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#WOAHGS

Benefits of WOA membership independent analysis : Project outcomes

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Benefits of WOAHA membership independent analysis : Project outcomes

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Benefits of WOAHA membership independent analysis : Project outcomes

Background Purpose, Importance & Strategic Implications

- WOAHA launched this project to better address Member needs and strengthen Members engagement by reaching high-level national authorities.
- Non-Members are seeking clarity on the value of WOAHA membership to support policy-level advocacy for accession.
- The project aims to understand and then demonstrate the value of membership to decision-makers, for stronger Members' engagement (institutional, technical and financial) and potential new Members adhesion (advocacy / sustainability)
- Funding: Australian Government
- Lunched in mid August 2023 / Closed mid October 2023
- Consultancy firm selected: SAFOSO
- Kick-off: 17 May 2024
- Ten-month project that ended: 14 March 2025
- The initiative aligns with the revision of WOAHA's Basic Texts and development of the next strategic plan, as well as the Director General's priority to increase visibility.



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Benefits of WOAHA membership independent analysis : Project outcomes

Key objectives:

- Identify the obstacles to accession and constraints to maintain membership.
- Quantify (subject to data availability) the intrinsic value of WOAHA membership.
- Identify ways to stimulate engagement of current Members and attract new Members.
- Propose an advocacy plan and provide suggestions of advocacy packages/toolkit (for WOAHA and its Members).

All deliverables were completed on time and provide us with enough material to develop and advocacy strategy

The comprehensive analysis of Deliverable 1 and Deliverable 2 reveals critical insights aligned with the project's objectives



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Benefits of WOAHA membership independent analysis : Project outcomes

Deliverable 1

Review of evidence on WOAHA Membership added value and identification of best practices



- Key documents review to describe WOAHA current membership model
- Case studies of socio-economic benefits of WOAHA membership: Capacity building, One Health, Wildlife , AMR, Aquatic : disease control, prevention and surveillance, Network- Empower - Ownership - Socio-economic. (assuming data presence).
- Comparing membership practices of other international organisations: WHO (UN), CITES (outside UN, administered by UNEP, core and a voluntary funding), IPPC (part of the 3 sisters). (mandate, strategic priorities, membership practices (including funding) engagement with senior decision makers to advocate for investment.



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Benefits of WOAHA membership independent analysis : Project outcomes

Deliverable 2



Internal and external perspectives on added value, constraints and obstacles related to WOAHA membership

1. Internal interviews (WOAHA management ,RR/SRR, regional staff)
 - Value, contribution model, mandate and leadership, services to Members, governance and Members' expectations
 - WOAHA identity, Engagement, Advocacy
2. External consultations (Council exchanges, Delegates workshops)
 - WOAHA's mandate and leadership, Members engagement/contribution, emerging regional leadership & empowerment of Members
 - Reflect on the link between past, present and vision for Members
 - Value (of WOAHA services), Engagement (feel supported, have access to), Empowerment (national/regional level)
 - Value, Partnership, Empowerment



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Benefits of WOA membership independent analysis : Project outcomes

Deliverable 3

Propose an advocacy plan and provide suggestions of advocacy tools and material

- Grounded in **previous deliverables** findings.
- To provide a **strategic framework** for a **targeted advocacy strategy**, distinct from general public advocacy.





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Benefits of WOAHA membership independent analysis : Project outcomes

Critical insights from Deliverable 1 and 2

- Many **less-resourced** Members **struggle to justify the cost** of membership.
- For many **trade-focused Members**, the costs of membership are **easier to justify** thanks to the benefits generated through WOAHA's role in standard-setting.
- This **disparity**, particularly between trade-focused and less-resourced countries, can **affect engagement**.
- Without **clear communication** on **how contributions translate into tangible support**, less-resourced Members feel their needs are secondary to trade priorities.
- While WOAHA's capacity-building programmes are widely appreciated, there is a **need for more follow-up after training** to understand their **long-term impact**.
- New Delegates can face **challenges navigating WOAHA's structure** and accessing its programmes, further widening the gap between **benefits and expectations**.



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Benefits of WOAHA membership independent analysis : Project outcomes

Critical insights from Deliverable 1 and 2

- Some Members expressed **difficulties to describe the value of WOAHA's membership** at a high political level.
- The language used is **either simple** and suitable for the general public, **or technical and focused on veterinary specialists**. This makes it difficult to achieve effective advocacy for high level national policy-makers and decision makers.
- Benefits are **primarily communicated** and showcased **from the view of WOAHA** itself, rather than from the view of its Members (to reach policy makers).
- **Overlaps** between WOAHA's **mandate** and that of organisations such as FAO and WHO have also raised concerns.
- While the **expanded focus** on One Health and AMR is welcomed by some, in particular **trade-focused Members fear** it may **dilute WOAHA's core mission** of setting animal health standards and facilitating trade.
- **Improved communication and coordination** with these organisations are necessary to **clarify WOAHA's distinct value** in areas other than those that are strictly trade-related.



