CHAPTER III

ORGANIZATIONAL SETUP
## CHAPTER – III

### Organizational Setup

#### Chapter Layout

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Introduction</td>
<td>87</td>
</tr>
<tr>
<td>2.0</td>
<td>Organizational Theories</td>
<td>89</td>
</tr>
<tr>
<td>2.1</td>
<td>Scientific Management Theory:</td>
<td>89</td>
</tr>
<tr>
<td>2.2</td>
<td>Classical Theory of Organization</td>
<td>89</td>
</tr>
<tr>
<td>2.3</td>
<td>Human Relations Theory</td>
<td>89</td>
</tr>
<tr>
<td>2.4</td>
<td>Bureaucratic Theory</td>
<td>90</td>
</tr>
<tr>
<td>2.5</td>
<td>Behavioral Theory</td>
<td>91</td>
</tr>
<tr>
<td>3.0</td>
<td>Types of Organizations</td>
<td>92</td>
</tr>
<tr>
<td>3.1</td>
<td>Line Staff And Auxiliary Staff</td>
<td>92</td>
</tr>
<tr>
<td>3.2</td>
<td>Bases of Department</td>
<td>92</td>
</tr>
<tr>
<td></td>
<td>Basic Administrative And Managerial Principles</td>
<td>94</td>
</tr>
<tr>
<td>4.0</td>
<td>Principles</td>
<td>94</td>
</tr>
<tr>
<td>4.1</td>
<td>Basic Administrative Principles</td>
<td>94</td>
</tr>
<tr>
<td>4.2</td>
<td>Basic Managerial Principles</td>
<td>96</td>
</tr>
<tr>
<td>5.0</td>
<td>Role of An Efficient Organization</td>
<td>99</td>
</tr>
<tr>
<td>5.1</td>
<td>Primary Elements Of An Organization</td>
<td>99</td>
</tr>
<tr>
<td>5.2</td>
<td>Basic Principles of Good Organization</td>
<td>100</td>
</tr>
<tr>
<td>5.3</td>
<td>Basic Factors Involved In The Organization</td>
<td>103</td>
</tr>
<tr>
<td>5.4</td>
<td>Benefits of Good Organization</td>
<td>104</td>
</tr>
<tr>
<td>6.0</td>
<td>Organizational Setup</td>
<td>107</td>
</tr>
<tr>
<td>6.1</td>
<td>Evolution of CAD Organization in Irrigation Department</td>
<td>107</td>
</tr>
<tr>
<td>Section</td>
<td>Title</td>
<td>Page</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>6.2</td>
<td>Recommendations of Irrigation Commission 1972</td>
<td>107</td>
</tr>
<tr>
<td>6.3</td>
<td>Vasant Dada Patil Committee Recommendations</td>
<td>107</td>
</tr>
<tr>
<td>6.4</td>
<td>Recommendations By ASCI</td>
<td>108</td>
</tr>
<tr>
<td>6.5</td>
<td>Recommendations By High Level Committee 1981</td>
<td>108</td>
</tr>
<tr>
<td>6.6</td>
<td>Recommendations By Committee of Secretaries to the GOI</td>
<td>109</td>
</tr>
<tr>
<td>6.7</td>
<td>Recommendations By IIM, Ahmedabad, 1987</td>
<td>109</td>
</tr>
<tr>
<td>6.8</td>
<td>Recommendations By Task Force Committee, 1988</td>
<td>110</td>
</tr>
<tr>
<td>6.9</td>
<td>Formulation of CADA Constitution</td>
<td>110</td>
</tr>
<tr>
<td>6.10</td>
<td>Changes In Organizational Pattern At State Level</td>
<td>110</td>
</tr>
<tr>
<td>6.11</td>
<td>Creation of Special Regional Office for CAD</td>
<td>112</td>
</tr>
<tr>
<td>6.12</td>
<td>SE &amp; Administrator CAD</td>
<td>112</td>
</tr>
<tr>
<td>6.13</td>
<td>Field Organization</td>
<td>116</td>
</tr>
<tr>
<td>6.14</td>
<td>Formation of Irrigation Development Corporations</td>
<td>116</td>
</tr>
<tr>
<td>6.15</td>
<td>Formation of GMIDC</td>
<td>117</td>
</tr>
<tr>
<td>7.0</td>
<td>Other Related Organizations</td>
<td>118</td>
</tr>
<tr>
<td>7.1</td>
<td>Water and Land Management Institute</td>
<td>119</td>
</tr>
</tbody>
</table>
7.2 Engineering Staff College, Nashik
7.3 MERI, Nashik
7.4 CDO, Nashik
7.5 DSO, Nashik
7.6 DIRD, Pune
7.7 The Hydrology Project, Nashik
7.8 Maharashtra Land Development Corporation
7.9 Water Conservation Department
7.10 Mechanical Organization
7.11 Vigilance
8.0 CADA AURANGABAD
8.1 Organizational Setup
8.2 Functions
8.3 CADA Board
Notes And References
References

**List of Charts**

State Level Organization of ID

**Chart No 3.1**

State Level Organization of CAD Wing of ID

**Chart No 3.2**

Project Level Organization of CADA

**List of Tables**

Organizational Set-up of Water Conservation

**Table No 3.1**

Department
CHAPTER III
ORGANIZATIONAL SETUP

1.0 INTRODUCTION:

Public administration is the management of affairs of the government at all levels, National, State and Local. Pfiffner writes that Public Administration is concerned with the ‘what and how’ of the government. What is the subject matter, technical knowledge of a field, which enables an administrator to perform his tasks. And how is the technique of management. Administration cannot be done unless thee is an organization to run it. Urwick defines organization as determining what activities are necessary to any purpose and arranging them in groups, which may be assigned to individuals.

The emerging problem in developing countries is how to combine skills and bring them to bare more effectively on action development programmes which will develop their economy, sustain improvement in the social system and increase in the capacity of the political system. This is the essence of development administration. In the organization, Chief Administrator is deeply concerned with two problems 1) how to fully utilize the energy of personnel in the organization towards the realization of the organization’s goal, 2) how to shape the work environment so that the social needs of personnel are met to a significant extent.

An organization may be understood as a system of bringing people to match their activities. Administration may be defined as the organization and management of human and material resources to
fulfill the objectives laid down by the government. Administration encompasses activities like the spelling out of policies and objectives, establishment of suitable organizational structure to conduct and promote an organized task, providing necessary resources for the realization of objectives.

The role of management, on the other hand rests confined within the framework of policy, organizational structure and resources. Management is primarily concerned with those operations leading to an organization towards success within the broader framework set up by the administration.

Organization is central to everything the administrator does. Assignment of duties, delegation of risks, co-ordination of efforts on which efficiency and production mainly depend, the opportunities for challenge and growth.

