Chapter 4

Organisational structure for Sustainable Development
Organisational Structure for Sustainable Development

Organisation means the act of putting things in working order. An organisation is a co-operative and an open ended natural dynamic system of co-operative effort which must secure its objectives as well as co-operation of individual contributors. In Chester Bernard’s opinion, an organisation must be both effective and efficient. By efficiency he means provision of satisfaction which is sufficient to ensure that co-operative efforts are forthcoming, which effectiveness relates to the achievement of aim set by the organisation.¹

In public administration, the term is used in three different senses viz. i) substantive, meaning status or structure ii) Designing of the administrative structure and iii) Designing as well as building of the administrative structure.²

For L.D white, ‘Organisation is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and responsibilities”. According to Milward, “Organisation structure is a pattern of interrelated posts connected by line of delegated authority”.

Morstein Marx defines it has ‘the structure developed for carrying out the tasks entrusted to the chief executive and his administrative subordinates in government”.³

Etzioni emphasizes structuring and restructuring of human groups for certain specified goals as the basis for constituting an organisation. He defines organisation as ‘Social Units (or human groupings) deliberately

constructed and reconstructed to seek specific goals. As Joseph defines that "Organisation consists of individuals and small groups as an arrangement of these elements into larger collectivities. Each of these elements may not have one but many goals."

The organisation is a democratic social entity, and containing all the conflicts and opportunities for co-operation to be expected of any group of self aware individuals. James D. Mooney refers it to the complete body. With all its correlated functions. It refers to those functions as they appear in action, the very pulse and heart beats, the circulation and respiration, the vital movement, so to speak of the organised unit. If refers to the co-ordination of all these factors as they co-operate for the common purpose. Organisation is the grand strategy created to bring order out of chaos when groups work together. Organisation gets the relationship between people, work and resources. Where-ever groups of people exist in a common effort, organisation must be employed to get productive results. An organisation is a facilitating mechanism which enables to accomplish things to achieve goals. A structured vehicle performs many functions for both the organisation and the individuals who participate in the organisation. If the organisational process is carried out properly and the organisation structure is designed as it should be, the effective utilization of the available resources, directional and operational goals and procedures will be determined clearly. An orderly hierarchy which ensures smooth superior-subordinate relationships and

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simplification and specialisation of job assignments will be possible in a more effective way.\(^6\)

According to Pffifner and Sharwood, the term organisation is, "The pattern of ways in which large number of people, too many to have intimate face to face contact with all others and engaged in a complexity or tasks, relates themselves to each other in conscious, systematic establishment and accomplishment or naturally agreed purpose.\(^7\)

Richard H. Hall has defined organisation as a "collectively with relatively identifiable boundary, a normative order, authority ranks, communication systems and membership co-ordinating systems. This collectively exists on relatively continuous basis in an environment and engages in activities that are usually related to a goal or a set of goals. The organisation may be defined as human group deliberately and consciously created for the attainment or certain goals with rational co-ordination or closely relevant activities.\(^8\)

According to Dimock and Dimock, "Organisation is the systematic bringing together of interdependent parts to form a unified while through which authority, co-ordination and control may be exercised to achieve a given purpose. Organisation is both structure and a dynamic of human relations.\(^9\)

Parsons has pointed that organisational goals are intimately interwined with important and basic societal functions, such as integration, pattern maintenance, and so on. Organisational goals really an extension of what the

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\(^7\)Pffifner and Sharwood. ‘Administrative Organisation’. Prentice Hall of India Pvt. Ltd., New Delhi, 1964, p 30


society needs for its own survival. The organisation depends upon the
environment for its survival because in determining organisational goals the
organisation interacts with the environment. The organisation as input output
system, received inputs from and returns the output to the environment. On of
the pre-requisites for running the administration is an organisation.
Organisation is an instrument, a powerful tool, designed to fulfill specific
needs. It is important to recognize that organisations, as social entities, or
typically susceptible to all the conflicts, and opportunities for cooperation that
exist in the society as a whole. Because organisations are complicated social
organisms, they must be viewed in their total multi-dimensional context, rather
that from a narrow mechanical point of view.

Organisation is the pattern of ways in which a large number of people,
of a size too great to have intimate face-to-face contact and engaged in a
complexity of tasks, relate themselves to each other in the conscious,
systematic establishment for the accomplishment of mutually agreed
purposes.

