



2024 Strategic Plan Overview

Who we are

ARC is a registered local NGO that has helped more than 160,000 animals since its establishment in March 2016 (as of 12/23). ARC is a limited admission shelter, where up to 1,500 animals are treated per year as well as off-site mass vaccination drives.

Why we do it

ARC strives to combat the most pressing animal welfare issues in Cambodia:

- overpopulation of stray animals
- animal neglect, cruelty and abuse
- lack of assistance for disadvantaged animals/families with animals
- limited local veterinary knowledge and skills

What we do

Priorities	Goals	Outcome	Tools
1. Spay/neuter and disease prevention	Holistic cat/dog overpopulation control (incl. core/rabies vaccinations, microchipping, anti-parasite treatment, basic/advanced medical care as needed) and rabies elimination under the OneHealth approach.	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 species-appropriate lives.	HQHVSN program at ARC. Integrated bite case management (IBCM) and mass rabies vaccination drives through WVS.
2. Pre-sheltering/ safety net programs	Animal surrender prevention and emergency assistance.	Animal welfare and responsible pet ownership are deeply rooted in communities, who promote the protection and well-being of all animals.	Disaster preparedness at the ARC shelter and (temporary) support for families in need with pets.
3. Subsidized vet care	Affordable vet care for disadvantaged groups and pets and community engagement.	Cambodia's citizens ultimately become "actors for change" in the promotion of animal welfare.	Low-barrier veterinary care offers.
4. Veterinary education	Implementing international Gold Standards on HQHVSN and beyond.	Veterinary medicine among Cambodian veterinarians is en par with international standards.	CPD, implementation of latest veterinary research and practices, (sponsored) vet internships at ARC, RUA guest lecturing through ARC Director



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How we do it

To achieve these goals, ARC **partners** with a variety of actors and stakeholders, including local Governments, international animal welfare organizations, local businesses, coalitions and networks, as well as private individual supporters. ARC aims to continuously streamline and optimize its daily operations including pathway flow, looking KPIs like the adoption-driven capacity, as well as the Live Release Rate and Save Rate ([ASPCA](#) formula). Finally, we strive to establish ARC as an informed knowledge center for animal welfare in Cambodia.

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, Responsibility, Humanity, Sustainability, Inspiration

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 under our care, ARC strives to 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 Association of Shelter Veterinarians, the University of Florida Shelter Medicine Program, UC Davis Koret Shelter Medicine Program, AVMA, Maddie's Fund and AAHA.

To reflect ARC's development as an organization over the last years, and to respond to the needs of underprivileged communities and disadvantaged animals, ARC's focus over the coming three years will be a **Safety Net Approach**.

Traditionally, animal shelters are known for on-site sheltering and rehoming programs, frequently causing a bottleneck scenario where high intake numbers negatively impact a shelter's capacity for care (C4C), length of stay (LOS) and life-release rates (LRR). This, in turn, drains valuable resources, limits a shelter's ability to run efficient intake/rehoming programs and ultimately reduces the number of animals that benefit from the shelter's programs.

Pre-sheltering programs aim at keeping animals within their communities and families, closely engaging community members in order to support them helping their animals. A variety of scientifically-proven programs are safety net programs, access to veterinary care, temporary foster care, targeted TNVR programs, behavior modification support, managed admissions and more. Research has shown that such programs significantly decrease shelter intake, while empowering communities to care for their animals. Families are able to keep their pets despite hardships, reducing stress and mental health concerns for both - caretakers and their animals.