An organization is a combination of the necessary human being materials, tools, equipment, working space etc. brought together in systematic and effective co-relations to accomplish some desired object. Management is the force, which leads guides and directs an organization in the accomplishment of a predetermined object. Organization is the formation of an effective executive machine and administration is the formation of an effective direction. Administration determines the organization where as management uses it. Organization is the machine of management for achieving the ends determined by administrations. While undertaking a study of a particular organization and its effectiveness, it becomes essential to assess it on par with the standard basic principles derived from the thinking of noted administrative thinkers.
2.0 ORGANIZATIONAL THEORIES:

2.1 Scientific Management Theory:

Many organizational theories were developed, but, the first systematic theory of organization was formulated in the early years of the 20th century by Frederick Winslow Taylor (1856-1915) regarded as the father of scientific management. He advocated the adoption of scientific methods of management to promote efficiency and economy in the industrial work. Taylor’s main thesis is that management rests upon clearly formulated laws and principles with universal applicability in all organizations. Major principles, such as standardization of work method, scientific selection and training of workers, equal division of work between management and workers and mutual collaboration of the workers and management.

2.2 Classical Theory of Organization:

The classical theory of organization developed by Henry Fayol, Urwick, J.D. Mooney, M.P. Follett and others formulated certain principles on the basis of which an organization can be established to achieve a specific objective by two watchwords efficiency and economy. This theory is marked by four features; – impersonality, specialization, efficiency and hierarchy.

2.3 Human Relations Theory:

The essence of human relations theory lies in its primary emphasis on human beings, psychological motivations and informal group behavior, in contra distinction to the Structuralists’ exclusive concern for principles of organizations. They view human relations as the heart of the task of management and study of management must be centered on individual, as a socio-psychological being.

89
2.4 Bureaucratic Theory:

Max Weber's bureaucratic model continues to be the dominant paradigm in Public Administration. According to him to maximize efficiency and productivity every organization develops a system of division of tasks and a set of systematic rules and procedures. He stresses this form is capable of attaining the highest degree of efficiency. This form of organization according to him is distinguished by the following structural and behavioral characteristics.

- **Division of Labor**: A systematic division in the organization where job placements based on the qualification and/or special training.

- **Hierarchy**: Each lower office under the control of supervision of a higher one. Remuneration is fixed in accordance with the nature of the job and the grade of responsibility.

- **Rules**: Bureaucracy operates in accordance with a consistence system of rules laid down regarding performance of official jobs.

2.5 Behavioral Theory:

A.H. Moslow, Chester Bernard, Cart Rogers, and many viewed the organization as a social system. The behavioral scientists have given a new orientation to administrative thought by focusing attention on the role of individual, leadership in organization, group dynamics, motivation and satisfaction. The behavioral studies are a growing body of knowledge and these are increasingly being used in organizational redesigning and problem solving. In elaborating the notion of efficiency, they pointed out that members participate in organizational activities because they receive actual benefits or they perceive that they are receiving certain rewards.
3.0 TYPES OF ORGANIZATIONS:

In the government organization, work is done through an intricate and elaborate organization, which is tied down in a single chain of command. The central hierarchy of this organization is called line and those, which fall on the margin, are known as staff and auxiliary agencies. The distinction between the two kinds of services is essentially based on the type of work performed by the different branches or units of a department or agency. Most of the functions performed by the several divisions or units of an agency are regulatory or operational meant for the achievement of departmental goals or purposes.

3.1 Line and Staff:

The line organization within an enterprise carries out the functions that directly contribute to the achievement of the enterprise goal. By contract, the staff organization contributes indirectly to goal achievement by helping the line to do its work. Auxiliary agencies neither serve the line departments but do nor serve the public. They perform functions common to all departments In irrigation department, the engineers who are directly engaged in the construction of irrigation dam belong to line organization, whereas in the same department, those who help the engineers by procuring material and other supplies and keeping accounts fall in the category of staff. The staff agencies engaged in planning, research and advice but do not carry on operational or managerial activities. Line agencies perform these basic or substantive functions and are able to accomplish their work more efficiently because they have the benefit of staff studies. Line agencies perform primary duties for which they exist. There are three kinds Line
Agencies as 1) Department, 2) Public Corporation and 3) Board or Commission. This has been elaborated as given below.

- **Department:** Department is largest and most prevalent form of administrative organization. A department is directly under the chief executive, it is clearly held in a single chain of command.

- **Public Corporation:** This form of administrative organization has been devised to carry on the business and industrial activities of the govt. A corporation functions, more or less like a body of shareholders. It appoints a board of directors who are responsible for laying down the policies for the corporation. It enjoys the autonomy and flexibility of private enterprise coupled with accountability to the public.

- **Board or Commission:** Boards and commissions have some features of departmental for of organization and others of the corporation. At the top, they have a corporate structure, but internally they have a departmental structure.

3.2 **Bases of Departments:**

A department is the basic unit of organization in which the administrative branch as a whole is under the chief executive. Authority to organize departments may be vested in the constitution, the parliament or the executive.

There are four bases of departmental organization as 1) Function, 2) Purpose, 3) Clientele and 4) Area. According to Luther Gulick the four P’s – Purpose – Process-Person and Place are the bases of department. This has been explained in detail as below.
- **Purpose:** For carrying out one or more of the purposes which government intends to pursue such as Defense & Railways etc.

- **Process:** For carrying out a process which may serve or provide for a number of departments like the Ministry of Finance, the department of Building and Communication etc.

- **Persons:** For dealing with a particular group or kind of persons, displaced persons for eg are the responsibilities of a special Ministry like the department of Rehabilitation at the Center and the department of Tribal Welfare in states in India.

- **Place:** Area that is, the place where a job is done. For eg. Ministry of External Affairs, Regional offices of the Director of Supply and Disposal etc.

Departments may differ in their size, structure, nature of work and internal relationship. According to their nature of work, many departments have operating duties while a few perform only coordinating and supervisory duties. Foe eg. Posts and Telegraph, Police and Public Works, Defense etc.

**Coordination** is the achievement of harmony of individual effort towards accomplishment of group goals in the very purpose of management. As per Henry Fayol, co-ordinate is to harmonize all the activities of the concern so as to facilitate its working and its success. **Supervision** is defined as the direction accompanied by authority on the work of others. It a process by which workers are helped by a designated staff member to learn according to their needs, to make the best use of their knowledge and skills and to improve their abilities so that they do there jobs effectively and with increasing satisfaction to themselves and the agency.
4.0 BASIC ADMINISTRATIVE AND MANAGERIAL PRINCIPLES

4.1 Basic Administrative Principles:

The concept of development administration has two major facets. One facet of it refers to the development administration. By this, we mean to develop administrators. It involves strengthening and improving administrative capabilities as a means for achieving development goals. The Other facet is ‘administration of development’. According to this interpretation we expect development administration (Administrative organization) to act as an instrument in the implementation of development programmes, projects and policies. There are several principles of administration but they are not axioms and laws of physical science, which are true at all times and all places. Nor are these principles conceived a priory. They are in the nature of inductive generalization. In the words of L.D. White, they suggest only working rules of conduct which wide experience seems to have validated. Few of them have been described below.

- **Authority**: In traditional management thought, authority has been defined as the superiors right to issue orders directed tenders the subordinate who is in turn has the duty to obey the orders. It is a facility or a resource that is given to a role incumbent to help him discharge the responsibility entrusted to him.

