



## ARC's STRATEGY 2021 - 2023

### Vision - NGO's aspiration

All cats and dogs in Cambodia live in accordance with the [five animal freedoms \(ASV\)](#):

1. freedom from hunger/thirst - ready access to fresh water/diet
2. freedom from discomfort - appropriate environment including shelter/comfortable resting area
3. freedom from pain, injury, and disease - prevention or rapid diagnosis/treatment
4. freedom to express species-appropriate behavior - sufficient space, proper facilities and company
5. freedom from fear/distress - conditions and treatment which avoid mental suffering

### 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

ARC complies with the high "Gold Standard" for Shelter Medicine according to the [ASV Guidelines for Standards of Care in Animal Shelters](#).

In order to work within ARC's **Capacity for Care** and assure the five freedoms for all animals entering our center, ARC strives to closely follow and implement the latest research developments in Shelter Medicine and Animal Welfare.

ARC draws its inspiration from leaders in the field such as the University of Florida Shelter Medicine Program, UC Davis Koret Shelter Medicine Program, AVMA, Maddie's Fund, AAHA, and the Association of Shelter Veterinarians.

*To achieve our goals, ARC focuses on these four key pillars:*

1. Humane animal overpopulation control, increased animal health, care & refuge for animals in need (50%)
2. Inspiring human behavior-change & emergency response assistance (30%)
3. Improving the quality of veterinary care (10%)
4. Supporting the implementation of animal welfare legislation (10%)

*This is how ARC aims to implement and fulfill its four strategic pillars:*

- 1. Animal overpopulation control, increased animal health, care & refuge for animals in need**
  - 1a. Overpopulation control of stray/pagoda animals through high-quality high volume spay/neuter (HQHVSN) as a sustainable and humane method.
  - 1b. Reduction of the number of sick animals through *sustainable disease prevention* (vaccinations, regular routine health checks).
  - 1c. Sick/surrendered cats and dogs are treated at ARC's in-house clinic and housed for the duration of their rehabilitation. ARC strives to keep the average length of stay below 2 weeks.
  - 1d. Subsidized desexing, preventative and medical care for cats and dogs of disadvantaged groups.
  - 1e. Placing rescue animals in suitable forever homes by increasing ARC's adoption-driven capacity.
  - 1f. ARC strives to maintain its Live Release Rate (ASPCA formula) at 80% or higher and the Save Rate (ASPCA formula) at 90% or higher.
- 2. Inspiring human behavior-change & emergency response assistance**
  - 2a. Awareness raising on animal welfare issues among animal caretakers and pet owners. Providing state-of-the-art concepts for caring for animals and responsible pet ownership.
  - 2b. Scaling up of the existing *Surrender Prevention Program* to assure safety for all animals in need of ARC's support and to maintain the center's ability to work within its Capacity for Care.
    - Encourage families to keep their (rescue) pets by providing medical, behavioral & welfare support.
    - Low-barrier veterinary care offers and subsidized/low-cost vet care to keep families together.
- 3. Improving the quality of veterinary care**
  - Enabling Cambodian veterinarians to gain practical work experience with accomplished veterinary professionals focusing on HQHVSN, infectious disease prevention, stress-free animal handling, medical treatments and positive animal behavior training.
- 4. Supporting the implementation of animal welfare legislation**
  - 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 2021**

### **Fundraising/Organizational**

- ARC is in the process of transforming organizationally from the differentiation phase (formalization of processes) to the integration phase (decentralization of processes; sustainable scaling up of operations)
- Funding has shifted compared to the previous year. (1) Due to the collaboration of two large new program partners, the iNGO grant funding has temporarily reached around 70% while around 25% continue to come from private individual donations and a slightly lower 5% of contributions are donated in-kind. (2) The annual budget in 2021 has increased by around 28% compared to the previous year. The ARC fundraising team works on increasing private individual donations as an unrestricted source of funding while collaborating impactfully with local and international partner NGOs on a project/program-basis.
- ARC's network of donors is continuously growing and expanding, standing at more than 1,200 individual supporters and organizations around the world. Partnerships with local and international NGOs have been deepened and expanded. Further key stakeholders and partners include line government and local authorities, local businesses and clinics, animal groups and advocates, global coalition partners, in-kind donors, Cambodian educational institutions, and local communities.

