

ARC's STRATEGY 2021 - 2023

Vision - NGO's aspiration

All cats and dogs in Cambodia live in accordance with the [five international animal welfare needs](#): protection from pain, natural behavior, adequate companionship, a healthy diet and suitable environment.

Mission - Why the NGO exists & what the founder envisions

To create sustainable animal welfare in Cambodia, and end the suffering of Cambodian cats and dogs.

Values - How the NGO aspires to work with each other, its partners, and beneficiaries

Compassion, Ownership, Humanity, Sustainability, Inspiration

Objectives - Results that the NGO aims to achieve

1. There are no longer street animals in Cambodia. Injured or sick cats and dogs without owners are rescued and treated. Overall, cats and dogs are healthier and live more species-appropriate lives.
2. Animal welfare and responsible pet ownership are so ingrained in Cambodia's society, that its citizens care for their owned and community cats and dogs. They promote the protection and well-being of animals. Cats and dogs are not abandoned or mistreated. Cambodia's citizens ultimately become "actors for change" in the promotion of animal welfare.
3. The quality of and knowledge on veterinary care among Cambodian veterinarians is en par with international standards.
4. Comprehensive laws around animal welfare have been implemented in Cambodia and are in-line with international animal welfare standards.

Approach & Tactics - Methodology to execute the long-term plan & specific action plans

- 1. Overpopulation control through desexing & increased animal health through preventative care (50%)**
 - 1a. Overpopulation control of stray/pagoda animals through **spay/neuter programs** as a sustainable and humane method. The goal is to spay/neuter and vaccinate 80% of all animals within ARC's project areas (critical mass).
 - 1b. Reduction of the number of sick animals through **preventative care** (vaccinations, health checks). Homeless sick/injured cats and dogs are treated at ARC's in-house clinic, housed during their rehabilitation and rehomed (adoption/foster).
 - 1c. Subsidized desexing and preventative care for cats and dogs of disadvantaged groups.
- 2. Inspiring human behavior-change (30%)**
 - Awareness raising on animal welfare issues at pagodas and community events. Providing state-of-the-art concepts for caring for stray animals and responsible pet ownership.
- 3. Improving the quality of veterinary care (10%)**
 - Enabling Cambodian veterinarians to gain practical work experience with international DVMs, focusing on cats and dogs, in order to increase their knowledge and capacity of veterinary care.
- 4. Supporting the implementation of animal welfare legislation (10%)**
 - Collaboration with provincial and national authorities and governments to implement animal welfare legislation and oppose animal cruelty through policy making, e.g. dog meat ban.

The Status Quo - End Of 2020

Fundraising/Organizational

- ARC has moved from the pioneer phase (start up phase) to the differentiation phase (formalization of processes).
- At present, funding is approximately 60% from iNGO grants, 25% private individual donors, 10% from in-kind donors, and 5% from the Mayr family.
- Strong relationship and partnerships with local and international NGOs, the line government and local authorities, businesses, clinics, animal groups and advocates, coalition partners, in-kind donors, educational institutions, and local communities (10 focus pagodas in Phnom Penh).

Overpopulation/Preventative Care

- [Cambodia is home to around 5 million dogs, most of them are strays.](#)
- [Around 2-3 million dogs are killed every year for their meat.](#)
- There are no statistics on stray cats as well as cats killed in the meat trade in Cambodia.
- ARC spays/neuters 550 animals per year on average.
- ARC administers 1,200 vaccinations (rabies and other deadly diseases) per year on average.
- ARC rehomes 150 animals (adoption, foster) per year on average.
- ARC assisted [FOUR PAWS International](#) with the closure of 2 dog slaughterhouses by housing the rescue dogs and consultation on the local conditions.

Behavior-Change/Outreach

- 150 children/students per year attended ARC's animal welfare education sessions on average.
- A Community Outreach Program has been implemented and is running smoothly; ARC has been closely collaborating with more than 40 pagodas in Phnom Penh (out of 140) over the past 4 years.
- ARC fed 800 animals at 15 pagodas for 5 months in 2020 as part of Covid-19 feeding programs in cooperation with [FOUR PAWS International](#).

Vet Care Quality

- On average, ARC enabled 5 local and international veterinary students to gain practical work experience. [Total = 14 international students (10 in 2018, 4 in 2019) + 8 Khmer students.]

Government Collaboration/Legislation

- ARC cooperated with the [Siem Reap Provincial Government](#) and [FOUR PAWS International](#) to ban dog meat in Siem Reap province.

Sustainability

- Free spay/neuter and treatments for pets of ARC staff.
- At ARC's center, we recycle, avoid plastic, and bring own containers when eating out/going to the market.
- Staff lunches are vegan, when paid for by ARC.