Mostly an organisation depends upon classical organisation theory in
building their structures because it deals with essentials elements in an
institution, such as power, responsibility, division of labour specialization and
interdependence of parts. Organisation structure is significant because it
partly determines the power of the participants and their perceptions of their
role. The organising process can be perceived in two ways. It may be

14 John M Piffen and Frank P. Sherwood. 'Administrative Organisation'. Prentice Hall of India. New
Delhi. 1968. p. 15
considered as a process of construction in which a great number of small work units are built into jobs, departments, divisions and finally a whole institution. A second, approach is to view organisation as a process of analysis by which particular area of work is subdivided into divisions, departments and finally jobs assigned to particular persons.16

Thus organisation consists of structures as well as human relations. Organisation should not be based on rigid lines. Organisation should have humanistic approach to every problem. To a considerable extent, the failure or success of any administration depends upon proper organisational structure.17

The organisational set up of the governmental machinery, location of authority, the methods and procedure according to which it works, go a long way in determining the success of the programmes. Administrators have the great responsibilities to maintain good administration at all levels. Thus, it is necessary to know what is the nature of the administrative machinery of the government, established to run the administration effectively particularly at district level. Moreover, suitability and adequacy of administrative machinery for performing the multifarious works of development and public administration are also important to know.

As discussed in Chapter 3, at present, the district Solan has been divided into four sub-divisions namely Solan, Kandaghat, Nalagarh and Arki for the convenience of administration. The district has five tehsils (Solan, Kandaghat, Kasauli, Nalagarh and Arki) and two sub-tehsils (Ramshahar and

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16Ibid., p.166.
District Administration

District administration consists of a number of agencies of government working at the district level, including the district collector and subordinates revenue/magisterial staff, the district police, the district judge and subordinate judges, field representatives of various development and other departments, community development personnel, municipal committees, zila parishad, panchayat samities, village panchayats and other local bodies. These agencies each perform separate functions but at the same time, attempts to coordinate their work in order to make the total action of Government in the district both effective in terms of cost and time and meaningful to the district population which the district administration is designed to serve. This coordination is secured mainly through the collector, the chief government officer in the district, who has wide powers and overall responsibility for directing all the component parts of district administration towards the common objectives of the government. ^{19}

District Collector i.e. Deputy Commissioner in Solan district, is the pivot of district administration. Being chief executive of the district he has to perform multifarious duties for which he has been supplied with adequate number of staff in respective fields of activities as shown in Figure 4.1. The evolution of modern welfare state has, however, added new dimensions to the

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FIGURE – 4.1
EXISTING ORGANISATIONAL STRUCTURE FOR DISTRICT ADMINISTRATION

DEPUTY COMMISSIONER

Additional District Magistrate

District Magistrate

Sub-divisional Magistrate

Tehsildar

District Revenue Officer

Tehsildar Election

Treasurer

Additional Deputy Commissioner (Development)

Establishment

Superintendent

Miscellaneous

Assistant

Clerk

peon

Additional District Magistrate

District Welfare Officer

Tehsil Welfare Officer

Kanoongo

Pahari

Namberdar

District Panchayat Commissioner

Assistant Panchayat Commissioner

District Officer

District Research Officer

Project Officer

Planning Officer

Assistant Project Officer

Technical Assistant

Progress Assistant

Assistant Registrar Cooperative

District Statistical Officer

Technical Assistant

District Food & Supply Controller

District Inspector

District Inspector

Sub-Inspector

Sub-Inspector

Statistical Assistant

Source: Deputy Commissioner Office, Solan, Himachal Pradesh.
field of administration by floating the idea of district planning in view of socio-economic development.

District planning and development is a recent innovation entrusted to the Deputy Commissioner of respective district to promote the cause of National Extension Service Programme and Community Development programme of the Government and to make annotations thereof.

In Solan district a Committee namely district Planning and development Committee has been constituted under the chairmanship of the Deputy Commissioner with MLA's and M.P. of District Solan as its non official members and all heads of development departments of the district as its official members with ADC/ADM as its member secretary. The executive body constitutes of Deputy Commissioner as its Chairman and all Heads of development departments of the district as its members. Thus, the emergence of the idea has entrusted additional duties concerning planning and development to the Deputy Commissioner who in turn is accountable to the state Government. Briefly speaking, the Deputy Commissioner, mainly performs four types of functions.

1. Planning and Development functions
2. Magisterial functions
3. Revenue functions
4. Miscellaneous functions

Planning and development being or recent origin has definitely assumed a significant place amongst his duties, for its comprehends the entire development programme within its jurisdiction which is the essence of modern welfare state. To carry out functions concerning planning and development, he is assisted both by official and non-official members of
planning and development committee and the additional Deputy Commissioner under whose control and guidance three officers viz. Project officer, Assistant Commissioner and Research Officer as shown in Figure 4.1 look after the functions pertaining to rural development, local fund and planning, 20 point programme, preparation of panchayat plans, functions related to district man-power planning and employment generation etc.

