



Commonwealth Veterinary Association Strategic Plan 2023-2026

Last Reviewed on: 6 August 2023

**Revised Plan developed on 12 July 2023 by CVA
Executive and FINALISED in December 2023**

CONTENTS

| | |
|---------------------------------------|----|
| Acknowledgements | 2 |
| Background..... | 2 |
| Vision | 3 |
| Mission | 3 |
| Values | 3 |
| Championing the Cause..... | 4 |
| Marketing and communication plan..... | 4 |
| Objectives and Priorities..... | 5 |
| Risks and Opportunities..... | 5 |
| SWOT Analysis..... | 5 |
| Risk Register | 7 |
| Success Measures | 8 |
| The Action Plan..... | 9 |
| Immediate actions..... | 9 |
| Medium Term Actions..... | 10 |
| Longer Term Actions | 10 |
| Longer Term Event Calendar | 11 |

ACKNOWLEDGEMENTS

This Strategic Plan was developed by the Commonwealth Veterinary Association (CVA) executive in consultation with our CVA Councilors. It is a living document that is meant to provide readers with an insight to the organisation and its role and objectives.

It provides a shared vision for the future and will provide guidance to current and future members of the CVA.

Like any strategy, it can only be delivered through ownership, shared contribution and partnerships.

BACKGROUND

The Commonwealth Veterinary Association (CVA) was founded in 1967. Membership is open to National Veterinary Associations of Commonwealth member countries. Currently the CVA has 54 potential members with each member association being represented on a regional council by a delegate elected by the member association. Other non-Commonwealth countries are in the process of seeking associate membership. There are

six regions representing Asia, Australasia/Oceania, Caribbean, East, Central and Southern Africa, West Africa and UK/ Mediterranean. Each region is coordinated by a selected Regional Coordinator who reports regional activities to the executive committee. The executive committee is responsible for running the affairs of the association. As well as the six regional coordinators there are also a past-president, secretary, treasurer, program manager and communications director, under the chairmanship of the president. The CVA is staffed purely by volunteers.

VISION

The CVA aims to support and assist all veterinarians throughout the Commonwealth at the grass-roots level.

MISSION

The Mission of the Commonwealth Veterinary Association is to promote the veterinary profession within and outside the Commonwealth by encouraging the highest professional standards of education, ethics and service in order to advance animal health, productivity and welfare to improve the quality of life of all its peoples.

VALUES

Leadership: We promote the leadership role of veterinarians to improve public health, animal health and welfare, and environmental outcomes.

Education: We support continuing veterinary professional development and standards.

Quality: We endorse evidence-based best practices, and performance monitoring to maintain and improve program efficiency and efficacy.

Collaboration: We develop, nurture, and leverage key partnerships.

Accountability: We act with transparency and integrity as responsible stewards of funds.

Diversity: We respect people of all genders, cultures, communities, ethnicities, and perspectives.

CHAMPIONING THE CAUSE

MARKETING AND COMMUNICATION PLAN

| What groups do we need to serve most? | What do they need to hear from us? | What is the best way to find and communicate with them? | When will we communicate with them? How often? | How will we know if they have heard our message? |
|--|---|---|---|--|
| CVA Delegates | Ongoing dialogue, news, activities and opportunities | CVA Presidents, Regional Coordinators, WhatsApp and e-Newsletter | Continually | Level of engagement. |
| Regional Coordinators | Relevant information about opportunities for their regions, | Email, WhatsApp, meetings | Continually | Level of engagement with CVA Delegates, stories for e-newsletters, |
| Partner organisations | CVA news and activities | e-Newsletter and email | Monthly and as required Outreach to MOU partners (Annual Report, e-newsletters, etc.) | Level of ongoing support, aligned to their strategic objectives |
| National Veterinary Associations | CVA news, activities and opportunities – involvement in CPD with us, visiting lecturers, etc. | CVA Presidents, Regional Coordinators, CVA Delegates and e-Newsletter | Monthly | Level of support |
| Veterinarians | Opportunities | CVA Delegates, website, social media | As opportunities arise | Level of uptake of opportunities |
| Interested public | CVA activities | CVA Website and social media | Ongoing | Level of engagement |
| Potential Sponsors Eg, Open Philanthropy Project, WSAVA etc | CVA Activities and possible partnerships | Personal contacts, networking during international events | As frequently as possible | By their response |
| Community, vet students, etc | Opportunities | IVSA, CVA Website and social media | As opportunities arise | Level of uptake of opportunities |
| Universities, academics, researchers | Opportunities | CVA Website and social media | As opportunities arise | Level of uptake of opportunities |

