificate to circulate.

The respect of the cleaning procedures will be checked (General Services Unit).

- Staff survey on teleworking: presentation of the outcomes to the Staff Representatives on 12 January as well as proposals for actions.

Presentation will be made at the next COMEX meeting (18 January) for validation of the action plan, and before sharing with all the HQs-RR-SRR colleagues firstly during a webinar and then thanks to a dedicated HR Newsletter.

2. Items for upcoming ExCom meetings (M. Eloit)

- **18 January:** partnerships strategy, state of play of the recruitment process, outcomes of the staff survey on teleworking and action plan, information on the General Session preparation.
- **25 January:** high level implementation roadmaps of the 7th Strategic Plan (on the basis of the action cards developed/shared by Maroussia), including preliminary presentation of the 2021-2022 budget;
- Other following topics will be addressed later:
 - Intermediate AAR follow-up (February)
 - Presentation with the OIE capacity building strategy.

3. Roundtable (All)

- **Monique:** the OIE is recruiting a project officer to take on the work related to the strategic plan, with experience in strategic planning and M&E.
- **Matthew:** (1) work for the preparation of the RFP for the OIE vaccine banks has started; (2) a climate change policy paper on what the OIE is doing is under preparation and shared with COMEX shortly; (3) new SOPs for emerging diseases have been prepared, will be further discussed with Specialist Commissions at their February meetings before submission to the consideration of the COMEX; (4) pilot virtual “field” mission for assessing the status of a country (Nicaragua) is ongoing and feedback will be valuable for future missions.
- **Jean-Philippe:** (1) progress of the final steps for the Release 1 of the OIE-WAHIS project; (2) first Tripartite+ UNEP meeting for preliminary discussion on the establishment of a One Health High Level Expert Council (on the agenda of the Tripartite Executive Committee mid-February).
- **Emily:** (1) OIE contribution to the DTRA leadership program (with Matthew); (2) meeting with Italy Delegate and Directors of two IZS next Friday for negotiation of the renewal of a 4-year agreement; (3) Fleming Funds for AMR-related activities – encouraging discussion for a continued financial support.
- **Elena:** (1) interviews for the procurement positions will take place this week. Maroussia provided all information regarding procurement processes underway as well as on the process/procedures. In the meantime, a message will be sent to the HoD-RR-SRR to inform them on the procurement management modalities until the arrival of the new colleague; (2) temporary staff have been recruitment within HR Unit.
- **François:** preparation of the General Session: (1) all the webinars on the Specialist Commissions activities/standards will be held during the same week - 12 April; (2) IT requirements are on process, especially for the dedicated website; (3) modalities of the presentation and adoption of the administrative matters are discussed with JPhD, Elena and Alix this week.

Annex 1

INTERNAL DOCUMENT OIE (DRAFT) – NOT FOR CIRCULATION

A VISION FOR OIE COMMUNICATION

THE DIGITAL LANDSCAPE

Almost **4.6 billion people were active internet** users as of July 2020, encompassing **59 percent** of the global population – a figure predicted to increase even in places with less connectivity and fewer amenities – moving new forms of communication to the core of business and organizational interests globally.

Latest figures also show an increasing number of smartphone users each year. In 2020, the number of global smartphone users is projected to total **3.5 billion**, marking a 9.3 percent increase from 2019. The current global population of 7.7 billion people means the smartphone penetration rate is **45.4 percent**.

While in many parts of the world, high bandwidth video and social media dominate online services, in other countries the Internet is still more nascent and low bandwidth content types are the most commonly available formats. To drive change, for many organisations, attracting the attention of high bandwidth communities, as well as emerging audiences, is critical for reaching their goals. The rapid proliferation of smartphones in itself makes a strong case for a mobile-first approach ensuring that all communication products convert well into mobile formats.

Against this digital backdrop, the OIE wants to evolve its communication to achieve accelerated growth, competitiveness and engagement with audiences and to clearly position itself as a leader in the animal health space of the 21st century, casting the net beyond its current niche.

The continued transformation of communication is an ongoing challenge for organisations that requires continued evolution to stay competitive, credible, transparent and nimble.

7TH STRATEGIC PLAN

The transformation of communication at the OIE will be aligned with the implementation of the organisation's new strategic plan which contributes to global goals with the improved sustainability of animal production as the overriding objective at a time when millions are impacted by world hunger, zoonoses and foodborne diseases.

Furthermore, over 18 percent of the world's population is directly engaged in animal husbandry, processing or marketing of animals-based products, and thus their income and socio-economic status critically depend on this sector. Given this global landscape, the mandate of the OIE will have growing and far reaching impact going forward, as furthermore underlined by the COVID-19 pandemic.