Magisterial functions include maintenance of law and order. Prior to independence, Deputy Commissioner's performance as largely evaluated on his competence in preserving law and order. Although he has magisterial powers of the grant, suspension and cancellation of arms, explosives, motor and petroleum licences etc. As a district magistrate he also performs the functions in respect of foreigners, jails etc. For the successful execution of all these functions he is assisted by Additional Deputy Commissioner, Additional District Magistrate under whose control and guidance are Assistant Commissioner, Sub-Divisional Magistrate and District Revenue Officer as shown in Figure 4.1. These officers are looking after the functions pertaining to Nazarat, arm licences, establishment, election, open air fair Solan receipt issue and type and general record and motor licence, relief and land record, revenue establishment, land reforms, district revenue accounts, district revenue accounts (recovery), revenue statistics, audit and registrations etc.

The Deputy Commissioner continues to be head of the revenue administration in the district and in turn is accountable to the Government. While performing revenue functions he is known as District Collector and he is assisted by Additional District Magistrate under whose control is District Revenue Officer to assist him in land records, land reforms, revenue receipts, revenue recoveries etc. as show in Figure 4.1. Although the functions
concerning collection of revenue, the maintenance of land records collection and compilation of rural statistics are other important functions assigned to the powers of Land Acquisition Officer for acquiring land for the purposes of industries, capital construction, colonization and slum clearance etc.

Apart from above mentioned functions, Deputy Commissioner has to perform other miscellaneous functions such as functions concerning treasury, grant of old age pension, protection of ancient monuments etc. he is the census officer for the live-stock. The Deputy Commissioner is also responsible for such works as the national savings or the state loans floated from time to time. Contribution to the national Defence Fund is also made through his office. He is also the Chairman of a number of official committees such as the District Land Development Committee, Soldier’s Welfare Board, Family Welfare Committee and Public Grievances Committee. He is also involved in socio-cultural activities as president or Chairman.

The Deputy Commissioner is also assisted by the following functionaries at the Sub-Division level, at block level, and at tehsil level.

Most district level departments represented at the Sub-Division level and the oldest is the generalist functionary called sub-Divisional Magistrate (S.D.M. Civil) who is the head of the revenue hierarchy in his jurisdiction and writes the character rolls of all the functionaries under him.20

Block Development Office

At the block level, the head of the administration is the Block Development Officer. He is assisted at the block level by a group of specialists called extension officers are deputed from different technical

departments of the State Government to work at the block level (Figure 4.2). Development staff is working under Block Development Officer includes, Extension Officers in Agriculture, Horticulture, Co-operatives, Panchayat, Industry, Junior Engineer, Social Education and Block Primary Officer (S.E.B.O.), Pramukh Sevika (L.S.E.O.), Grm Sevak and Sevikas. Village Level Workers (VLW) and other ministerial staff for maintaining the establishment. The district level functionaries control the corresponding extension officers and his staff through the Block Development Officer.

At the village level there are three functionaries, namely VLW, Patwari and Numberdar. The VLW look after developmental tasks, whereas Patwari and Numberdar perform revenue functions. The post of a Numberdar is hereditary. This set up at the block level is mainly to implement all rural development programmes in a targeted manner. So it is quite important that, for crucial development, especially in agriculture, the block agencies should be restored and strengthened. Rural development programmes broadly consists of three categories, i.e. the provision of economic and social infrastructure, sectorial development programmes relating to agriculture, animal husbandry, industries, cottage industries etc. and anti-poverty or beneficiary oriented programmes.

At tehsil level, there is tehsildar to look after the activities/programmes of administration. he is assisted by Niab-tehsildar, Kanoongo and Patwari. A district is also the unit of administration of various other state Departments like Police, Cooperative Societies, Education, Industry, Agriculture, Health,

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2 M.L. Sudan, “Administrative Reforms required at Block and District levels in the context of Rural Development”, Indian Journal of Public Administration, July-Sept., Vol XXI, No 3, p 740
FIGURE - 4.2
EXISTING ORGANISATIONAL STRUCTURE AT BLOCK LEVEL

Source: Block Development Office, Solan, Himachal Pradesh.
Horticulture, etc. The district is, therefore, a multiple unit of administration representing a concentrated collections of public functionaries for managing the affairs of the government. Thus to make the accurate study of district Solan in context to the sustainable development, it is very essential to study the organisational structure of different departments associated in one or other way in the development process at the district level.

**District Police Department**

Maintenance of law and order in Solan district is the joint responsibility of the Deputy Commissioner and the Superintendent of Police. Superintendent of Police, Solan is accountable for maintaining law and order in the district which includes prevention, detection, vehicular traffic and other matter of public interest. Superintendent of Police Solan is also to ensure protection of State VIPs. He also ensures that crime is kept well under control and proper investigation is carried out so as to deliver justice to the public.

The organisation structure of Police department at district level is presented in Figure 4.3.

