

South Pacific Animal Welfare
Te Puna Kīrehe o Te Moana Nui a Kiwa
Strategic Plan 2025-2027



CONTENTS

FOREWORD FROM THE FOUNDER.....	1
BACKGROUND TO SOUTH PACIFIC ANIMAL WELFARE.....	2
THE FUTURE ROLE OF SOUTH PACIFIC ANIMAL WELFARE	3
SUMMARY.....	4
OUR STRATEGIC THEMES, GOALS AND OBJECTIVES.....	5
<i>Strategic Theme 1: Community Relationships and Partnerships</i>	5
<i>Strategic Theme 2: Quality Services and Care</i>	7
<i>Strategic Theme 3: People</i>	8
<i>Strategic Theme 4: Education and Training</i>	10
<i>Strategic Theme 5: Financial Stability</i>	12

Foreword from the Founder

As we embark on our 15th year of delivering animal welfare and veterinary services in the South Pacific, we have defined our strategic direction to secure our future and to best serve our beneficiaries.

Our focus will be on strengthening the partnerships we hold within the South Pacific, collaborating effectively to enhance the impact on the animals and communities we support, and ensuring our program promotes a volunteer model that is reliable, esteemed, and trusted.

At the core of our mission is a dedicated network of volunteer veterinarians, veterinary nurses, and administrative and fundraising supporters. We deeply value the commitment of these individuals and organizations that bolster our vital mission.



We extend our gratitude to Zoetis New Zealand, our longstanding partner, for their consistent support since our inception in 2010. We are also very thankful for the numerous individuals, businesses, and funding bodies that back our endeavours.

On behalf of our board of trustees we express our commitment to continue our work in advancing the health and welfare of animals across the South Pacific Islands for many years to come.

Ngā mihi

Karen Schade

Founder - South Pacific Animal Welfare

Background to South Pacific Animal Welfare

Our History

South Pacific Animal Welfare (SPAW) was founded in 2010 to provide free veterinary care to animals living in island communities in the South Pacific through a programme of regular field clinics.

New Zealand run and managed, SPAW is a major contributor to reducing the stray dog populations in these communities by providing regular de-sexing services.

SPAW recruits volunteer veterinarians and veterinary nurses from New Zealand, Australia and around the world to deliver free veterinary services to many islands in our neighbouring South Pacific. Currently we work collaboratively with Tongatapu, Vava'u, Nomuka, Fiji and Samoa. Also, SPAW introduced the veterinary volunteer network to the island nation of Niue and has worked closely with the SPCA in the Cook Islands.

Often, SPAW volunteers are the only veterinary professionals an island community will see.

Our Services

Our services include de-sexing dogs and cats, conducting various surgical procedures, providing health checks, vaccinations, parasite control treatments and addressing many ailments such as skin, ear and eye infections. Also, we work with many farmers to provide livestock care. Birds, chickens and turtles are among the other animals we have treated.

SPAW offers quality and rewarding volunteer opportunities for qualified veterinarians and veterinary nurses from all around the world. Our volunteers will experience situations that take them out of their comfort zone in challenging and remote locations.

It is our goal that by being present and fostering positive animal welfare practices, over time people will display higher levels of compassion for all animals.

Financial Performance

Approximately 85% of our costs are directly related to securing provisions for, or running our clinical activities on islands. This is because we keep our operational costs as low as possible by utilising the skills of volunteers wherever possible. We are grateful to our extensive network of businesses who donate product and clinical supplies to us, which means we can offer more island communities access to medicines and provisions to help their animals. Any surplus revenue is invested in the provision of services in the following year.