OBJECTIVES AND PRIORITIES

- Ensure that the CVA is visible and relevant to its delegates, national veterinary associations, partner organisations, sponsors, veterinarians and interested people.
- Provide access to high quality continuing professional development both on-line, face-to-face, and through regional conferences in conjunction with partner organisations.
- Provide veterinarians and veterinary institutes material support through donated veterinary textbooks, veterinary equipment and other resources.
- Provide national veterinary associations and other veterinary groups support with identified needs, including during natural disasters.

RISKS AND OPPORTUNITIES

SWOT ANALYSIS

| Strengths | Weaknesses |
|--|---|
| <ol style="list-style-type: none"> 1. Networking and connections (both private and official) with numerous potential partner organisations 2. Ability to run on shoestring with the help of partner organisations 3. A reputation and ability to do “real work” at the grass-roots level 4. Access to CPD programs potentially able to reach out to thousands of veterinarians. 5. Strategic themes in line with millennial goals. 6. Diverse and substantial membership which is not served by other organisations. 7. Longevity – 56 years of operation as a voluntary organisation. 8. Charity Status – listed as a Charity in India - this is important for NGOs and attracting external private companies to provide funding for workshops, etc 9. CPD Focus – external funders, and national veterinary associations are all | <ol style="list-style-type: none"> 1. Traditionally a reliance on a few high-profile dedicated people. 2. Patchy engagement from councillors and regional representatives and hence a lack of access and relevance to National Veterinary Associations. 3. Turnover of and lack of continuity of CVA councillors. 4. Inadequate planning, recruitment and handover to upcoming and future executive roles. 5. Inadequate manpower to deliver the CVA’s programs and engagement with other agencies due to a lack of engagement from CVA councilors and regional representatives. 6. Lack of awareness of what we do due to weak communications. 7. Traditionally a lack of focus on small animal medicine. 8. Reliance on a relatively small budget consisting of National Veterinary Association subscriptions without other |

| | |
|---|--|
| <p>committed in their budgets to support professional development.</p> <p>10. Our Global Membership – e.g. WSAVA, WAP and others very interested to partner with us to engage in Africa, Caribbean and Oceania.</p> <p>11. Reputation – always important - we are seen as doers through small projects like poultry projects, etc – WVA seen as a big budget spender that doesn't achieve much in reality on the ground.</p> | <p>sources of funding and hence a need to work with a tenuous, shoestring budget.</p> <p>9. Seen as a colonial body/Commonwealth (as we discussed on our last Executive Club. That was why Singapore left and I suspect also South Africa).</p> <p>10. Some countries don't know about us due to poor performance of councillors, RRs talking about CVA at their conferences, newsletters – NOT VISIBLE OR RELEVANT. – an ongoing issue.</p> <p>11. Communications: Tried to create Communication Coordinators but don't seem to be very active</p> <p>1. Facebook not very active now and opportunity for social media like Twitter not functioning - was an opportunity with young CVA members in Africa, Asia, Caribbean to drive social media</p> |
| <p>Opportunities</p> <ol style="list-style-type: none"> 1. An opportunity if we engage with International Vet Students Association (IVSA) 2. Facilitating the provision of continuing professional development through the ongoing identification of new CPD opportunities, which could reach thousands of veterinarians not currently being served by other organisations. 3. Increased engagement of councilors to build the visibility and relevance of the CVA; CVA Executive engaging with RRs and including them in select (not every) Executive Zoom meetings. 4. New alliances, MoUs, and sources of funding e.g. the Gates foundation, the Donkey Sanctuary, Open Philanthropy Project, IVSA, FAVA etc. 5. New communications approaches <ol style="list-style-type: none"> 1. e.g. WhatsApp, | <p>Threats</p> <ol style="list-style-type: none"> 1. Access to funding as donor funding becomes more competitive and difficult to source. 2. Other organizations with bigger or more relevant programs access support from National Veterinary Associations and results in a loss of subscriptions from the larger NVAs. 3. Cost of travel and face to face activities undermines the ability of CVA to maintain effective networks. 4. National veterinary associations with financial constraints (falling memberships etc) have no appetite for CVA activities. 5. CVA Countries with paravets but no vets, do not see the value of membership. |