**FIGURE – 4.3**

**HIERARCHICAL STRUCTURE OF POLICE DEPARTMENT AT DISTRICT LEVEL**
Superintendent of Police, Solan while performing his duties is assisted by a team of subordinate police officials, one Additional Superintendent of Police, and Deputy Superintendent of Police, and Deputy Superintendent of Police. The whole district divided into 15 Police Stations and each Police Station is under the charge of one Station House Officer who is of the rank of either S.I., A.S.I., Inspector or Sub-Inspector.

Health and Family Welfare Department

The Health and Family Welfare Department is an integral part of a social and medical organisation, function of which is provide for the population complete health care, both curative and preventive and whose patients services reach out to the family and its home environment. The health and family welfare services occupy a significant place in a welfare state and accorded high priority by the State Government.23

The Health and Family Welfare Department, Solan is providing health facilities through District Hospital, Civil Hospitals, Community Health Centres, Primary Health Centres, Civil Dispensaries and various sub-centres. The government is establishing many more primary health centres and sub-centres in many rural areas to provide better health facilities to rural people.

The District Health and Family Welfare Department of district Solan is heady by the Chief Medical Officer. The Chief Medical Officer is responsible for overall health/activities/services and for the proper implementation of all national and state health policies and family welfare programmes in the entire district. The Chief Medical Officer is assisted by a number of Programme

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Officers, Block Medical Officers, Doctors and para-medical staff. The organisational structure of Health Department in Solan District is as under:

**FIGURE 4.4**

**ORGANISATIONAL STRUCTURE OF DISTRICT HEALTH AND FAMILY WELFARE DEPARTMENT**

The Chief Medical Officer is responsible for conducting all field work and furnishes the same to the state and national Government. He also provides feed back to field workers. In performance of all these functions,
CMO is assisted by a team of officers in different programmes at district headquarter. The entire district is divided into 5 health blocks and each block is under the charge of Block Medical Officer. All health schemes are implemented through these Block Medical Officers. In every Health lock is assisted by various Medical Officers and village level health workers.

**District Education Department**

Education is basically the source of knowledge. Thus, it is one of the most important factor of man's life. The education department is responsible for all the educational activities. The purpose or education department is to facilitate teaching and learning to all citizens.

In District Solan, Education Department is bifurcated into secondary education and primary education. The department is headed by District Education Officer (Secondary Education) and District Education Officer (Primary Education). The organisational set up of these two offices is presented in Figures 4.5 and 4.6.

The main function of DEO is to inspect the senior secondary, high and middle schools of district once or twice in a year. In the performance of his duties, he is assisted by 4 B.E.Os who are posted respectively at Kunihar, Kandaghat, Solan and Nalagarh. These BEO's are controlling officers or the heads of middle schools in their respective jurisdictions. There is one Science Supervisor and one Assistant Physical Training Supervisor at district headquarter, who helps DEO while inspecting schools in his respective sphere of science and physical education. In administrative work, DEO is assisted by one Establishment Officer, who also acts as Drawing and Disbursing Officer in addition to other administrative staff.
FIGURE 4.5
ORGANISATIONAL STRUCTURE OF DISTRICT SECONDARY EDUCATION DEPARTMENT, SOLAN (HIMACHAL PRADESH)

DISTRICT EDUCATION OFFICER

- Administrative Staff
- Establishment Officer
- Section Officer (Audit)
- Superintendent (G-II)
  - Assistants
    - Steno
    - Clerks
    - Peon
- Inspection Staff
- Science Supervisor
- Assistant Physical Training Supervisor
- Field Staff
- Block Education Officers

Source: District Secondary Education Department, Solan (H.P.)
FIGURE – 4.6
ORGANISATIONAL STRUCTURE OF DISTRICT PRIMARY EDUCATION DEPARTMENT, SOLAN (HIMACHAL PRADESH)

DISTRICT EDUCATION OFFICER

Administrative Staff

Establishment Officer

Section Officer (Audit)

Superintendent (G-II)

Assistants

Steno

Clerks

Peon

Field Staff

Block Primary Education Officers

Source: District Primary Education Department, Solan (H.P.)
District Primary Education Officer is responsible for primary education. His main function is to inspect the primary schools and adult education centre within the district. He is also Drawing and Disbursing Officer of District Primary Education Department while performing all these duties. He is assisted by Block Primary Education Officers.

There are 7 Educational Blocks in district Solan and each block is under the charge of one Block Primary Education Officer. They supervise and inspect the working of primary school in their respective block. District Primary Education Officer also maintain a large office establishment comprising one Superintendent (Grade-II) five Assistants, five clerks, one steno and three peons.