The Future Role of South Pacific Animal Welfare

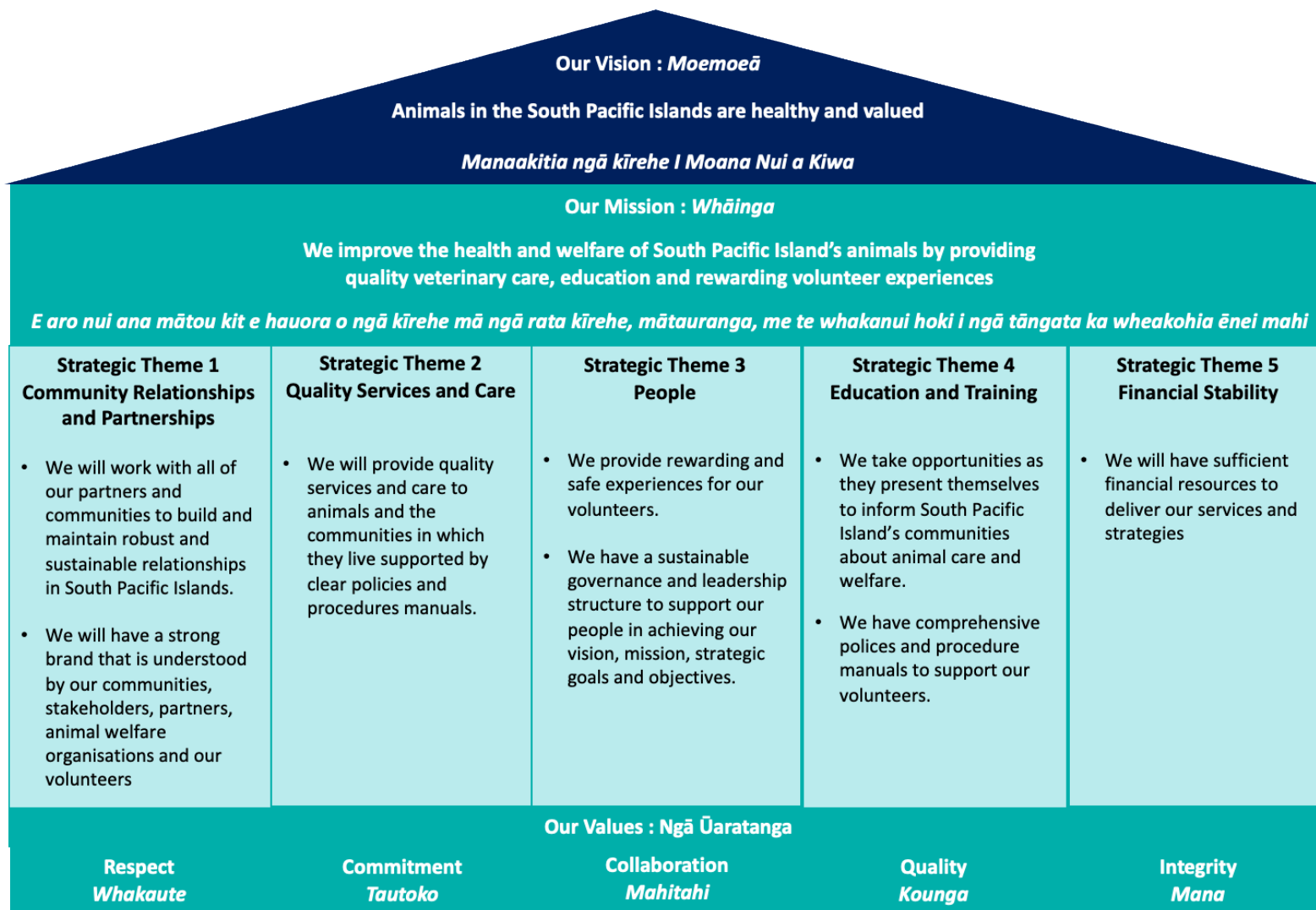
SPAW will continue to work with our existing communities to provide our free veterinary services, extending these services to other islands that need our support should we have the resources to do so.

We will extend our education and training programme developing materials that can be used in schools and communities and upskilling locals where possible communities where possible.

Our volunteers will continue to have rewarding experiences working in the islands and we will be recruiting more support where and as we need it. A core focus ongoing is to work toward stabilising canine populations.



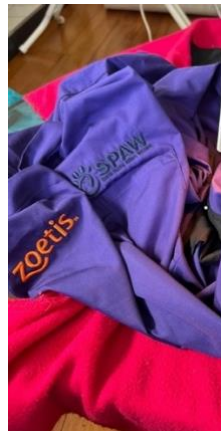
Summary



Our Strategic Themes, Goals and Objectives

Our strategic themes are our ‘pillars of excellence’, the high-level areas that we need to focus on to achieve our mission and fulfil our vision. We have used these as the basis for the development of our goals and objectives.

Strategic Theme 1: Community Relationships and Partnerships



Goal 1.1: Partners	Outcome	Why it is important?
<p>We will work with all of our partners and communities to build and maintain robust and sustainable relationships in South Pacific Islands.</p>	<p>We have robust and sustainable community relationships and partnerships in South Pacific Islands achieving more by working together</p>	<p>SPAW cannot do everything on its own and we need the support of our partners and the wider communities that we work with. We achieve more and are stronger by working together.</p>

Objectives

- 1.1.1 To grow and maintain our global networks to obtain products, sponsorship and funding.
- 1.1.2 To work collaboratively with our island partners and communities to ensure our services, initiatives and programmes meet their animal welfare goals.
- 1.1.3 To have formal agreements in place, where needed, with our partners.

Strategic Theme 1: Community Relationships and Partnerships (continued)



Goal 1.2: Brand

We will have a strong brand that is understood by our communities, stakeholders, partners, animal welfare organisations and our volunteers.

Outcome

We have a strong brand that resonates with our communities, stakeholders, partners, animal welfare and our volunteers which also attracts much needed funding.

Why it is important?

SPAW should be top of mind when our existing or future partners seek charitable animal care services or volunteers seek rewarding volunteer experiences in The South Pacific. Also, a strong brand will help us attract much needed funding.