By the End of 2023

Fundraising/Organizational

- ARC has further developed and reached the integration phase (less dependency on Founder) and the association phase (self-organized teams).
- Build a stronger foundation for the organization, enabling it to fund overhead costs as well as 25% of projects without external grant support (increase revenues through different income such as merchandise, individual/private donations, clinic, partnerships, etc.). Ideally, the funding will shift towards 30% independent funding, 55% iNGO grants, and 15% in-kind donors.
- Continue to find new international and local partners.
- Overcome the negative impacts of the Covid-pandemic of 2020/21, e.g. ability to carry out missions.
- Implement a longer-term employment strategy, including staff development plans and incentives.
- Become a member of international networks and coalitions, attend conferences and events.
- ARC continues to establish itself as a responsive and informed knowledge center for animal welfare in Cambodia among local and international organizations, media, and governments.

Overpopulation/Preventative Care

- Spay/neuter at least 1,500 cats/dogs per year (125 a month)
 - Large-scale desexing programs in local communities/pagodas.
 - Subsidized spay/neuter for cats/dogs of disadvantaged groups.
- Administer at least 2,000 rabies vaccinations and 2,000 core vaccinations per year.
- Rehome at least 200 animals (adoption, foster) per year.
- Dogs
 - Contribute to the establishment of the government rabies program (started on 1 October 2020 with the [GDAH of MAFF](#), the [Ministry of Education](#), and [Mission Rabies](#)) to reduce the number of [800 human deaths per year due to rabies](#).
 - Collaborate with provincial and national governments to stop dog meat (without housing rescue dogs).
 - Combat TVT (dogs) through spay/neuter, sample collection (in collaboration with the University of Cambridge) and TVT treatments.
- Cats
 - Conduct a study on the number of stray cats in Cambodia, as well as cats killed for meat in Cambodia as the basis for further actions, e.g. desexing missions, combating cat meat hotspots.
 - Combat FIV through testing, desexing, housing, and rehoming, so they are off the streets and can't infect more cats
 - Research the prevalence and spread of FeIV in Cambodia, which is presumably linked to imported pedigree cats. Based on the findings, develop an action plan to suppress the spread of FeIV in its roots
 - Treating, desexing, housing, and rehoming cats with genetic eye disabilities (blind, deformity), so they are off the streets and cannot pass on these disorders to their offspring.
- Continue adoptions, by housing approximately 20 healthy cats and 10 healthy dogs at ARC and treating up to 30 sick/injured cats/dogs including housing in addition to animals that are desexed at ARC's clinic.
- Establish a large foster network for dogs and cats, kittens and puppies.

Behavior-Change/Outreach

- Collaborate with the [Ministry of Education](#) to raise awareness towards students and adults on the health, wellbeing and general welfare of animals.
- Expand the outreach program, to provide all animals within the focus communities not only with rabies vaccination and neutering, but also core vaccination and regular treatments.

Vet Care Quality

- Employ at least one spay/neuter veterinarian; one veterinary supervisor; one veterinarian to focus on high-volume subsidized low-cost treatment for animals of disadvantaged groups.
- Collaborate with the Royal [University of Agriculture](#) to provide an opportunity for at least 10 university students per year to gain practical work experience at ARC, where international veterinary standards are applied in practice. The students work with our resident and visiting vets. They gain practical work experience in all areas of veterinary care, including diagnostics, creating treatment plans, importance of animal care/nursing, general surgery, and desexing.
- Create a current “veterinary resources guide” en par with international standards in Khmer language and disseminate it to key veterinary education institutions, vet students, and vet clinics.

Government Collaboration/Legislation

- Closely cooperate with the Ministry of Agriculture to create sustainable animal welfare.
- Following the success of dog meat ban in Siem Reap, continue the collaboration with provincial and national governments to ban dog and cat meat in all 25 Cambodian provinces.
- Initiate a political dialogue and policy process, starting on district level, to improve legislation around pets, which currently does not exist. This includes pet import, breeding, and keeping conditions. These constructive dialogues on district level together with first positive results shall pave the way for a provincial and national dialogue and policy process on pet welfare legislation in the following years.

Sustainability

- Free spay/neuter and treatments for pets of ARC staff.
- Recycling of cans, packaging, batteries, etc.
- Ban of plastic bottles, cups, bags, at the office (buy the big water containers; every staff gets a refillable bottle, cup and canvas bag).
- 1 vegan staff lunch per week, e.g. Meatless Wednesday (in collaboration with [Ministry of Cat](#); 1 vegan cooking class per year as a team event).
- Use cruel-free cat and dog food (e.g. Gold-D, organic chicken from the market) as much as possible for resident animals and pagoda animals (feeding program); with the exception of in-kind donated food.
- Use environmentally-friendly cleaning products like dishwashing soap, laundry detergent, hand soap, e.g. Earth Choice.