District Agriculture Department

Perhaps there is no function area in the realm of socio-economic development which is as crucial as agricultural administration. The significance of agriculture in the economy of district Solan is amply borne out of the fact that it is far and largest single industry in the district and main occupation of the people. Agriculture provides direct employment to about 75 per cent of the main working population. The income from the agriculture sector alone accounts for 45 per cent of the net domestic product.24

The agriculture department try to provide assured income to the farmers. For this purpose emphasis are laid on increasing the food grain production by timely and adequate supply of inputs like fertilizers, improved seeds, pesticides and improved implements to the farmers. The office of the

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Deputy Director of Agriculture was established after the division of Mahasu district in 1972.25

District Agriculture Department in Solan district is run by Deputy Director of Agriculture. He is solely responsible for all extension as well as development activities of agriculture in district Solan. In order to perform these activities he is assisted by four other district level officers as shown in Figure 4.7 in their respective fields. District Agriculture officer and Plant Protection Officer are not the heads of their respective offices. They only guide their subordinates and controlling authority of the personnel posted under both these officers in DDA. Whereas other two officers – Assistant Soil Conservation Officer and Seed Testing Officer are head of their respective offices and have powers to control directly the staff working under them.

The District Agriculture Officer (Solan) is responsible for all agriculture extension works in the district. Under D.A.O. there are two wings head quarter staff and field staff. The headquarter staff consists of three Assistant Development Officers (Agril.) two Village Extension Officers (Agnl.), one each for seed and fertilizer. There is also one J.E. and Bio-gas supervisor engaged in the installation of biogas plants. Field staff consists of ten Assistant Development Officers (Agril.) posted at Block Headquarter who are responsible for agricultural extension works in their respective blocks. These Agriculture Development Officers are assisted by fifteen Village Extension Officers by performing function pertaining to demonstration to the agriculturists and sale of seeds fertilizers, pesticides and agricultural

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implements through agro-sale centres. To look after the installation of Bio-gas plants seven bio-gas supervisors are posted in five blocks of Solan district.

District Plant Protection Officer makes available plant protection material, launches plant protection campaign in the district and provides technical know how to the officials stationed at Block Headquarters and to farmers by conducting plant protection camps. He is also responsible for quality control of plant protection. Under this item Plant Protection Officer is notified as licencing officer and Plant Protection Inspector as insecticides inspector. At district headquarter, P.P.O. is assisted by the line staff including PPI, PPSI, beldar and chowkidar. Whereas the work of plant protection in the fields is carried out by the VEO’s, posted in Blocks and in Agro Sale Centres.

The Assistant Soil Conservation Officer, Solan looks after the work pertaining to soil conservation on agricultural land by providing subsidies and subsidized irrigation schemes to the farmers constructing water channels ponds etc. so as to save land from soil erosion. These works are being carried out under the various types of schemes, approved by the central and state governments and land development scheme (small, marginal farmers). assistance to special component plan for schedule caste and general, dry land farming, training and extension programme, national watershed development project water storage structure and community based schemes in shiwalik and other areas. To carry out these works ASCO is assisted by a team of technical officials in headquarter. There are 3 Assistant Development Officers (Agril), 5 Village Extension Officers (Agril), 3 Junior Engineers, Surveyer, one A.D.M., One J.D.M., 2 Beldars, posted at their respective Soil Conservation Centres and Sub-Centres who work under his supervision and control.
ORGANISATIONAL STRUCTURE OF DISTRICT AGRICULTURE DEPARTMENT, SOLAN (HIMACHAL PRADESH)

<table>
<thead>
<tr>
<th>DEPUTY DIRECTOR OF AGRICULTURE</th>
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</thead>
<tbody>
<tr>
<td>District Agriculture Officer</td>
</tr>
<tr>
<td>Plant Protection Officer</td>
</tr>
<tr>
<td>Assistant Soil Conservation Officer</td>
</tr>
<tr>
<td>Seed Testing Officer</td>
</tr>
<tr>
<td>Soil Testing Officer</td>
</tr>
</tbody>
</table>

- **District Agriculture Officer**
  - H.Q. Staff
  - Field Staff
  - ADOs (Agril)
  - VEOs(Agril)
  - J.E.
  - B.G.S
  - Chowkidar

- **Plant Protection Officer**
  - H.Q. Staff
  - Field Staff
  - PPI
  - VEOs(Agril)
  - Beldars
  - Surveyor

- **Assistant Soil Conservation Officer**
  - H.Q. Staff
  - Field Staff
  - J.E.
  - D.M.
  - Surveyor

- **Seed Testing Officer**
  - H.Q. Staff
  - Field Staff
  - ADOs (Agril)
  - VEOs(Agril)
  - J.E.