| | |
|--|--|
| <p>6. regular Zoom regional meetings</p> <ol style="list-style-type: none"> 1. see if we can appoint new YOUNG Communications Coordinators in the regions – drive social media and better visibility. <p>7. Look at renewed or new global/regional partners – Our MOUs – new partners</p> <p>8. Profile building activities and publicity</p> <ol style="list-style-type: none"> 1. More effective and transparent reporting and modernise website <p style="padding-left: 40px;">Look at our messaging – we can't say we are not Colonial but need some new promotional materials that reflect some of our wins/support projects.</p> <ol style="list-style-type: none"> 2. Some video messaging from President, etc on our website. | |
|--|--|

RISK REGISTER

| Risks Identified | Controls in place | Who is responsible |
|--|---|---|
| Loss of support from larger National Veterinary Associations | <ul style="list-style-type: none"> ● Ongoing dialogue with more than one member of the NVA. ● Ongoing demonstration of the relevance and visibility of the CVA. | <ul style="list-style-type: none"> ● President and Immediate past president ● Country Councilor ● Communications Coordinator |
| Loss of funding from partner organisations | <ul style="list-style-type: none"> ● Ongoing dialogue with partner organisations ● Ongoing demonstration of the relevance and visibility of the CVA. | <ul style="list-style-type: none"> ● President and Immediate past president ● Communications Coordinator |

| | | |
|---|---|--|
| <p>Lack of engagement from country delegates and regional coordinators.</p> | <ul style="list-style-type: none"> ● New Regional Coordinators, defined mandate and reporting requirements to the Executive. ● Delegates elevated to Presidential level (or nominee) ● Continuing engagement through WhatsApp and email. ● Ongoing demonstration of the relevance and visibility of the CVA. ● Liaison with NVAs if nonperformance becomes an issue. | <ul style="list-style-type: none"> ● CVA Executive, Regional Coordinators and CVA Delegates |
|---|---|--|

SUCCESS MEASURES

| <i>Measures of Success:</i> | <i>How this will be measured:</i> |
|--|---|
| <p>Reinstatement of membership of larger National Veterinary Associations.</p> | <p>Renewed membership of Canada, South Africa and Singapore</p> |
| <p>Increased level of interest and engagement of the smaller National Veterinary Associations</p> | <p>Membership status of the 54 potential members of the CVA</p> <p>Attendance at regional meetings, stories for newsletters, etc., payment of subscriptions</p> |
| <p>Increased engagement of country delegates and regional coordinators</p> | <p>Level of activity with CVA and NVAs – subscriptions, interest/submissions for regional projects, newsletter stories, etc</p> |
| <p>Increased use of CPD made available by the CVA by veterinarians throughout the Commonwealth</p> | <p>Level of uptake of available on-line CPD, study fund and guest lectureship programs – attendance at CVA Webinars, etc</p> |
| <p>Increased funding from partner organisations, corporate funding, etc.</p> | <p>Level of external funding made available.</p> |

| | |
|--|---|
| | |
| Engagement with potential institutions in the other 5 regions for a twinning program with the Bangalore CVA Welfare Centre and Rabies Diagnostic Lab | Discussions held with identified institutions and discussions held with Open Philanthropy and other potential funders |

