













Core component of the institutional response to COVID-19	Roses and thorns	Recommendations (maintenance)
<b>Technical aspects</b>	 <ul style="list-style-type: none"> <li>• Useful and timely guidance was provided in advance of detection of the virus in animals.</li> <li>• Meetings of experts were rapidly convened.</li> <li>• Staff were available and accessible.</li> <li>• Updates were regular.</li> <li>• The value of veterinary health professionals was highlighted.</li> </ul>  <ul style="list-style-type: none"> <li>• Disease reporting guidance was not consistently applied.</li> <li>• Incident management systems are not part of the Organisation's culture or practice.</li> <li>• Links between OIE guidance and FAO guidance were unclear.</li> </ul>	 <ul style="list-style-type: none"> <li>• Give further consideration to guidance relating to animal transportation, human cases of COVID-19 in abattoirs, and biosafety measures for protecting animals contracting the disease from humans.</li> <li>• Reach a broader audience with webinars (i.e. beyond OIE Delegates).</li> <li>• Analyse country reports and reporting guidance to improve the process.</li> </ul>
<b>Event management</b>	 <ul style="list-style-type: none"> <li>• The approach for determining options for the General Session was transparent.</li> <li>• The Presidents of the Specialist Commissions were well supported by the OIE Secretariat.</li> <li>• Swift action and support to hold virtual events was provided by the Digital Transformation and Information Services Department.</li> </ul>  <ul style="list-style-type: none"> <li>• The short time frames for re-organising events were a strain.</li> <li>• Internal coordination among departments could have been better.</li> <li>• Not all events or activities are well adapted to the virtual environment.</li> </ul>	 <ul style="list-style-type: none"> <li>• Ensure the virtual environment provides high-quality delivery of conferences, workshops and webinars for all stakeholders (Delegates, focal points, experts and the interested public).</li> <li>• Consider how certain in-field activities (e.g. PVS) can be adapted to the virtual environment.</li> <li>• Consider how other practices such as the development and adoption of standards could be achieved in the virtual environment.</li> </ul>

<p><b>Institutional communication</b></p>	 <ul style="list-style-type: none"> <li>• Where joint communications were made, partner institutions noted a positive experience.</li> <li>• The OIE took a whole-of-organisation approach and included all departments as well as the Regional and sub-Regional offices.</li> <li>• Managers and team members maintained regular communication.</li> </ul>  <ul style="list-style-type: none"> <li>• Inter-institutional communication relied on the personalities of those involved and associating Tripartite partners plus other organisations to develop positions on COVID-19 was not systematic.</li> <li>• While on the whole, the Organisation’s approach to communication was positive, it could have been more efficient and timelier.</li> <li>• The <i>Comité de Direction</i> (consisting of Heads of Departments and Units) could have been more organised and more effective.</li> </ul>	 <ul style="list-style-type: none"> <li>• Strengthen our relationships with other international organisations, including the Tripartite as well as non-traditional partners, to consider the interface between Veterinary Services and the environment, wildlife, biodiversity (e.g. CITES, UNEP). This will support OIE Members to recognise that wildlife health is essential in the One Health context.</li> <li>• Develop a strategy for communicating on disruptive events – to support spokespersons (staff, Delegates, experts in the OIE network).</li> </ul>
<p><b>HR and Logistics</b></p>	 <ul style="list-style-type: none"> <li>• Overall, staff felt supported.</li> <li>• All-staff meetings and webinars were highly appreciated.</li> <li>• Maintaining staff mental health and morale through an internal staff newsletter, team meetings and Amicale events was also appreciated.</li> </ul>  <ul style="list-style-type: none"> <li>• ‘Returning to office’ and ‘telework’ policies needed to be clearer.</li> <li>• Staff recruitment and onboarding posed challenges.</li> <li>• Paper-based procedures proved to be ineffective and inefficient.</li> </ul>	 <ul style="list-style-type: none"> <li>• Create an internal communication strategy aimed at staff for disruptive events.</li> <li>• Draft contingency plans for remote recruitment and onboarding of staff.</li> <li>• Establish an Occupational Health and Safety Policy, including a review of the requirement to send a doctor’s note after one day’s absence, and ergonomic considerations for home offices.</li> <li>• Create a Teleworking Policy.</li> </ul>