- **Soil Testing Officer**
  - H.Q. Staff
  - Under Construction

- **Technical Assistant**
  - Beldars
  - Peon

**ABBREVIATIONS**
- ADO(Agril): Assistant Development Officer (Agriculture)
- VEO(Agril): Village Extension Officer (Agriculture)
- PPI: Plant Protection Inspector
- PPSI: Plant Protection Sub-Inspector
- J.E.: Junior Engineer
- B.G.S: Bio-Gas Supervisor
- D.M.: Draftsman
- H.Q.: Head Quarter

**SOURCE**
- Deputy Director of Agriculture, Solan, Himachal Pradesh
Seed Testing Officer, Solan tests the germination, moisture and purity of the seeds. He is assisted by 2 Assistant Development Officers (Agril), 3 Village Extension Officers (Agril.), 2 Beldars, 1 Peon and 3 Lab Attendant. The Deputy Director of Agriculture maintains a large office establishment comprising one superintendent, six assistants, seven clerks, six peons, two beldars and one chowkidar.

**District Horticulture Department**

The development of horticulture is not only the basic and fundamental necessity for the economic upliftment of its people, but is equally important for the nation as a whole. The systematic development of horticulture in Himachal Pradesh has only been taken up after independence. During the pre-independence period, there had been particularly no or very little development of horticulture. It is only after the launching of Five Year Plan in 1951-52 that the introduction of horticulture started receiving attention.26

The present Horticulture department came into existence in 1972. Since then the department has played very significant role in the economic upliftment of the farmers in the district by promoting horticulture activities.

Horticulture department of Solan district is under the Deputy Director of Horticulture, who runs extension works and management of plant protection centre, sub-centres, management of programme-cum-demonstration orchards and development of horticulture within district respectively. The organisation structure of District Horticulture department is shown Figure 4.8.

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Deputy Director (Horticulture) is assisted by three types of staff as shown at Headquarter level. He is assisted by 3 ADOs (Hort.), one PPI and One Village Extension Officer, who are engaged in their respective field. Besides there is one Plant Protection Centre in Solan district and PPC is under the charge of Plant Protection Inspector. The horticulture extension work of block is carried out by 10 Assistant Development Officers assisted by 14 Village Extension Officers (Hort.), skilled grafter and beldars.

District Rural Development Agency

Community Development Programme has been substituted by Integrated Rural Development Programme which is being executed by the Rural Development Department, Himachal Pradesh. There are other various
programmes namely Swaranajayanti Gram Yojna (SGSY), Jawahar Gram Samridhi Yojna (JSY), Employment Assurance Scheme (EAS), Food for Work Programme (FWB), Indira Awaas Yojna (IAY), etc. All these programmes implemented through District Rural Development Agency, at the district level. Under the aforesaid programmes, the assistance is given to the rural families of target group consisting of small and marginal farmers, agricultural labourers and rural artisans etc., who are below the poverty line.  

District Rural Development Agency has a governing body, which includes the following:

<table>
<thead>
<tr>
<th>Deputy Commissioner</th>
<th>Chairman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Officer</td>
<td>Secretary</td>
</tr>
<tr>
<td>Executive Engineer (P.W.D.), Solan</td>
<td>Member</td>
</tr>
<tr>
<td>General Manager (District Industries Centre, Solan)</td>
<td>Member</td>
</tr>
<tr>
<td>Lead Bank Officer</td>
<td>Member</td>
</tr>
<tr>
<td>Deputy Director, Agriculture</td>
<td>Member</td>
</tr>
<tr>
<td>Deputy Director, Horticulture</td>
<td>Member</td>
</tr>
<tr>
<td>District Employment Officer</td>
<td>Member</td>
</tr>
<tr>
<td>District Coordinator (Punjab National Bank, Solan)</td>
<td>Member</td>
</tr>
<tr>
<td>Assistant Conservator, Forest</td>
<td>Member</td>
</tr>
<tr>
<td>District Panchayat Officer</td>
<td>Member</td>
</tr>
<tr>
<td>Block Development Officers (Solan, Kandaghat, Dharampur, Kunihar, Nalagarh)</td>
<td>Member</td>
</tr>
<tr>
<td>All MP’s, MLA’s of the district</td>
<td>Member</td>
</tr>
<tr>
<td>Representative of Scheduled Castes</td>
<td>Member</td>
</tr>
<tr>
<td>Representative of Urban Local Bodies</td>
<td>Member</td>
</tr>
<tr>
<td>Accounts Officer</td>
<td>Member</td>
</tr>
</tbody>
</table>

Source: Establishment Branch of District Rural Development Agency, Solan, HP.

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The Chairman/President of the DRDA is empowered to form an Executive Committee to assist the DRDA. The Executive Committee consists of all the District level officers and other officers deemed necessary for the Planning and implementation of the programmes. The Governing Body of District Rural Development Agency meets once a quarter and the Executive Committee once a month.