Climate change, food consumption patterns, animal welfare and environmentally friendly animal production, along with advances in science, need to be addressed as significant factors in any new communication framework.

Equally, the focus on the global trade of animal products and its attempt to be nimble, while at the same time regulatory to ensure safety, is another increasing challenge at a time when multilateralism and global frameworks are in crisis.

These issues are further compounded by the inequalities in capacity and resources of national Veterinary Services which impede the effectiveness and sustainability of global animal health. The capacity to deal with new expectations and emergencies is limited in lower resource settings, hence the risk of failure represents a major threat to global public health and food security.

Furthermore, the OIE is significantly expanding its data collection platforms to make its data more readily available, providing transparency on animal health and welfare issues. It will be critical to market these platforms and its data outputs effectively to further strengthen the positioning of the organisation as a leading resource for reliable, robust animal health data.

The mission, trends and challenges covered in the 7th strategic plan hence frame the scope of the organisation's core communication mandate.

COMMS VISION 2021

This vision covers essential parts of a new communication approach designed for the OIE to expand reach, competitiveness and the impact of its work. It is written as an overall umbrella from which more precise strategic approaches for specific areas of work can be developed and flow.

Through the strategic use of communication including media relations, digital platforms & campaigns, data systems and other forms, the OIE will engage in richer dialogues about issues related to animal health and welfare. Having a greater understanding of the interconnected challenges the world faces in terms of animal health and welfare will result in more impact externally: the richer the content, the story, the conversation, the greater the chance for audiences to support the OIE and its causes.

The OIE will internally build capacity, and further develop normative guidance and protocols on communication work so that knowledge and expertise can be more

efficiently shared across the organisation and with partners, including through webinars and other learning opportunities. The creation of a dedicated internal communications function and an intranet to harmonise messages across the organisation, and for staff communication overall, is another component missing in the current structure.

Supported by its communication function, the OIE will continue to evolve into a streamlined, independent, transparent organisation, actively engaged with its Members and diverse audiences, and thus help drive greater, more direct, meaningful, and measurable engagement and change as part of its competitive edge.

OIE's communication will also help set and emphasise priorities for Members and partners who focus on animal health efforts by creating new synergies among actors through OIE's platforms such as WAHIS+, digital joint campaigns and other efforts.

Everyone in the organization has a role to play when it comes to safeguarding and expanding the reputation of the OIE through its communication objectives. OIE staff members are the best ambassadors and advocates in their own right!

OBJECTIVES

Organisational objectives:

- Promoting animal health and welfare
- Fostering transparency in global animal disease
- Strengthen governance of animal health systems

Comms goal:

Position the OIE and engage stakeholders, including the broader public as a leading international voice at the forefront of improving animal health and its governance, with the ability to partner and catalyse global, regional and local action.

Comms objectives:

- Enhance the capacity of the OIE to interact with target audiences through diverse communication channels & digital platforms to become a globally

recognized reference and to shape public discourse on issues involving animal health, as well as welfare in crisis and non-crisis settings.

- Increase understanding that animal health is not an isolated universe, but an integral part to ensuring global public health and food safety through a One Health approach.
- Strongly position the OIE through a new visual brand, identity and master narrative across key streams of communication work in an engaging voice across the organisation, guided by a communication and branding manual package.

VALUES AND GUIDING PRINCIPLES

OIE values and principles

This vision for communication is aligned with the values and the guiding principles of the strategic plan.

Values: diversity, fairness & inclusion, trust and purpose.

Guiding principles: scientific excellence, independence, transparency, solidarity, partnership, good governance.

Comms vision principles

These five principles guide the transformation of communication at the OIE.

1. **Focus on the user:** People who engage with the OIE online should have a consistent user journey, regardless of platform. Across all platforms the tone, look and feel of the journey must remain coherent and visually recognisable.
2. **Be data driven to inform content and strategic choices:** Communication is part art and part science. Analytics of usage and behaviour will inform and shape the choices around messaging, content and engagements efforts; moving beyond communications based personal preferences. KPI's need to be set at the beginning of the year with built-in reviews.
3. **Adopt an agile approach to communication & engagement:** Identifying opportunities for innovation and moving quickly to meet them, while learning from iterative implementation will help strengthen the OIE's approach. The

enhancement of the team's efficacy will be spurred by feedback mechanisms, and novel ideas and approaches in our communication and engagement with our audience.