Objectives

- 1.2.1 To ensure SPAW and the animal care community in South Pacific Islands are aware of the services we offer and the value we bring to the communities we work with.
- 1.2.2 To raise awareness and engagement of the SPAW brand with our stakeholders and new audiences.
- 1.2.3 To have volunteers that are strong ambassadors and advocates of the brand.

Strategic Theme 2: Quality Services and Care



Goal 2.1: Services

We will provide quality services and care to animals and the communities in which they live supported by clear policies and procedures manuals.

Outcome

We provide a quality service and we will not compromise on our standards that are detailed in clear policies and procedures manuals.

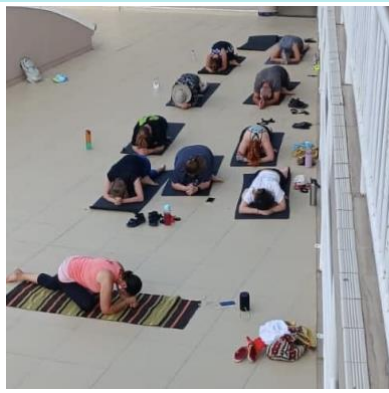
Why it is important?

We have a reputation a quality provider of veterinary services in the South Pacific. Our protocols and policies that we have in place ensure that we deliver our services to a high standard.

Objectives

- 2.1.1 To extend the scope and coverage of our services to new communities in the South Pacific Islands.
- 2.1.2 To provide our volunteers with clear clinical protocols that must be followed while providing care.

Strategic Theme 3: People



Goal 3.1: Volunteers	Outcome	Why it is important?
----------------------	---------	----------------------

We provide rewarding and safe experiences for our volunteers.

Our volunteers have a safe and rewarding experience while on the islands. Our organisation is respected because of this.

We need to ensure our volunteers are safe when they are travelling and staying in the South Pacific islands. In addition, when they have rewarding opportunities, they become ambassadors for the brand and help us recruit further volunteers, either clinical, non-clinical, administrative or fundraising.

Objectives

- 3.1.1 To prepare volunteers beforehand to understand the true nature of volunteering.
- 3.1.2 To retain our volunteers by recognising and appreciating their efforts.
- 3.1.3 To have the right people, in the right place at the right time to deliver the standards of service required.
- 3.1.4 To continue to expand our network of volunteers across the whole organisation i.e. The Board and Veterinarian team.

Strategic Theme 3: People (continued)



Goal 3.2: Governance

We have a sustainable governance and leadership structure to support our people in achieving our vision, mission, strategic goals and objectives.

Outcomes

Our Board and Leadership team have the appropriate balance of skills, experience, backgrounds, knowledge and commitment to deliver SPAW’s strategy.

Why it is important?

SPAW needs to provide strategic leadership, setting direction, making policy and strategy decisions, overseeing and monitoring organisational performance, and ensuring overall accountability to continue its success and expand our services.

Objectives

- 3.2.1 To have a Board of Trustees and Leadership Team that works as an effective team, using the appropriate balance of skills, experience, backgrounds, knowledge and commitment to make informed decisions.
- 3.2.2 To encourage commitment and engagement of our volunteers to the agreed vision, mission, values and strategies.
- 3.2.3 To have a strategic plan in place that meets SPAW’s long term goals and to deliver against this.
- 3.2.4 To have a succession plan in place for all key roles in the organisation.

Strategic Theme 4: Education and Training



Goal 4.1: Communities	Outcomes	Why it is important?
------------------------------	-----------------	-----------------------------

We take opportunities as they present themselves to inform South Pacific Island’s communities about animal care and welfare.

Local communities have information and experiences to understand animal care and welfare.

SPAW works collaboratively with local people to develop their skills and knowledge of animal welfare. We educate locals of all ages on basic animal care and welfare to encourage a more positive approach to animal care.

Objectives

- 4.1.1 To have the right collateral available for all cultures and ages by working with our partners, communities and stakeholders.
- 4.1.2 To provide opportunities for local island volunteers to assist in our clinics by upskilling them to help with service provision and then become advocates for our service.

Strategic Theme 4: Education and Training (continued)



Goal 4.2: Materials

We have comprehensive policies and procedure manuals to support our volunteers.

Outcomes

Our volunteers understand our policies and procedures.

Why it is important?

Having documented policies and procedure manuals ensures that all of our volunteers have a consistent approach in providing services.

Objectives

- 4.2.1 To maintain policy and procedure manuals as necessary.
- 4.2.2 To ensure all volunteers have read and understand the policies and procedures set out in the manuals.

Strategic Theme 5: Financial Stability



Goal 5.1: Finance

We will have sufficient financial resources to deliver our services and strategies.

Outcomes

We have the financial resources to deliver and expand our services to the South Pacific Islands

Why it is important?

We do this to ensure we can continue to deliver our services that meet the needs of the local communities.

Objectives

- 5.1.1 To have sustainable revenue streams through fundraising and partnerships, developing new fundraising opportunities where necessary to increase revenue.
- 5.1.2 To understand our total financial model needed to support our service provision and then work within it.