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Benefits of WOAHA membership independent analysis : Project outcomes

Critical insights from Deliverable 1 and 2

- **Without effective advocacy** tools and tailored materials, Delegates face **difficulties in promoting WOAHA's mission and securing national support.**
- Many Members have expressed a desire for **clearer communication on the benefits** of membership and how these **align** with their **specific needs.**
- The analysis also reveals that **Members** often **lack a full understanding of the services offered by WOAHA** and how to **leverage them effectively.**
- WOAHA's **advocacy and communication** strategies need **strengthening.**



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Benefits of WOAHA membership independent analysis : Project outcomes

Critical insights from Deliverable 1 and 2

Showcasing Membership and engagement benefits

WOAH supports all its Members by setting **global** animal health **standards** that can be **adapted** to local (**regional**) **needs**, enhancing **trade credibility**, **reducing trade risks**, strengthening and building the **capacity of Veterinary Services**, strengthening **veterinary governance**, assisting in **responding to animal health emergencies**, providing a **voice for Veterinary Services** at the global level, and providing a **platform for dialogue**, cooperation and solidarity to address animal health challenges.

But.....missing data and figures (to quantify value, measure and show tangible impact)



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Benefits of WOAHA membership independent analysis : Project outcomes

Critical insights from Deliverable 1 and 2

- To **address these** challenges, the recommendations promote the **organic development of an overarching framework**, the implementation of which will foster an **institutional identity**, targeting **internal and external communication, mandate clarification and advocacy**.
- This framework would **bring the organisation's global and individual value to the forefront**, reinforcing the alignment of internal and external communication efforts with advocacy efforts for different target audiences
- The implementation of this framework will also **help national decision-makers to better understand the return on investment** provided by WOAHA.



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Benefits of WOAH membership independent analysis : Project outcomes

WOAH's value

Recommendations from Deliverable 1 and 2

- A ***dedicated page on membership*** (details and conditions)
- Development of a consolidated **list for membership benefits**, including aspects for less trade-focused or less-resourced countries.
- Create a system for **regular follow-ups after trainings** and workshops to **assess** effectiveness, sustainability and **impact** and made adjustments as needed.
- ***Be more deliberate in promoting its role*** when instigating, coordinating and/or co-funding (including in-kind) initiatives with positive impacts on a Member, region or globally.
- **Communication** material and a **dedicated platform** or section on the website that clearly outlines the range of **benefits** (program updates and impact).
- Develop **tools and methodologies** to demonstrate the **real-world impact** of Members contributions and engagement (regular documentation of **case studies**).



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Benefits of WOAHA membership independent analysis : Project outcomes

Recommendations from Deliverable 1 and 2

WOAH's mandate

- Clarification of WOAHA's mandate with a **unified definition**, including addressing overlaps with international organisations and **boundaries of the mandate**.

WOAH's engagement and support for Members

- Prioritising **tailored engagement** strategies through feedback mechanisms that address **unique regional challenges**, ensuring all **Members receive appropriate support**.
- Ensure accessibility and effectiveness of its capacity building programs (less resources countries). A more regular implementation of **project/program evaluations** to **assess results and impact** to gaining better insights into the strengths and challenges.
- Create a **clear pathway to membership**.



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Benefits of WOAHA membership independent analysis : Project outcomes

Recommendations from Deliverable 1 and 2

Financial contribution and resources allocation

- Conduct a **thorough review of the current contribution categories and system** to ensure they are equitable and reflective of the financial capacities of all Members.
- Consider implement a contribution system that provides **support to countries that may struggle** to meet existing requirements
- Continue developing a **transparent reporting framework** that outlines the payment categories and contribution statuses Members.



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Benefits of WOAHA membership independent analysis : Project outcomes

Recommendations from Deliverable 1 and 2

Advocacy and empowerment in promoting WOAHA's mission

- Apply a **clear advocacy strategy** that outlines the goals, methods, and target audiences for its initiatives by considering the differing needs of Members.
- Regular and ongoing **trainings on advocacy** and WOAHA's environment to **Delegates and staff** should be provided.
- Design **membership advocacy activities** to reach policy makers, senior officials/high-level government authorities
- *Closer collaboration* with **WOAHA's regional/subregional representatives** and experienced staff **to design content functional for advocacy** tailored to Members.