4. **Include people with low and high bandwidth connectivity:** As technology improves, we are able to use streamlined versions of new technologies to connect with people in low bandwidth circumstances — still a reality for many Members. Given the rapidly, increasing and wide-spread use of smartphones in consuming all formats of communication, **think mobile-first.**
5. **Support and champion open standards:** OIE's content and digital spaces should lean towards open standards. The principle of open data and Creative Commons licensing of OIE content is fundamental in the creation of global public goods and making knowledge accessible and usable to all.

FOCUS AREAS OF WORK

The following specific key areas of work will be addressed as priorities:

1. **The team:** The OIE communications team will be optimized based on the strengths and talents of its current members, while also revolutionising the team structure with clear accountabilities at both HQ and, increasingly, at regional level, thereby increasing the quality and volume of services offered. By strengthening capacity in the regions, the OIE will also be able to better respond and implement the communication needs of its Members and donors. Additionally, an internal communication function will need to be permanently created on the team, and elsewhere, functional capacity in strategic corporate and digital communications will be added.
2. **The brand:** A new branding and master narrative needs to reflect an evolving organisation that achieves growing impact. It will provide clarity for stakeholders and key audiences on the OIE's mission and causes, and how to join and support us in the pursuit of our goals. Accordingly, the branding and narrative must also reflect a stronger cause-based component, underpinned by widely recognised principles like sustainability, animal protection and climate change. Finally, alignment between the name of the organization and the acronym will provide increased brand clarity, especially with new-found audiences, going forward.

3. **OIE.int:** The new website will be an entry point into the OIE's digital environment that is innovative, collaborative and transparent. It sets the tone for all OIE communication platforms to follow an audience-centred approach. Therefore, the website will no longer be structured as a mirror of the OIE's internal organisation, but as a compelling portal for more clearly identified external user groups. As a content resource and platform, optimized for mobile use, it will become a visually appealing space for information, news, knowledge sharing, engagement and advocacy, seamlessly integrated with social media platforms.
4. **OIE editorial:** The OIE requires a fresh editorial approach for developing its content. More explanatory corporate formats, field-based storytelling and first-person narratives will make the OIE story more accessible and compelling. State-of-the-art technical & scientific content will be improved by increasing data visualisation and design capacity. Regions will need to be more engaged in the strategic approach as well as in the sourcing and organising of communication materials production.
5. **Marketing and Influence:** Paid, earned, shared, owned (PESO) marketing approaches have become a critical component in communication work. The OIE will be developing marketing strategies to accompany key initiatives to reach new audiences and to ensure ROIs on content, campaigns and platforms/systems investments. A special emphasis will be placed on developing an authentic, strategic influencer network that can achieve impact and invigorate the organisation's reach and strengthen its voice.
6. **Normative guidance and policies:** A comprehensive set of communication policies and manuals (e.g. social media policy) including topical risk and crisis communication plans will be developed to ensure communication is coordinated and that parameters and approaches are well understood across the organisation.

MOVING INTO ACTION

The OIE is well placed to meet the key challenges outlined here as some strong fundamental factors underpinning this vision are already recognised and aligned within the new strategic plan. A communication cultural change and increased investment in branding, positioning, capacity building, content production and partnerships, as well as a strong collaborative effort between departments, are critical in realizing this new vision for OIE communication.

The following areas are identified as major action points of work throughout 2021:

1. **Upgrade OIE.int** with new technology, fresh look and feel, centred around audience needs through an external agency (ongoing).
2. **Develop new branding and master narrative** to strongly position the OIE in line with the 7th strategic plan and this vision paper.
3. **Develop a new team structure & workflow** to foster collaborative working dynamics to succeed in building strategies to promote and engage around organizational priorities, guided by the vision's principles as well as a dedicated staff workshop. Workshop to be organized ASAP after lockdown.
4. **Develop a corporate communication strategy** to align priorities as well as ensure that the OIE is presented cohesively across topical areas.
5. **Develop governance & normative guidance.** Develop and refine governance and policies to establish decision-making, roles, accountability and authority for OIE's communication ecosystem, including websites, social channels and any other communication products. Clear governance policies and procedures will help limit institutional risk and enhance capability for all staff.
6. **Develop staff training plan** to build capacity at HQ and at the regional level to effectively communicate with target audiences, with an emphasis on delivering on the key areas of work covered in this vision paper.
7. **Develop a digital marketing and influence framework** to enhance digital campaign influence, reach and capabilities by inviting external expertise to amplify the OIE's reach and engagement.
8. **Develop a plan for internal communications, including adding capacity** to fulfill this role.
9. **Develop measurement framework, KPIs and dashboard** to generate weekly and monthly evaluation reports, as well as reports for campaigns and other corporate initiatives.