- **Hierarchy**: Hierarchy consists in the universal applications of the superior subordinate relationship through a number of levels of responsibility reaching from top to the bottom of the
structure. Noted thinkers Mooney and Reiley call it the scalar process.

- **Span of Control**: It is the number and range of direct habitual communication contacts between the chief executive of an enterprise and the principal fellow officers.

- **Unity of command**: It postulates special kind of superior-subordinate relationship under which each subordinate will receive orders from only one superior.

- **Responsibility**: It is defined as the obligation of an individual to perform activities or duties which are assigned to him.

- **Co-ordination**: According to Henry Fayol, to co-ordinate is to harmonize all the activities of a concern so as to facilitate it's working and it's success. In a well-coordinated enterprise, each division works in harmony with others and is fully informed of its role in the organization.

- **Supervision**: It is a process by which workers are helped by designated staff member to learn according to their needs, to make the best use of their knowledge and skills and to improve their abilities so that they do their jobs effectively.

- **Centralization and Decentralization**: They describe the manner in which decision-making authority is delegated among various levels of management in the organization. Centralization refers to the reservation of authority at the top level of the organization and decentralization refers to systematic delegation of authority.
• **Delegation of Authority:** It is the process through which a manager gives authority to others in order to accomplish certain assignments.

### 4.2 Basic Managerial Principles:

Development administration involves creating and enhancing management capacities as a means for achieving developing goals. The focus of development administration on improving the skills and knowledge of development oriented administrators so that they able to respond the needs of the people. A unique and specific function of development administrators is micro management for that they need adequate development and training in it.

Real development of management thought has begun with scientific management approach. The heart of administration to the management of programmes is designed to serve the general welfare. Management is a cooperative endeavor for achieving a particular objective. The success or failure of administration depends largely on how well govt. is in a position to manage programmes of public welfare. Organization represent the static or structural aspect of administration, the management represent dynamic aspect. Hudson said, organization would be regarded as the division and unification of effort towards some goal or policy. Management will be regarded as the collective utilization of human resources and material in an effort to reach the known goal. Few general managerial principles are given below.

➤ **Division of work:** This is the specialization which economists consider necessary to efficiency in the use of labor. This is for both managerial as well as technical.
➢ **Authority and Responsibility**: This should be related with the latter, the corollary of the former and arising from the former. He sees authority as a combination of official - deriving from the manager’s positions - and personal compounded of intelligence, experience moral worth, past service etc.

➢ **Discipline**: Seeing discipline as respect for agree ants which are diverted as achieving obedience, applications, energy and the outward marks of respect. Fayol declares that discipline requires good superiors at all levels.

➢ **Unity of Command**: This means that employees should receive orders from one superior only.

➢ **Unity of Directions**: According to this each group of activities having the same objective must have one head and one plan. As distinguished from no 4 it relates to the organization of the body corporate rather than to personnel.

➢ **Subordinators of Individual To General Interest**: This is self explanatory when the two are found to differ, management must reconcile them.

➢ **Remuneration**: Remuneration and methods of payment should be fair and afford the maximum possible satisfaction to employees and employer.

➢ **Centralization**: Without using the term centralization of authority, Fayol refers to the extent to which authority is concentrated or dispersed. Individual circumstances will determine the degree that will give the best overall yields.
➢ **Scalar Chain**: Fayol thinks of this as a chain of superiors from the highest to the lowest ranks which while not be departed from needlessly should be short circuited when its scrupulous following, would be delaminated.

➢ **Order**: Breaking the in to material and social order, Fayol follows the simple adage of a place for everything (everyone) in its place. This is essentially a principle of organization in the arrangement of things and people.

➢ **Equity**: Loyalty and devotion should be elicited from personnel by a combination of kindliness and justice in managers dealing with subordinates.

➢ **Stability of Tenure**: Finding unnecessary turnover to be both the cause and effect of bad management, Fayol points out its dangers and costs.

➢ **Initiative**: Initiative is concerned as the thinking out and execution of a plan, since it is one of the keenest satisfactions for an intelligent man to experience. Fayol exhorts managers to sacrifice personal vanity in order to permit subordination to exercise it.

➢ **Esprit De Corps**: This is the principle that in union there is strength as well as an extension of the principle of unity of command, emphasizing the need for teamwork and the importance of communication obtaining it.
5.0 ROLE OF AN EFFICIENT ORGANIZATION

5.1 Primary Elements of An Organization:

Organization is the basic tool by means of which the administrative process is kept operating and hence everything done by the administrator involves a knowledge of organizational theory. Efficiency of administration largely depends on the soundness of its organization and its techniques. But the effectiveness of an organization should be measured by the extent to which it carries out the purpose. A sound organization provides the means for directing and coordinating efforts so that they may be productive and effective. Different authors have defined organization variously.

William F. Glueck defines that “Organization is the process which people and the tasks they perform are related to is each other systematically to help achieve the enterprises objective”. The primary elements of an organization are –

(i) Persons

(ii) Combined efforts

(iii) A common purpose

The administrative organization is a state, irrespective of its political or constitutional background, must ultimately provide for functions in four separate but closely related categories like –

(i) The field of central government itself, comprising the variety of ministries and agencies that are usually in the hands of ministers assisted by career officials.
(ii) Secondly, there is the field of state and local government by elected authorities who with their own staff, perform certain functions within the area broadly defined here as a state, province district or municipality for which they are responsible.

(iii) Closely related to the second in the filed of community development and voluntary or co-operative activity which, while more or less independent of the central government, is fostered by it as an instrument of local development.

(iv) Finally, there is the field of autonomous bodies, public co-operations and state owned enterprises for which the govt. has undertaken the responsibility, but which are administered on a revenue producing basis by autonomous agencies such as corporations, authorities, institutes, boards or other similar devices.

5.2 Basic Principles of Good Organization:

The principles to guide the establishment of effective formal organization are:

(i) **Principle of Facilitating Accomplishment of Objectives** An organizations structure is considered effective if it facilitates the understanding and appreciating by each participant the underlying objectives as have been determined and laid down and thereby helps the individuals for contribution to the achievement of the enterprise objectives. Whatever the objectives are must be accomplished within the framework of organization.

(ii) **Principle of Efficiency**: An organization structure can be called efficient, if it facilitates the accomplishment of objective by people with minimum cost. An efficient organizational structure operates
without waste or carelessness and it makes best use of its human
energy and talents. It provides means for personal development by
allowing appropriate participation in problem solving. This also
provides clear-cut lines of responsibilities and authority to avoid any
confusion coming in the way of operations.

(iii) **Principle of Balance Between Authority and Responsibility:**
According to Taylor, an individual who is assigned a responsibility, for
which he is accountable, must be given appropriate authority for
achieving results. At all levels authority and responsibility should be
balanced.

(iv) **Principle of Chain of Command:** This means from top to
bottom, every one should have a superior to report to.

(v) **Principle of unity of Command:** In the chain of command a
subordinate should have one superior only to report to. In case, a
subordinate receives orders from several superiors, naturally confusion
will arise. Every one in the organization should know to whom he
reports and who reports to him.