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Benefits of WOAHA membership independent analysis : Project outcomes

Recommendations from Deliverable 1 and 2

Communication and transparency

- While tailoring future **advocacy** strategies, WOAHA should establish a cohesive external **communication strategy** that outlines **clear objectives, key messages, and methods for engaging** with all **Members**.
- Structured **feedback mechanisms for targeted programs** should be **developed or optimised** to gather currently missing program information such as **impact and sustainability**. WOAHA should ensure that **adequate resources** are made available for the analysis of and **reporting on feedback**.
- Ensure that **regional insights** are effectively integrated **into decision-making** processes (key coordination between HQ and regions).
- A more ***succinct and focused message about WOAHA's strategy*** and current priorities in the webpage
- Explicitly state on the website the ***involvement of Members*** in the ***development of Strategic Plans***



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Benefits of WOAHA membership independent analysis : Project outcomes

Highlights

Deliverable 3

Propose an advocacy plan and provide suggestions of advocacy tools and material

- Based on insights from previous reports, the document proposes a **targeted advocacy** (tailored messages and tools adapted to each country's context).
- It focuses on **reaching political and financial decision-makers—primarily ministers and senior officials**—through both **direct engagement** (WOAH staff and the policy maker) and **indirect support** via WOAHA Delegates.
- **WOAH Delegates key** elements for advocacy considering WOAHA model (we need active involvement = Members to act, all voluntary = address specific needs / Members perspective COM).
- It also **clarifies the meaning of “advocacy”** for an intergovernmental organisation like WOAHA, distinguishing it from lobbying and campaigning, and emphasising its legitimacy, transparency, and alignment with public interest.



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Benefits of WOAHA membership independent analysis : Project outcomes

Highlights Deliverable 3

Propose an advocacy plan and provide suggestions of advocacy tools and material

- It provides a **useful starting point for formalising advocacy efforts** (including governance aspects of advocacy within WOAHA) and improving coordination with the Advocacy team, Communications Department, as well as clearly defining the role of HQ management and RR/SRR in advocacy.
- Outlines a **medium- to long-term framework** to effectively plan, implement, and measure **advocacy actions**.
- **to show decision makers the value of its membership** (to support Members in communicating the benefits of WOAHA membership with decision makers).
- This will **not duplicate** but rather **complement WOAHA's existing communication and advocacy activities** for the general public and policy makers.



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Benefits of WOAHA membership independent analysis : Project outcomes

Highlights Deliverable 3

This advocacy strategy suggests solutions to address:

- Lack of targeted content for policy makers (trade/no-trade Members or less-resourced)
- Technical or popular language barrier
- Need for a stronger two-way communication flow
- Uneven presence of advocacy skills in the global WOAHA network
- High turnover rate in the policy/decision makers and Delegate target audiences
- Enhance the sense of belonging among WOAHA Delegates



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Benefits of WOAHA membership independent analysis : Project outcomes

Highlights Deliverable 3

Strategy and tools to :

- Reach high-level national authorities (Ministers, MPs, senior officials) in Members and potential future Members.
- Communicate WOAHA's value tailored to each Member's unique context.
- Shift the narrative from WOAHA's institutional voice to a Member-centric perspective.
- Use language and content tailored to political and financial decision-makers.
- Empower Delegates to advocate nationally and build stronger bonds with WOAHA (Create sense of belonging).
- Engage all WOAHA staff as ambassadors in the advocacy process.
- Provide guidance and tools to craft effective, case-driven advocacy messages and facilitate reaching policy and decision makers.



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Benefits of WOAHA membership independent analysis : Project outcomes

Highlights Deliverable 3

IMPORTANT:

- Need to clarify the mandate
- Difficulties in translating into facts and figures the benefits of WOAHA membership
- Advocacy must also consider other challenges that emerged from the analysis:
 - Legislative and regulatory constraints
 - Competing priorities of policymakers
 - External factors and political context
 - Economic strength of some Member or potential future Members
 - These structural challenges are very different depending on the members and the geopolitical situation.
- ❖ Need to start with some pilot and define how to develop/implement it in future (183 Members)



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Conclusion and Next Steps

- Today a preliminary feedback and thanks for the input!
- Preliminary results are in line with the basic text revision (rec to better define our mandate) and one of DG's main priorities (increase visibility)
- Lots of material to implement DG's vision and to inform the 8th strategic plan
- Presentation to Council with a more precise proposal for further discussion (September meeting)



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Thank you!

Merci!

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