// ENDS

Annex 2

Charter - COMEX **Executive Committee**

1. Mission statement

COMEX is an instrumental OIE governance body in order to ensure an open-minded and coherent decision-making process through a consensus-based management approach for best ownership of organisational decisions. On a weekly basis, the COMEX addresses pertinent issues to the organisation that require collaborative approaches, often across teams and functions. It is a forum informed by good situational awareness in the business and eager to accelerate change, share ideas and solutions.

2. Responsibilities

The COMEX is involved in all matters related to the strategic and operational management of the Organisation, and in particular with a view to:

Strategic management

- Monitor the implementation of the five-year strategic plans, through review and analysis of action plans' implementation and performance monitoring;
- Supervise major cross-functional projects and launch of new activities, projects or programmes, in alignment with the strategic plan;
- Review resource mobilisation activities and the commitment of investors.

Operational management

- Supervise the development of OIE's policies, and ensure their compliance with the rules, texts and main principles of the OIE;
- Monitor budget development and execution and supervise the allocation of resources;
- Define OIE's risk management policy, monitor its implementation through relevant governance structures and track implementation of recommendations;
- Define the main lines of internal and external communication, as well as the promotion of the OIE and its activities;
- Endorse human resources policies, including those relating to compensation as well as recruitment and talent management, ensuring their consistency with the Organisation's values;
- Define the Organisation's social responsibility policy in accordance with sustainable development principles;
- Ensure change management and communicate with management and teams on decisions made;
- Draft and finalise reports and recommendations for the Council and the World Assembly of Delegates, as well as the follow-up of decisions made.

3. Composition

The composition of the COMEX is determined by the Director General and includes the Directors, as well as the Chief of Staff, the Heads of the Communication and Engagement and Investment Departments. Other members may be invited on a case-by-case basis, as deemed necessary.

4. Functioning

Roles

In order to ensure the proper functioning of the COMEX, the following roles have been defined:

- The Director General acts as the chairperson of each session;
- The Chief of Staff acts as the facilitator of each session;
- A timekeeper (rotating role) makes sure time dedicated to the agenda points is properly managed;
- A minutes taker (rotating role) is in charge of taking the minutes of the meeting;
- Every COMEX member commits to active participation and constructive contribution in their quality of management representative and COMEX team member, regardless of the agenda topic.

Agenda

The agenda and working documents are prepared and circulated prior to meetings by the Chief of Staff, who provides the overall Secretariat role. Any member can suggest topics to be added to the agenda. The agenda should specify for all agenda items one of the following purposes: for information, for discussion, for decision.

An indicative list of recurrent topics is annexed.

COMEX members are expected to read the documentation circulated prior to the session.

Minutes of the meeting

At the end of each item agenda discussion, the main conclusions/actions/decisions have to be reformulated to ensure mutual understanding and alignment on the documented content to be circulated.

These minutes are required to provide a formal account of who was at the meeting, what was discussed (where applicable), what decisions and related actions were agreed upon, and who will carry out these actions as well as timeline where relevant. The minute taker is in charge of providing the single official version of events.

The minutes of the meeting are shared with the Management Committee (CODIR) electronically, after agreement on what items and the level of granularity of the information to be shared, and final revision validated by the Chief of Staff. The CODIR members are invited to share the minutes with their staff as need be. The minutes of the COMEX will eventually be published on a dedicated section of the OIE Intranet.

Frequency

The COMEX meets on a weekly basis, and as necessary through electronic means.

Annex - Indicative list of recurrent topics

Recurrent topics	Responsible	Frequency	Comments
Institutional affairs/regional activities <ul style="list-style-type: none"> - Capacity-building activities - Regional activities - Partnerships - Etc. 	J.-P. Dop	As need be	At least 1 subject per month
International standards and science <ul style="list-style-type: none"> - WAHIAD - Standards - Etc. 	M. Stone	As need be	At least 1 subject per month
OIE World Fund – Resource Mobilisation Strategy	E. Tagliaro	Quarterly	
HR status (recruitment, development/training, budget, satisfaction/motivation)	E. Menguy/S. Fevry-Luyckx	Monthly	
Finances (budget implementation follow-up, procurement)	E. Menguy/A. Weng	Monthly	1 st week of the month
Communication (internal/external)	G. Beger	As need be	At least 1 subject per month
Implementation of the OIE 7 th strategic plan	F. Caya (A. Thery when relevant)	Quarterly	It should be based on the KPIs to be defined. Strategic projects could be presented as part of the ad-hoc agenda items