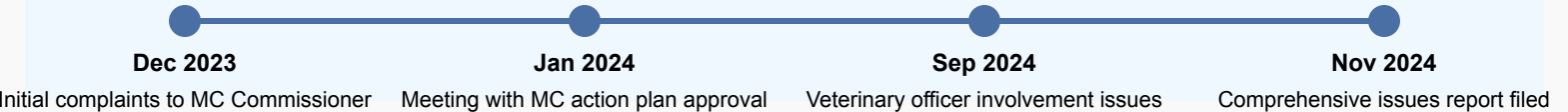


SPCA CHANDIGARH: SITUATION ANALYSIS

KEY TIMELINE



CRITICAL ISSUES

ADMINISTRATIVE ISSUES

- Leadership gaps accountability failures
- No complaint redressal system
- Staff misconduct toward visitors volunteers
- Staff dereliction of duty (Diwali night incident)
- No functioning working committees
- Conflicts of interest (private clinic operations)

INFRASTRUCTURE ISSUES

- Leaking walls and broken sheds
- Non-functional ambulance
- No functioning security cameras
- Disconnected phone service no WiFi
- Inadequate winter provisions (insufficient bori/tirpal)
- Long-delayed structural repairs

MEDICAL CARE ISSUES

- Evening doctor neglecting duties
- Retroactive medical record creation
- No shift-to-shift communication
- Inadequate medical supplies
- Staff salary delays (2+ months)
- Overcharging for medications by some staff

FINANCIAL ISSUES

- Unclear budget allocation for operations
- Delayed bill payments causing service cuts
- Lack of transparency in fund utilization
- Inefficient procurement processes
- Administrative bottlenecks for purchases
- No regular financial audits

IMPACT ON ANIMAL WELFARE

- Increased animal suffering
- Higher mortality rates
- Inadequate winter protection for vulnerable animals
- Compromised emergency response
- Reduced public trust in SPCA
- Increased risk of disease spread

POSITIVE DEVELOPMENTS

- Improved cleanliness under Supervisor Saurav
- Increased release rates since March 2024
- Active volunteer engagement
- Recent kennel repairs completed
- Improved social media presence
- Some donation campaigns successful

RECOMMENDED ACTIONS

IMMEDIATE (0-30 days)

- Pay pending staff salaries
- Repair/replace ambulance
- Enforce vet officer visits
- Restore phone service
- Procure essential winter supplies

MEDIUM-TERM (30-90 days)

- Install complaint system
- Complete structural repairs
- Install CCTV cameras
- Establish regular volunteer meetings
- Streamline procurement process

LONG-TERM (90+ days)

- Consider NGO partnership model
- Form proper working committees
- Implement digital record keeping
- Public website with transparency portal
- Establish regular audit mechanism

KEY STAKEHOLDERS

MUNICIPAL CORPORATION CHANDIGARH

- Commissioner, MCC (President, SPCA)
- Medical Officer Health (Hon. Secretary)
- Supervisor (Saurav Sharma)

OTHER KEY STAKEHOLDERS

- Department of Animal Husbandry
- Volunteer Groups Animal Welfare NGOs
- Smt. Maneka Gandhi (Key Influencer)