



***Commonwealth Veterinary
Association Strategic Plan
2019-2022***

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Contents

Acknowledgements	2
Background	3
Vision	3
Mission	3
Championing the Cause	4
Marketing and communication plan.....	4
Objectives and Priorities	4
Risks and Opportunities	5
SWOT Analysis	5
Risk Register.....	6
Success Measures.....	6
The Action Plan	7
Immediate actions.....	7
Actions to be completed in 2019	Error! Bookmark not defined.
Longer Term Actions	8
Longer Term Event Calendar	8

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 councilor 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, Canada/Caribbean, East, Central and Southern Africa, West Africa and UK/Mediterranean. Each regional council elects for a four-year term, a regional representative who becomes a member of executive committee. The executive committee is responsible for running the affairs of the association. As well as the six regional representatives there are also a past-president, secretary, treasurer, program manager and communications coordinator, 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.

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 Councilors	Ongoing dialogue, news, activities and opportunities	WhatsApp and email	Continually	Level of engagement
Partner organisations	CVA news and activities	e-Newsletter and email	Monthly and as required	Level of ongoing support
National Veterinary Associations	CVA news, activities and opportunities	CVA Councilors and e-Newsletter	Monthly	Level of support
Veterinarians	Opportunities	CVA Councilors and website	As opportunities arise	Level of uptake of opportunities
Interested public	CVA activities	CVA Website and Facebook	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

Objectives and Priorities

- Ensure that the CVA is visible and relevant to its councilors, national veterinary associations, partner organisations, 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

<p>Strengths</p> <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. CPD program 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. 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Traditionally a reliance a on few high-profile dedicated people with a lack of engagement from councilors and regional representatives and hence a lack of access and relevance to National Veterinary Associations. 2. Traditionally a lack of focus on small animal medicine. 3. Reliance on National Veterinary Association subscriptions without other sources of funding and hence a need to work with a tenuous, shoestring budget.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. 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. 2. Increased engagement of councilors to build the visibility and relevance of the CVA. 3. New alliances, MoUs, and sources of funding e.g. the Gates foundation, the Donkey Sanctuary, Open Philanthropy Project etc. 4. New communications approaches e.g. the recent addition of WhatsApp 	<p>Threats</p> <ol style="list-style-type: none"> 1. Access to funding as donor funding becomes more restricted and difficult to source. 2. Loss of support from National Veterinary Associations due to a perception of a lack of relevance of the CVA. With this a loss of subscriptions from the larger NVAs. 3. Inadequate manpower to deliver the CVA’s programs due to a lack of engagement from CVA councilors and regional representatives. 4. Lack of awareness of what we do due to weak communications.

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
Lack of engagement from country councilors and regional representatives.	<ul style="list-style-type: none"> • 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 Representatives and CVA Councilors

Success Measures

Measures of Success:	How this will be measured:
Reinstatement of membership of larger National Veterinary Associations.	Renewed membership of Canada, South Africa and Singapore
Increased level of interest and engagement of the smaller National Veterinary Associations	Membership status of the 54 potential members of the CVA
Increased engagement of country councilors and regional representatives	Level of activity with CVA and NVAs
Increased use of CPD made available by the CVA by veterinarians throughout the Commonwealth	Level of uptake of available on-line CPD, study fund and guest lectureship programs
Increased funding from partner organisations and through crowd funding	Level of external funding made available.

The Action Plan

Immediate actions

- Continue to engage with regional communications coordinators and the Whatapp group to ensure a healthy flow of news stories for the CVA e-Newsletter
- Continue with monthly CVA e-Newsletters and updating the CVA website.
- Continue with the CVA WhatsApp discussion group.
- Continue to put posts on social media such as Facebook.
- Add the CVA history pdf to the CVA website.
- Continue to update the CVA workplan in consultation with the CVA executive, regional representatives and active country councilors.
- Regional representatives to continue communicating CVA activities with councilors within their respective regions.
- Have executive committee meetings by teleconference every two months.
- Continue with the CVA book program. Extend this to the provision of veterinary instruments where opportunities are available.
- Continue to engage with BVA, AVA, NZVA on a priority basis.
- Remove Canada, South Africa and Singapore 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".
- Send a Commissioning letter to the newly appointed CVA Executive Officers by December 2019.
- 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 sponsors for CVA Rabies Diagnostic Laboratory and CVA Animal Welfare Centre at Bangalore, India, which are both on going 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.
- Explore the possibility of a veterinarian from the Australasia/Oceania Region to attend the next Victorian Animal Disease Investigation course.
- Appointment of new Councillors in New Zealand and Australia. Appointment of new Regional Representatives in the Australasia/Oceania, Caribbean and West African regions.

- OIE Rabies Reference Laboratory status for the CVA/KVAFSU Rabies Diagnostic Laboratory Bangalore, India

Longer Term Actions

- Continue to engage with potential partner organisations and formalise partnerships.
- Continue to work with VetTrain and WSAVA in providing CPD opportunities through guest lectureships. Support other guest lectureships.
- Identify potential opportunities and recipients for the CVA study fund.
- Support National Veterinary Associations in regions to develop websites for their associations.
- Explore other possible on-line CPD opportunities.
- Send invoices for membership of the CVA for 2019-20 to all CVA councilors in July 2020.

Longer Term Event Calendar

- SARC regional rabies meeting in Bangalore. The SARC Secretariat will cover all the costs of the meeting and CVA will pay for the CVA Asian Region Councilors to attend.
- CVA Asian Regional Meeting and conference on Buiatrics jointly organised by CVA and Vets Beyond Borders supported by IBA (Indian Buiatrics Association) February 2020. The meeting will be held at Shivamoga Veterinary College, Shivamoga which is about 300 kms from Bangalore, India. All councilors from financial members from the region will be invited to attend.
- Australasia Oceania regional meeting 2020, hopefully in Fiji.
- Eastern Central Southern Africa regional meeting 2021
- West African regional meeting 2021
- Caribbean regional meeting 2021