(vi) **Principle of responsibility and self-accountability:**
Accountability pre-supposes the subordinate’s awareness that he is
answerable to his superior who will evaluate his performance.
Accountability is something, which cannot be delegated like
responsibility and authority. For efficient functioning, each subordinate
has only one boss to report to. Thus accountability should be kept
unilateral.

(vii) **Principle of span of control:** This principle suggests that an
individual manager is able to control effectively only a limited number

\[333997\]
of positions i.e. number of subordinates reporting to him must be limited. The span of control varies throughout the organization, depending on particular situations, circumstances and environmental factors, type of work, locations etc. In higher ranks, where exists interdependency and non-similarity in position, span of control should be limited to not more than five or six subordinates. Dimensions of the organizational structure, both horizontally and vertically, are to be kept to the minimum. This needs a periodic check up, for with the expansion of the organization activities, functions grow and along with this the working groups proliferate. If this principle is not considered, the complexity of the equations between the supervisor and employee and between employee and employee would pose human relation problems in the organizations.

(viii) **Principle of organizational flexibility:** Total environmental (internal and external) situations so often necessitate changes in the organization structure. This may even require the re-designing of the structure.

(ix) **Principle of organizational stability:** This demands that the organizational structure being flexible must be stable so as to withstand any changes that may be necessary for the achievement of the organization objectives efficiently and economically.

(x) **Principle of Defining Responsibility And Authority of Superior In Exact Terms:** This enables the superior himself to known what is expected of him and to what limit his authority extends. This will minimize changes of any overlapping of authority, duplication of efforts and gaps. This will avoid any confusion to arise.
(xi) **Principle of Decentralization of Authority:** This principle states that the authority should be delegated so far as possible right from top to the bottom level. Thus, it leaves the top management to devote their valuable time in matters of greater importance for the organization.

(xii) **Principle of Keeping Minimum Levels of Authority:** As a measure of easy communications and expediency in working in an organization, this principle impresses on the point of keeping as small a number of levels as far as it could be possible. It has been observed that too many committers rather hinder the progress of work instead of rendering any useful purpose by coordinating the activities.

(xiii) **Principle of Superior’s Ultimate Responsibility for Acts of The Subordinate:** The delegation of authority to a subordinate, responsibility of the superior does not cease. The superior still remains responsible and answerable for the acts of his subordinate. He is much responsible and answerable for what the subordinate does, as the subordinate would be.

(xiv) **Principle of Keeping Line Functions Separate From Staff Function:** This principle emphasizes on the Desirability of keeping line functions separate from staff functions. It further lays stress on giving importance to staff activities.

5.3 **Basic Factors Involved In The Organization:**

After the objective or the goal has been determined, and necessary cause of action selected, now the manager goes ahead with is work of organizing. Organizing is primarily concerned with the assignment of work among the group of people and providing requisite authority for
carrying out their respective jobs through delegation of authority. The four basic factors involved in organizing are the work, the people, the capital and the place.

- **The Work:** The works or activities are determined by the objectives of the enterprise. These activities form the basis for the organizing efforts. Organizing requires grouping of activities in divisions or departments. These divisional or departmental activities are further sub divided into sections and jobs.

- **The People:** Job assignments, defining the respective duties of groups and individuals, their powers as well as inter relationships are made clear to them for ensuing certainty of performance.

- **The Capital:** The money and machinery, which are the principal means provided for people to carry out various activities by performing the assigned jobs.

- **The Work Place:** Comprises of site, material, machine, lighting, ventilation and other facilities.

5.4 **Benefits of Good Organization:**

It is organizing mechanism, which helps the implementation of comprehensive plans and makes the controlling work. Effective organization brings about the best utilization of human resources, their skills and abilities. Hudson said, "Organization will be regarded as the decision and unification of effort towards some goal or policy. Management will be regarded as the collective utilization of human resources and material in an effort to reach the known goal."
The following perceptions are necessarily adopted for accruing benefits from an organization.

(i) **Clarity of Function In a Well Defined Assignment:** An effective organization while well defining the assignment of each individual member working within an organization structure, clarifies what particular activities he has to perform within his given assignment. This enables him to perform his job devotedly and efficiently in fulfillment of his predetermined goals. This avoids any chances of misunderstanding, conflicts or confusions to arise between individual over matter concerned with jurisdiction.

(ii) **Establishing Co-operative Working Relations:** Every member knows how he is placed in the organizational setup. There comes a feeling of freedom in working. There is established good relationship between the job and the person doing it. With the responsibilities well defined and made known to the persons and with the practicing of delegation, there comes feeling of freedom.

(iii) **Best Use of Human And Physical Resources:** Organizing helps making best use of available human resources and physical resources in an enterprise.

(iv) **Avoidance of Overlapping And Duplication.**

(v) **Effective Communication:** It is through organizing that communication is rendered easier and more efficient.

(vi) **Balancing of Work Loads:** Organizing helps is balancing workloads in an undertaking.

(vii) **Assimilation of Changes:** A good organization is competent to assimilate changes due to any environmental factors in his structure.
(viii) **Opening up of Promotional Avenue:** Organization charts and positions descriptions as provided by organizing points to the position he can reach within the desired qualifications.

(ix) **Basis for Appraisal And Rating:** Basis for appraisal and rating of individual performance and capabilities with self appraisal, an individual in able is judge for himself how he is doing and whether he is coming up to the make according to his job requirements.

(x) **Aids, Wage Compensation And Salary Administration:** Organizing is a sure aid for wage compensation and salary administration. Organization and management study of the entire process of management viz: planning, organizing, coordinating, motivating, directing and controlling.

(xi) **Training:** Training helps in promoting interest in O&M programs and it tones up the administrative organization.

(xii) **Information:** It collects information and makes available information to those who acquire it.

The heart of administration is management of programs designed to serve the general welfare. Management is a cooperative endeavor for achieving a particular objective. The success or failure of administration depends largely on how well government is in a position is manage programmes of public welfare.

On the above theoretical perspectives, the researcher has, therefore, tried to relate and observe these basic principles on the existing governmental organization of the Water Resources Department, which is responsible for the administration and management of Jayakwadi project, selected particularly for this research study.
6.0 ORGANIZATIONAL SETUP

6.1 Evolution of CAD Organization in Irrigation Department:
The smooth functioning and output of any organization would depend on its organizational setup and the same is true for the Irrigation Department of GOM also (Now renamed as Water Resources Department). For looking after the command area development works, it has got a special CAD wing, which is looked after by a separate Secretary to the government. The present organizational set up has been evolved through various in-depth studies, pertinent to CAD problems, done by various specially appointed high-level committees by GOM and GOI time and again for the purpose during last 30 years. The steps wise progress of the evolution process in the current past is briefly elaborated in the succeeding paragraphs.