THE ACTION PLAN

IMMEDIATE ACTIONS

1. Rabies diagnostic training program for representatives from East and West Africa and Timor Leste.
2. Vet Sustain Activities - essay competition and on-line study opportunity
3. Engagement of next generation – collaboration with the International Veterinary Student Association (IVSA), mentorship initiative for students
4. Upgrade of CVA Website
5. Liaise with WebinarVet regarding potential opportunities
6. Develop and maintain relationships with MOU Partners and international organisations.
7. Communication Plan to be developed – build up photo bank through photo Competition
8. Communique – About new executive, new constitution, delegates, regional coordinators, strategic plan, role descriptions for new regional coordinators.
9. Appoint Communications Director, work with newly appointed Communications Coordinator.
10. Continue with monthly CVA e-Newsletters - look at reformatting the template used.
11. Continue with the CVA WhatsApp discussion group - add rules of engagement to the group.
12. Continue to put posts on social media such as Facebook.
13. Add the CVA history pdf to the CVA website.
14. Develop a Work Plan 2023-24 based around available budget, in consultation with the CVA executive, regional representatives and active country councilors.
15. Regional representatives to continue communicating CVA activities with councilors within their respective regions.
16. Have executive committee meetings by teleconference every three months
 - 1 September 23
 - 1 December 23
 - 1 March 24

- 7 June 24.
17. Continue with the CVA book program. Extend this to the provision of veterinary instruments where opportunities are available with potential funding support for postage/freight from Rotary or other charity organisations.
 18. Continue to engage with BVA, AVA, NZVA on a priority basis.
 19. Remove Pakistan from CVA Website and Blue Book due to their stated intention to not rejoin the CVA. Remove councilor details from countries that have not been financial members for several years with the words “Councilor to be advised”.
 20. Check website about Commonwealth Countries/Associate Countries – edit website for accuracy
 21. Send a commissioning letter to the newly appointed CVA Executive Officers by December 2023.
 22. Renew the registration of the CVA by paying the renewal fee and providing an updated ‘Blue Book’ of the constitution and membership, Executive Officers etc. as required by law in India to maintain the Charity Trust status of the CVA.

MEDIUM TERM ACTIONS

- Identify potential additional sponsors for CVA Rabies Diagnostic Laboratory and CVA Animal Welfare Centre at Bangalore, India, which are both ongoing projects.
- Add historical information such as photographs and videos from previous CVA conferences to the CVA website.
- Explore ways of increasing the uptake of existing on-line CPD such as that made available by the World Continuing Education Alliance.

LONGER TERM ACTIONS

- Continue to engage with potential partner organisations and formalise partnerships.
- Continue to work with VetTrain, VetSustain, WSAVA, WebinarVets, World Continuing Education Alliance in providing CPD opportunities. Explore other possible on-line CPD opportunities.
- Support guest lectureships.
- Identify potential opportunities and recipients for the CVA study fund.
- Explore needs of national veterinary associations to strengthen – laws, etc
- Increase Rabies awareness and advocacy
- Public Health, One Health partnerships, zoonotic diseases
- Climate change, disaster management, climate adapted livestock
- AMR awareness

- Animal Welfare
- Veterinary wellness
- Small Projects in Asia and Africa for better livelihoods of communities
- Intraregional clinics, vets, twinning programs, visiting lectureships

LONGER TERM EVENT CALENDAR

- Caribbean regional meeting March 2024
- CVA Asian Regional Meeting - animal welfare and rabies workshop for ECS and West Africa Regional Members December 2023, India. All councilors from financial members from the region will be invited to attend.
- Eastern Central Southern Africa regional meeting 2025
- Pan Commonwealth Conference (PCVC8) Jamaica 2025 with CVMA Meeting – November? *To Be Advised.*