### **Overpopulation/Health Care**

- preventative/medical care to 650 pagoda animals over 6 months provided
- Over the last 5.5 years...
  - ARC cared for 1,250 animals per year on average in total (2,400+ animals cared for in 2021)
  - ARC desexed 680 animals per year on average (1,000+ sterilizations in 2021)
  - ARC administered 2,800 core/rabies vaccinations per year on average (3,000+ core/rabies vaccinations in 2021)
  - ARC facilitated 220 adoption/foster placements per year on average (400 placements in 2021)
- first-aid response for 77 dog meat rescues given

### **Behavior-Change/Outreach**

- 2,100 teachers & 58,000 students educated on rabies prevention; 7,200 bite case incidents investigated
- 300 poor pets kept in their families, saving them from abandonment
- 12 local communities that are home to 4,500 animals supported with medical care and tips to look after their guarded cats and dogs
- easy and cost-effective tips provided far-reaching online/on social media, so animal guardians can help cats and dogs in need, especially during the tough Covid-times
- 995kg of pet food distributed during the especially tough Covid-times

### **Vet Care Quality**

- Introduced HQHVSN techniques to 2 junior veterinary surgeons, 10 veterinary assistants at ARC as well as university students at the Royal University of Agriculture.
- ARC provided a scholarship to ARC's resident vet to obtain his DVM at the Royal University of Agriculture.
- Through ARC's partner, the Battersea Academy, ARC's vet team received valuable training on best practice cat and dog behavior and welfare.
- Continuously improving Shelter Medicine standards in line with the ASV Guidelines for Standards of Care in Animal Shelters through our in-house MSc Shelter Medicine professional.

### **Government Collaboration/Legislation**

- Dog meat was officially banned in Siem Reap in July 2020 with the support of ARC. In early 2021, ARC assisted Siem Reap authorities with the first-ever official confiscation of 61 dogs destined for slaughter as well as the closure of 1 dog slaughterhouse and rescue of 16 dogs together with [FOUR PAWS International](#) by providing first-response medical care for the rescue dogs and consulting on the local conditions.

### **Sustainability at ARC Center**

- Implementation of best practice waste management, e.g. using environmentally-free cleaning products, cruelty-free pet food, recycling metal cans with a local trash collector to avoid feral animals getting hurt.
- Intensification of efforts to implement the "refuse, reduce, reuse, and recycle" approach at ARC Center.
- Empowering ARC staff to become role models/actors for change among their friends, family, social groups.

## 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, 30% from private individual donors, and 10% from in-kind donors.
- 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/Health 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 assisted [FOUR PAWS International](#) with the closure of 2 dog slaughterhouses by housing the rescue dogs and consultation on the local conditions.
- Over the last 4.5 years...
  - ARC desexed 550 animals per year on average (870 sterilizations in 2020).
  - ARC administered 1,100 vaccinations (including rabies) per year on average (2,100 vacc. in 2020).
  - ARC placed 100 animals in adoption/foster homes per year on average (220 placements in 2020).

### 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 at ARC Center

- 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 50% independent funding and 50% INGO grants.
- 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/Health 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 3,000 core vaccinations (including rabies) per year.
- Provide healthcare and refuge for at least 500 sick/injured animals.
- Place at least 200 animals in adoption/foster homes 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.
  - 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.
- Increase adoption-driven capacity and work within ARC's maximum capacity for care.

### Behavior-Change/Outreach

- Collaborate with the [Ministry of Education](#) and public local educational institutions to raise awareness towards students and adults on the health, wellbeing and general welfare of animals.
- Keeping families together through preventative medical care and other measures like a “Surrender Prevention Program” as well as risk and disaster preparedness.

### 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 the 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 at ARC Center

- Free spay/neuter and treatments for pets of ARC staff.
- Recycling of cans, packaging, batteries, etc.
- Ban on plastic bottles, cups, bags, at the office (buy the big water containers; every staff member gets a refillable bottle, cup and canvas bag).
- 1 vegan staff lunch per week, e.g. Meatless Wednesday.
- 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 and special dietary food.
- Use environmentally-friendly cleaning products like dishwashing soap, laundry detergent, hand soap.
- Continuous improvement of processes and procedures at the ARC Rescue & Rehabilitation Center.