6.2 Recommendations of Irrigation Commission 1972:
The Central Government had appointed one irrigation commission under the chairmanship of Shri Ajit Prasad Jain in 1969. The commission had submitted its report to the Central Government in 1972. The commission had recommended that while investigating and preparing plans & estimates in respect of major and medium projects, provision should be made for ensuring speedy development of command areas. To have an independent authority for attaining speedy development of command areas, this authority should work till the completion of the entire activity is over\(^1\). (Source: MWIC, 1999, Chapter No 7, P2)

6.3 Vasant Dada Patil Committee Recommendations:
Accordingly, the Central Government in 1972 appointed a committee under the chairmanship of late Vasant Dada Patil, the then minister for Irrigation & Power, GOM. The committee offered substantiating
recommendations to implement the Command Area Development Programme on top priority. Having reviewed the foregoing recommendations, the Central Government approved the centrally-assisted Command Area Development Programme in December 1974. Along with the setting up of CAD authorities, an independent wing under the control of the 'Commissioner (CAD) & Secretary' has been created to extend guidance and undertake monitoring at the State level\(^2\). (Source: MWIC, 1999, Chapter No 7, P3)

### 6.4 Recommendations By ASCI:

The need for a proper organizational setup of the Command Area Developmental Authorities also need not thus be over emphasized. Keeping this in view the erstwhile ministry of Agriculture and Irrigation entrusted the study of the organizational monitoring problems of CADAs to the Administrative Staff College of India (ASCI, Hyd.). ASCI studied 6 projects and made several recommendations for improving the organizational institute of CADAs. Ministry of Agriculture and irrigation Govt. of India entrusted the task of under taking a comprehensive study of the organization and management problems of CAD authorities to Administrative Staff College of India Hyderabad in March 1978. Jayakwadi CADA, Maharashtra is one of them\(^3\). (Source: Org. Setup for CAD, A GOI, MOWR Publication, May 1991, P46)

### 6.5 Recommendations By High Level Committee 1981:

In July 1981, the erstwhile Minister of Irrigation, GOI constituted a high level committee which recommended creation of CADA, a separate wing under the State Irrigation Department. It also studied the organizational setup of CAD Programme (CADP) in major and medium irrigation projects and certain of water management and Land
Development Wings in State Irrigation Departments. The Committee studied the organizational set up of a number of CADAs and made recommendations regarding a desirable structure. The committee also made certain recommendations regarding the multi-disciplinary technical inputs being made available to the state irrigation department and creation of a separate Water Management and Land Development Wing in the Irrigation Department. It also stress that the CAD organizations should be regarded as permanent entities and cadres of irrigation\(^4\). *(Source: Org. Setup for CAD, A GOI, MOWR Publication, May 1991, P53)*

### 6.6 Recommendations By Committee of Secretaries to the GOI:

In march 1983, the Committee of Secretaries to the GOI, considered ways and means for ensuring optimum utilization of the irrigation infrastructure and decided to constitute a task force to make an in-depth study of the steps required to bring more meaningful interaction between water resources managers and Agricultural scientists/agronomists\(^5\). *(Source: Org. Setup for CAD, A GOI, MOWR Publication, May 1991, P57)*

### 6.7 Recommendations By IIM, Ahmedabad, 1987:

The CAD programme was also evaluated by the Indian Institute of Management, Ahmedabad (IIM) during 1987 at the insistence of Public Accounts Committee, vide their 141 report. They made several recommendations. The prominent ones regarding the organizational set up can be summarized as “Organizationally the core function should be divided in to operation wing, management wing and CAD construction Wing. These wings should be composed of several units each serving as a responsibility center.” They further elaborated the various functions of Operation and Management wings\(^6\). *(Source: Org. Setup for CAD, A GOI, MOWR Publication, May 1991, P60)*
6.8 Recommendations By Task Force Committee, 1988:

The MOWR had constituted a Task Force in March 1988 and suggested vide their report in 1990 that the organizational setup for the CAD programme should consists of three tiers; 1) State level organization, 2) Project Level Organization and 3) Field Level Organization. It also recommended that a separate CAD Department should be established in each state and it should be made a separate wing of Irrigation Department; in either case a full time Secretary should be posted in the CAD. At the state level, the command area development programme looked after by the secretary (CAD) assisted by Chief Engineer (Water Resources) and Joint secretary, Deputy Secretaries and Joint Directors etc. (Source: Org. Setup for CAD, A GOI, MOWR Publication, May 1991, P64)

6.9 Formulation of CADA Constitution:

In 1986, the Government has brought out the 'CADA Manual -1986'. Matters such as composition of a council under an authority, functions of the council, composition of an executive committee, functions of the committee, schedule of meetings of the committee, powers of administrators, participation of the Maharashtra Land Development Corporation, manual of council's modus operandi etc. are clearly spelt out in it. As such, identifying the newly emerging needs and based on the experience gained through implementation during the long tenure from 1974 to 1986, the working modality of the CAD concept went on evolving. (Source: CADA Manual, 1987)

6.10 Changes In Organizational Pattern At State Level:

The organizational set up at Mantralaya level has since been changed after the CADA concept has been taken up for implementation. The
topmost officer in the Mantralaya basically functioning on the post of Commissioner [CAD] initially has been designated as the Secretary [CAD] and is entrusted with the other works also along with those related to CAD. The present set up of overall Irrigation Department at State level is furnished at Chart No 1. There are two Ministers, one for Irrigation (Excluding MKVDC and KIDC) and one for KVDC and KIDC exclusively. There are two State Ministers assisting one each of the above Ministers. There are two Secretaries, one for Irrigation and another for CAD and Hydropower. The Secretary CAD looks after the command area development activities of whole the state. The organizational setup of CAD wing in Mantralaya, at State level, is shown in the Organization Chart No 2 below. There is a separate Monitoring and Evaluation cell at the Secretariat level under a Superintending Engineer and a Deputy Secretary and at the Administrators level under the control of Irrigation Department for the monitoring and evaluation of World Bank aided projects. The unit has also been constituted under the Joint Director of Statistics at the Secretariat level for compiling the statistics. Suitable statistical staff is attached to the offices of Administrators also. (Source: MWIC, 1999, Ch. No 7).

6.11 Creation of Special Regional Office for CAD:

In 1985, the Government has taken up the balance work along with CAD works of Jayakwadi Project, which had been included in the CAD Programme, with the aid of World Bank. In view of the extensive benefited area of the Jayakwadi Project and the special functional needs, a senior post of the Chief Engineer And Chief Administrator for this authority has been specially created along with the posts of Deputy Director (Agriculture), Agro-economist and Agricultural Engineer
have been sanctioned including the civil wing establishment. The CAD authorities at Aurangabad and Beed, concerned with Jayakwadi Project, have been brought under the administrative control of the Chief Engineer And Chief Administrator. *(Source: MWIC, 1999, Ch. No 7).*

### 6.12 Superintending Engineer and Administrator, CAD:

Barring the office of the Chief Engineer & Chief Administrator for the Jayakwadi Project, Superintending Engineer and Administrator is the authority for controlling the CAD works of the project. The project level organizational setup for Jayakwadi project is furnished in Chart No 3. Each Command Area Development Authority is entrusted with one or more than one projects according to the extent of command area. One administrator is associated with the organizational structure of each authority under whose control are placed a technical cell manned with Executive Engineers, an agricultural wing headed by Deputy Director [Agriculture], a cooperative wing manned with Sub-Registrar or Assistant Sub-Registrar of Cooperative Societies, a monitoring and statistics wing manned with Assistant Statistician, an accounts branch of an Accounts officer and an administrative branch of Deputy Administrator or Assistant Administrator. Officers selected from various fields such as irrigation, agriculture, cooperative, administration etc. had been appointed as administrator during the initial period of authorities. In course of time, seeing that the works of irrigation management, field channel layout etc. only are being lent emphasis in practice, the Superintending Engineers from the Irrigation Department are used to be appointed as Administrators. Since 1990, the designation of Administrator has been changed to 'Superintending Engineer & Administrator'. *(Source: MWIC, 1999, Ch. No 7)*
ORGANIZATIONAL SET-UP FOR CAD AT PROJECT LEVEL

ADMINISTRATOR CAD AUTHORITY

ADMINISTRATOR'S OFFICE

FIELD FORMATIONS

Technical Cell
Headed By
Executive Engineer

Agri. Wing
Headed By
Dy. Dir. Agril

Credit Unit
Headed By
Asst. RCS

Monitoring & Statistical Cell
Headed By Asst. Statistician
(Class 2)

Accounts Wing
Headed By
Dy. Administrator
(Class 2)

Administrative Wing
Headed By
(Class 1) or
Asst. Administrator (Class 2)

Operation & Maintenance

Land Development

Soil & Water Management
Pilot Project

Irrigation Units
Headed by Executive Engineer

ICD Farm
Headed By
Agril. Officer
Or
Farm Superintendent

Field Establishment of Cooperation Department

Irrigation Management
Division
Headed By EE

DSCO

Sub-DSCO

SDO

Agril

Supervisors

Jr. Agril Engineer

Asst. Supervisor

Agril Asstants

Ministerial Staff

Section Officer

Agril Supervisors

Technical Staff

Section Staff
6.13 **Field Organization:** There are one or more divisions under each CADA for the planning and constitution of community items (field channels and the allied works) and for land leveling etc. The division is headed by an Executive Engineer or a Divisional Soil Conservation officer (DSCO) with 5 sub-divisions working under him. Some OFD works are also being carried out in the state by Maharashtra Land Development Corporation. The work of Agricultural Extension was earlier being looked after by irrigation units working under the guidance of the Deputy Director of Agriculture posted in the office of each Administrator. These units have since been converted to the Training and Visit (T&V system) of Agriculture Extension. *(Source: MWIC, 1999, Ch. No 7)*

6.14 **Formation of Irrigation Development Corporations:**

In order to accelerate the completion of irrigation projects in Maharashtra State, the Government has established five Irrigation Development Corporations in the State viz GMIDC, TIDC, VDIC, MKVD, KIDC. All the Corporations are headed by the officers of the rank of Secretary to Govt. and designated as Executive Directors. The Secretary (ID) controls these corporations, as he is also the Managing Director of these corporations as per the constitution. Respective regional offices headed by officer of the rank of Chief Engineer, have been attached to these Corporations as given in the Chart No 1. These corporations were allowed to raise funds through open market in the initial period. Now a centralized procedure is followed for funding the construction activities of the Corporations thorough Maharashtra Irrigation Finance Corporation (MIFC). The projects not covered by Corporation jurisdiction rest with Water Resources Department of GOM. *(Source : MSWIC, 1999, Ch.No.7)*
The work of Irrigation Management of completed irrigation projects was also attached to these corporations in the initial period. However, this has now been transferred back to the state government vide GR Misc/2004/(202/2004), Dt. 28-06-2004 (Source GMIDC)

6.15 Formation of GMIDC:

Godavari Marathwada Irrigation Development Corporation (GMIDC) was setup under the Maharashtra Act NO XXIII of 1998 Dated 17 August 1998. The Properties and Assets worth approx. Rupees 3432 Crore comprising of movable and immovable assets including irrigation projects, hydro electric power projects, works under construction and management of completed schemes before the appointed date of corporation vested in State Government under the control of ID had been immediately transferred to the corporation with effect from 1-10-1998 vide GOM GR No 1097/(290/97), Dated 29-8-1998. The Important functions of the corporation are as below.

➢ To promote and operate irrigation projects and command area development including flood control.

➢ To plan, investigate, design, construct and manage the irrigation projects and command area development.

➢ To promote irrigation related activities such as fisheries, pisciculture, floriculture, horticulture, sericulture, and tissue culture.

➢ To promote tourism, water sports and other related activities on and around the irrigation and hydroelectric power projects.

➢ To develop the land around or near by lakes and in other suitable locations with irrigation facilities and other infrastructure facilities and lease part or whole of such developed properties to the interested parties. [Source: GMIDC Information Brochure]

117
7.0 OTHER RELATED ORGANIZATIONS:

In order to inculcate the multi-disciplinary approach in the irrigation management, Govt. of Maharashtra have also set up number of related organizations to help assist this very cause in a better way by forming organizations like MERI, CDO, WALMI, DSO, ESC, DIRD, MLDC, Hydrology Project etc.

In the words of Maharashtra Second Water Irrigation Commission “The subsequent experience of irrigation management vindicates that the change ensued has not proved conducive to the development of irrigation area of a multi-disciplinary nature. CADA is a gradually evolved concept as an outcome of experience. It is subjected to ups and downs necessitated due to the exigency of the situation and views held by the administration. Therefore, a different approach will have to be pursued here in after to train and encourage officers properly selected for such authorities for shouldering works of broadened objectives. Officers accomplishing efficiently the conventional works of respective departments may not be able to work excellently with a team-spirit in a multi-disciplinary interdependent set-up of command area development, as is clearly revealed through experience gained so far. The officers of the Irrigation Department hailing from a construction-prone set-up before making required to shoulder the broader concept of command area development are warranted to inculcate a broadened awareness of agricultural sector & economic development and, in overall, the science of management. Unless then such senior officers have undergone an advanced training regarding agriculture & economic system in institutes like WALMI and a special training in managerial science in the Engineering Staff College.”
7.1 The Water and Land Management Institute (WALMI):

Water and Land Management Institute (WALMI) has been formed for providing training in land development and water management to the officers and staff of the Water Resources Department. Secretary (WR) Govt. of Maharashtra is the President of the Institute, which is headed by the Director General, who is of the rank of Secretary to govt. Governing Council headed by the Institute’s president is responsible for the policy decisions. The Director General is assisted by the Joint Director looking after the administration matters pertaining to training, research and administration. The Institute has got five faculties in Engineering, Agriculture, Social Sciences, Science and Integrated Water Shed Development and Management. The Institute is located At Aurangabad. It is the first and foremost training institute in Water and Land Management all over the country. The main objectives of the Institute –

- To provide in service training of inter disciplinary nature to staff engaged in irrigation water management and land development in Water Resources and Agriculture Departments.

- Action and adaptive research pertaining to water Resources project commands.

- Providing consultancy services, production of training materials (in print and electronic media) conducting seminars / workshops and organizing farmers training programmes.

At the end of Oct. 2004, WALMI has imparted training to a total of 31043 officers through 923 courses, also trained 14303 number of farmers in 127 courses. It has conducted 311 seminars & workshops. It has got 71 publications as well as production of 100 VDO films and 19
VCDs on related topics to its credit. It has completed 12 Action Research Studies and also completed 13 consultancy jobs. It has developed 29 numbers of computer software on IWM. It has got a good library with 24796 books with hundreds of books on IWM.

7.2 Engineering Staff College, Nashik:

After the adoption of Five Year plans the need for the shortage of trained technical personnel became more and more cute. A proposal to establish a staff training college for the erstwhile PWD was initiated in 1959. In pursuance of the need for trained technical personnel, Engineering Staff College, Nashik was constituted in mainly to impart training to direct recruits to Maharashtra Service of Engineers Class-I and Class-II. Maharashtra is the first state to establish such an Institute. An officer of the rank of Chief Engineer heads the institute. The main Aims of the ESC are as below.

- To impart fundamental training to Maharashtra Service of Engineers class-I and II recruited through MPSC.
- To train officers from the ranks to gazetted posts.
- To afford opportunities to the trainees to tackle practical problems. To impart specialized knowledge to in-service Engineers in subjects of prime importance such as soil mechanics, concrete and masonry and management.

- **Regional Training Centers** at Aurangabad and Nagpur are established in 1983 to refresh and update the knowledge of in-service engineers. For training civil engineering field staff. To train Mechanical / Electrical field staff, Regional Training Center at Pune was established at the same time.
7.3 MERI, Nashik:

Maharashtra Engineering Research Institute (MERI) was established in 1959 at Nashik. The institute is largely dealing with the field problems of applied research pertaining to various projects. Applied research problems are mainly referred to by the field officers and Central Designs Organisation (CDO). Various national committees related to water resources development, and ministry of surface transport (MOST), under different research schemes. Besides research activities, testing work of construction materials, designs of concrete and asphalt mixes are also done in MERI. Applied research problem and testing works of semi governments and private bodies are also under taken in the institute. The nature of work carried out in the institute are related to 1) Hydro Dynamics which deals with hydraulic model studies for spill ways, outlets, flood protection works, surge systems, bridge layouts etc., 2) Reservoir sedimentation surveys, 3) Applied and basic research as well as soil testing work for projects, 4) Material testing of cement, sand stone, mortar, bricks, steel, lime, fly ash as well as analysis of seepage water, 5) Structural testing, 6) remote sensing technique applications, 7) Environmental engineering, 8) Highway Engineering, 9) Instrumentation in Dams, 10) Seismic data analysis, Preparation of technical reports. It has also got a big central technical library. The various research and testing works are carried out by eight different units of the institute, headed by Research Officers / Scientific Research Officers of the rank of Executive Engineer. The Superintending Engineer and Joint Director Assist, the Director General in carrying the research activities of the institute.
7.4 CDO, Nashik

Central Designs Organization (CDO), Nashik, a premier organization in the WRD of GOM is established in 1959. Considering the local conditions in Maharashtra, CDO developed it’s own design practices for Earth Dam, Gravity Dam, Gates, large C.D. works, Power houses and large Lift Irrigation Schemes. CDO has 18 Divisions and 4 Circles for its disposal. The design work of Central Design organization is entrusted to four design circles headed by Superintending Engineers. It has got a library having very large collection of books of about 15500 numbers on science and technology and Indian standard codes. This organization has been certified with ISO 9001 : 2000 in May 2005.

It has done number of prominent works like the designs of strengthened sections of masonry / concrete dams of Bhandardara, Bhatghar, Bhatsa, Koyna, Tansa, Mulshi projects. Design of a large pump house for the first time at Vishnupuri lift irrigation scheme.

7.5 DSO, Nashik:

Total dams built in India upto 2002 are about 4050 in number. All state agencies have responsibility to monitor their own to carry out maintenance of structures in same prescribed manner. There re about 1405 completed large dams of various types and varying storage capacities in Maharashtra state. Hence safe maintenance and operation of dams and spillways thereof assume vital importance to avoid probable danger to lives and property. The GOM, ID created Dam Inspection and Safety Services in 1980 to look after safety aspects of the dams in the state. In 1985 it was renamed as Dams Safety Organization headed by SE.
7.6 DIRD, Pune:

Directorate of Irrigation Research & Development (As per the GOM rules of business made under article 166 of the constitution of India (Ref: Maharashtra Government Rules of Business, General Administration Department, Sachivalya, Mumbai, Dated 26 August 1965). The Jurisdiction of DIRD is spread over the state and it has 8 field divisions and 35 sub-divisions in the various agro-climatic zones.

The activities carried out by DIRD are given below.

- Pre irrigation soil survey in the commands of Irrigation Projects.
- Post irrigation soil survey in commands of irrigation projects through monitoring EC and PH of soil and water samples.
- Applied research in irrigation management, soil management and ground water management.
- Periodical monitoring and demarcation of affected areas of canal command areas.
- Preparation of plans and estimates of drainage schemes for the surface water.
- Construction and maintenance of completed drainage schemes.
- State level monitoring of water user association activities.
- Publication of Quarterly Magazine “Maharashtra Sinchan Vikas”
- Coordination of Door Darshan and ID for Telecasting the programmes for farmers.

(Source: Official website of DIRD, Pune www.dird-pune.org)
7.7 The Hydrology Project, Nashik:

The prime objective of Hydrology Project is to develop and implement a sustainable Hydrological Information System (HIS) through improvement and strengthening the infrastructure of Hydro-meteorological stations, training extensively the personnel involved and computerization of the data for meaningful analysis and dissemination to the users. Development of hydrological database is supporting major aspects of State and Central level Water Policy particularly in: Water Allocation, Water Planning, Water Management and Water Quality Monitoring. The implementation of this project in Maharashtra is entrusted to the Chief Engineer, Hydrology Project subsequent to its creation in 1996, the office has started functioning with effect from June 26, 1996.

The objectives of Hydrology project are - Using advanced techniques and equipments for basic data collection, Computerized data analysis, Easy and friendly user data dissemination, Prepare reports for hydrology data users group members, Up gradation of stations in the network water quality laboratories, Planning of the water resources and its relevant usage, Preplanning of water available from registered flow, Strengthening of flood controlling system, Sedimentation survey of reservoirs, Updating of rain gauge, river gauge and climatic stations, Impart advanced training in hydrology to the field staff.

Hydrology project aims at establishing the hydrological information system in the state and it includes water quality monitoring of surface water. The basic objectives for water quality monitoring are

(Source: www.hydrologydatainfo.org)
7.8 Maharashtra Land Development Corporation (MLDC):

The Maharashtra Land Development Corporation Ltd has been setup on 13th 1973 and incorporated under the Companies act 1956 with head quartets at Pune from October 1976 MLDC has taken up execution of land development work in the command areas of irrigation projects. From June 1980 this has been placed under the administrative control of I.D. MLDC was established with the object of doing land development works in the command areas of irrigation projects. However, from June 1980, the activity of the corporation has been restrict to obtaining institutional finance from individual items of land development work in the command areas of CADA projects. (Source: CADA Manual, GOM, ID, Jan 1987)

7.9 Water Conservation Department:

Taking into consideration the necessity for coordinated efforts of all the departments, the Government constituted on 5th August 1992 an independent ‘Water Conservation Department’ wherein the departments of Agriculture, Minor Irrigation, Social Forestry, and Groundwater Surveys & Development Agency were decided to bring under a single administrative and technical control for implementing the Watershed Development Programme. The district level and the subordinate agencies of various departments were decided to be transferred to Zilla Parishads. The responsibility of taking care of the assets created through this programme has to rest entirely with the gram panchayats. The Chief Executive Officer of the Zilla Parishad is expected to coordinate the work. At present, these works are also being implemented in Maharashtra through various NGOs with external aid along with those being implemented through the Government organizations. (Source: MWIC Report 1999, Ch 11, P48)
### Table No 3.1

**Organizational Set-up of Water Conservation Department**

<table>
<thead>
<tr>
<th>State</th>
<th>Secretary (Water Conservation Department)</th>
<th>Director, Social Forestry</th>
</tr>
</thead>
<tbody>
<tr>
<td>CE</td>
<td>Director, Soil Conservation &amp; Watershed Management</td>
<td></td>
</tr>
<tr>
<td>Divisional</td>
<td>SE Joint Director (partially)</td>
<td>Joint Director</td>
</tr>
<tr>
<td>District</td>
<td>EE Superintending Agriculture Officer (partially)</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>Taluka</td>
<td>Dy.E. Taluka Agriculture Officer (partially)</td>
<td>Taluka Forest Officer</td>
</tr>
</tbody>
</table>

[Source: MWIC Report 1999, Ch. No 11, P.No.48]

#### 7.10 Mechanical Organization:

An independent mechanical organization was created in 1959 with the object of manufacturing of gates and accomplishing earthwork of earthen dams with the help of machinery. This organization was entrusted with the work of handling mechanical equipment and workshop. Presently, the head of the Mechanical Organization is the Chief Engineer (Mechanical) and under him there are 5 circle offices and 36 division offices. This organization has accomplished works on several major dams and has also evinced excellent performance in gate manufacture and erection. [Source: MWIC Report 1999, Ch. No 13, P29]

#### 7.11 Vigilance:

In order to investigate into the complaints about corruption, bribes and misconduct in the field offices of the Irrigation Department and to curb such malpractices, 6 vigilance units have been created in 1985 by the GOM, one each for every revenue division. All these units are working directly under the control of the Secretary (WR) of the Water Resources Department. [Source: MWIC Report 1999, Ch. No 13, P2]
8.0 CADA AURANGABAD:

8.1 Organizational Setup For Jayakwadi Project:

At present, there are 2 divisions of irrigation management meant for Jayakwadi Project, one at Paithan and other at Parbhani, while one division is working on Purna project, located at Vasmatnagar, Dist. Parbhani. The Paithan division comprises of five sub-divisions, out of which one is kept for the management of Jayakwadi dam, one for backwater management. Other three sub-divisions look after irrigation management of PLBC km 0 to 122 covering an area of 44,200 ha ICA. The Division at Parbhani comprises of five sub-divisions, all meant for irrigation management of PLBC km 123 to 208 covering an area of 97,600 ha ICA. Under every sub-division, generally there are 3 to 4 sections, each section dealing with about 3,000 hectares of mixed irrigation. A Deputy Engineer heads sub-Division, whereas section is in charge of a Sectional officer (Junior Engineer). To assist the sectional officer, there are canal inspectors and measures working under him. (Source: CADA Aurangabad office)

6.13 Functions:

The main functions of the authority are as under-

➢ On farm development:

  □ Development of field channels and field drains within the command of each outlet.
  
  □ Land leveling on an outlet command basis.
  
  □ Re-alignment of field boundaries whenever necessary.
  
  □ Enforcement of proper system of Warabandi and fair distribution of water to individual fields.
Supply of inputs and services including credit.

Strengthening of extension services.

- Selection and introduction of suitable cropping pattern.
- Development of ground water to supplement surface irrigation.
- Development and maintenance of main and intermediate drainage system.
- Modernization, maintenance and efficient operation of the irrigated system up to the outlet of one cause capacity.

This authority is directly responsible for the implementation of the following activities.

- Execution of on farm development works,
- Execution of drainage works.
- Execution of modernization works.
- Execution of infra-structural works such as roads, markets, buildings for operation and maintenance and extension staff.
- O & M of completed dams, canals and distribution system.
- Providing extension services to the farmers through TCD (Trial Cum Demonstration) farms and demonstrations.
- Assessment of recovery of irrigation charges.

In addition, it plays a coordinating role in following activities.

- Co-ordination of inputs such as seeds, fertilizers, pesticides.
- Supply of credit,
- Development of markets and agro industries.
6.14 CADA Board:

The Command Area Development Authority has a board with Minister (Water Resources) as the Chairman and Superintending Engineer & Administrator as the Member Secretary. Other official and non-official members are appointed by the Govt. from time to time.

The main functions of CADA board are as under:

1. To approve annual programme and to review its implementation and effect co-ordination between the various Departments.

2. To take all decisions pertaining to the development of command area subject to the general policy directions of the Govt. and final budget provision.

3. To frame detailed rules regarding the number of meetings to be held, the manner of recording minutes of the meetings and other matters connected with its working. The organization chart of CAD at State Level as well as at project level is enclosed at Annexure A and B respectively.
Notes And References:

3. Organizational Setup for Command Area Development In Various States, GOI, MOWR, CAD Division Publication, May 1991, P46
4. Organizational Setup for Command Area Development In Various States, GOI, MOWR, CAD Division Publication, May 1991, P53
5. Organizational Setup for Command Area Development In Various States, GOI, MOWR, CAD Division Publication, May 1991, P57
6. Organizational Setup for Command Area Development In Various States, GOI, MOWR, CAD Division Publication, May 1991, P60
7. Organizational Setup for Command Area Development In Various States, GOI, MOWR, CAD Division Publication, May 1991, P64
References

- Modern Public Administration By Paramatma Sharan, Published by
- Management Principles, Practices, Techniques By Dharam Veer Agarwal,
- Principles of Management, An Analysis of Managerial functions by Koontz – O’ Donnel
- Public Administration by Rumki Basu, Published by Sterling Publishers Pvt ltd, New Delhi, 2002
- Development Administration By R.K. Sapru, Published by Sterling Publishers Pvt ltd, New Delhi, 2002
- Public Administration By Awasthi And Maheshwari
- Public Administration By M.P. Sharma
- CADA Manual of GOM, ID, Jan 1987
- Organizational Setup For CADAs, GOI, MOWR, May 1991
- Brochure of WALMI Aurangabad, 2005
- Brochure of Jayakwadi Project
- Information Broucure of GMIDC for Placement of Bonds, 2002
- Brochure of MERI Nashik, 2005
- A Report of the Irrigation Commission 1972, Vol-I, Published by MOWR, New Delhi, India
- Maharashtra State Water & Irrigation Commission Report 1999
- Report on Benchmarking of Irrigation Projects 2003-04. Published by GOM.
- Administrative Report of CADA Aurangabad 1989-90
- Official Website of GOM www.Maharashtra.gov.in
- Office Website of GMIDC www.godavarimahamandal.com
- Official Website of DIRD, Pune www.did-pune.org

131