The DRDA, Solan is registered under the registration of Societies Act. It is the overall Incharge of the planning, implementation, monitoring and evaluation of the programmes in the district with the help of following staff at the district, block and village level:

Project Officer (DRDA), Solan is assisted by 3 Assistant Project Officers, one Accounts Officer and other administrative staff at district level. Block Development Officers are looking after the activities of the DRDA at block level. There are also extension officers of different field such as industry, cooperative, agriculture, horticulture, panchayats, etc. At the village level, Gram Vikas and Panchayat Adhikaris are the drawing and disbursing head assisted by Gram Sewak and Gram Sewikas.

Project Officer, DRDA is responsible for all the activities of agency with the assistance of various officials (Figure 4.9).
FIGURE – 4.9
ORGANISATIONAL STRUCTURE OF DISTRICT RURAL DEVELOPMENT AGENCY, SOLAN (HIMACHAL PRADESH)


District Industries Centre

The District Industries Centre (DIC) is headed by General Manager, who is assisted by Industrial Manager, Development Manager, Credit Manager, Administrative Manager, Function Manager, 7 Industrial Promotion Officers, 10 Block Extension Officers and other administrative staff. The organizational structure of the District Industries Centre, Solan is shown in Figures 4.10.

For the promotion of industries (medium scale, small scale and cottage), the General Manager has to prepare plans with assistance of personnel posted under him. For better output and desired results in the field,
he has to ensure coordination of the DIC activities with other similar organisations like Khadi Board, Handloom and Handicrafts Corporations, Export Corporations and with the Commercial Banks to hypothecate on going activities.

**FIGURE - 4.10**

**ORGANISATIONAL STRUCTURE OF DISTRICT INDUSTRIES CENTRE SOLAN, HIMACHAL PRADESH**

![Organisational Structure Diagram]

Source: District Industries Centre, Solan, Himachal Pradesh.

**District Panchayat Department**

Panchayati Raj Department came into being in 1952. Though being small in size, this department is playing major role in development of the Pradesh because all the development schemes are implemented through Panchayati Raj bodies. District Panchayat Administration of Solan district is
headed by a District Panchayat Officer. He is overall incharge of the
department and he has to look after its working and, inspection and audit of
accounts. He too is to ensure coordination of the activities of Panchayats with
other departments at district level. The organisational structure of District
Panchayat Department is as under:

**FIGURE – 4.11**

**ORGANISATIONAL STRUCTURE OF DISTRICT PANCHAYAT DEPARTMENT SOLAN (HIMACHAL PRADESH)**

The District Panchayat Officer, Solan is assisted by the District Audit
Officer in audit and enquiry work whereas Panchayat Inspectors at block level
supervise the working of the Panchayats within their respective blocks and
assists them in their working for better results. He is also assisted by
adequate number of administrative staff.
Public Works Department (PWD)

Public Works Department is mainly a welfare department. In the near absence of railways and transport, roads are the only means of communication in predominantly hilly State of Himachal Pradesh. Realising the importance of communication and transport, the Public Works Department has been created at the district level. The department carried out the functions of construction of roads, work of government buildings, colonies and repair of roads.

District Solan has the privilege of being served by Kalka Shimla National Highway No. 22, which is the life line of Himachal Pradesh. Roads are the only media of transport and communication. Solan is very well connected by roads with all the important cities/towns of the state and bus services operates on all the important roads in the district. Major area of this district falls under 3rd Circle with three working divisions, namely i) Solan Division, Solan; ii) Kasauli Division, Kasauli; iii) National Highway Division, Solan. There are thirteen Sub-Divisions in the district Solan.

Public Works Department (3rd Circle), Solan is headed by Superintending Engineer, who is assisted by Executive Engineer, Assistant Engineer, 3 Junior Engineer, 1 Head Draftsman, 2 Junior Draftsman, 1 Surveyor and other administrative staff.

Public Works Department, (Solan) at divisional level is headed by Executive Engineer. He is assisted by 4 Assistant Engineer, 2 Junior Engineer, one Head Draftsman, 2 Junior Draftsman, Surveyor and other administrative staff.

At Sub-Division Level, there are 13 sub-divisions under three divisions in the district. In the Solan division there are four sub-divisions, namely
Solan, Oachghat, Arki and Mehlog. The number of sub-divisions under Kasauli division are Kasauli, Sabathu, Ramshehar and Nalagarh. The National Highway Division, Solan has five Sub-Divisions viz. Horticulture Sub Division Solan, National Highway Sub-Division, Kandaghat, Sub-Division, Kandaghat, Sub-Division, Chambaghat (Solan, Dharampur and Parwanoo). Public Works Department at Sub-Division level is headed by Assistant Engineer. He is assisted by 2 Junior Engineers, one Draftsman, one Surveyor and adequate number of administrative staff. The organisational structure of HP public works department at Circle, Divisional and Sub-divisional levels is as under:

**FIGURE – 4.12**

ORGANISATIONAL STRUCTURE OF HP PUBLIC WORKS DEPARTMENT (IIIRD CIRCLE, SOLAN) AT DISTRICT LEVEL
**FIGURE – 4.13**
ORGANISATIONAL STRUCTURE OF HP PUBLIC WORKS DEPARTMENT
AT DIVISIONAL LEVEL

EXECUTIVE ENGINEER

- Technical Staff
- Assistant Engineer
- Junior Engineer
- Head Draftsman
- Junior Draftsman

- Administrative Staff
  - Superintendent
  - Accountant
  - Assistant
  - Steno Typist
    - Clerk
    - Driver
    - Peon
    - Chowkidar

**FIGURE – 4.14**
ORGANISATIONAL STRUCTURE OF HP PUBLIC WORKS DEPARTMENT
SUB-DIVISIONAL LEVEL

ASSISTANT ENGINEER

- Technical Staff
- Junior Engineer
  - Draftsman
    - Surveyor

- Administrative Staff
  - Superintendent
  - Assistant
    - Clerk
    - Driver
    - Peon
    - Chowkidar

Source: Himachal Pradesh Public Works Department, Solan (H.P.)
Irrigation and Public Health Department (IPH)

The activities of Irrigation and Public Health Department are to supply drinking water, lift irrigation and tubewell facilities to the people. It also controls water pollution. Previously this IPH was a wing of Public Works Department. Since 1986 it has emerged as full fledged department to provide efficiency in working regarding mentioned programmes. (Organisational Structure or placement of personnel at circle, division and sub-division level are the same as Public Works Department).^28

Town and Country Planning Division

The Town and Country Planning Division at Solan is looking after the planning, development and use of land in the district according to the provisions made in the H.P. Town and Country Planning Act, 1977. For its assistance, Town and Country Planning Sub-Division is also functioning at Parwanoo which looks after the area of Parwanoo and Baddi-Bartowala for the purpose. The organisational structure of the TCP is illustrated in Figure 4.15.

Apart from above, the organisational structure of HP State Pollution Control Board and State Council for Science, Technology Environment have also been needed to discussed as these agencies are actively involved in maintaining the eco-system through their various projects at district as well as state level, and helping the state in sustainable development.

^28Source: Himachal Pradesh Public Works Department, Circle Office, Solan.
Himachal Pradesh State Environment Protection and Pollution Control Board (HPCB)

The Himachal Pradesh State Environment Protection and Pollution Control Board (HPCB) was constituted in the year 1975 with its headquarters at Shimla along with 10 regional offices, situated at Parwanoo (Solan), Jachh (Kangra), Paonta Sahib (Sirmaur), Una, Bilaspur, Mohal (Kullu), Baddi (Solan), Chamba, Khopari (Shimla), a central laboratory and three Regional Laboratories, which are catering to the diverse requirements in terms of environmental monitoring, surveillance and analysis of complex environmental parameters. The Board has adopted a major shift in its policy from purely regulatory set up to an interactive scientific organisation undertaking the role
of technology transfer seeking persuasive involvement of industry through consultative mechanism.29

The Board is headed by the Chairperson and Commissioner-cum-Secretary (ST&E) with the help of Member Secretary for overall management and control of the organisation. The Board is assisted by an Environment Engineer (HQ), Senior Scientific Officer, Environment Geologist and Senior Project Consultant for efficient and effective functioning of the Board. The legal matters are attended by the Law Officer. Further, the Board is also assisted by the Assistant Controller (E&A), Assistant Environment Engineer (HQ) and Project Consultant.

State Council for Science, Technology and Environment (SCSTE), Shimla

The State Council for Science, Technology and Environment, Himachal Pradesh was established by the Government of Himachal Pradesh during the year 1985 and is a Society registered under Registration of Societies Act XXI of 1860. The main objective of the Council includes i) To advise State government in formulating Science & Technology policy and programmes ii) Development and transfer of appropriate technologies iii) Pooling and exchange of scientific knowledge iv) Promotion, popularisation, research, development and dissemination of Science, Technology and Environment in H.P. 30

Council receives annual grant-in-aid from the State government and Department of Science and Technology, Govt. of India. Council also generate resources through projects/programmes sanctioned by various departments

29 Annual Report, HPCB, Shimla.
30 Brief Report on the Activities, State Council for Science, Technology and Environment, HP, Shimla
of Govt. of India. The functions of identification of suitable technologies, their
demonstration and propagation through user departments are also performed
by the Council. One of the important role of the council is to act as a State
node to Govt. of India departments like Department of Space, Ministry of Non-
Conventional Energy Sources, Ministry of Environment and Forests,
Department of Science & Technology.

The State Council for Science and Technology is governed by its
general body and executive committee which includes Chairman (Hon'ble
Chief Minister), Vice-Chairman (Hon'ble Minister S&T), Executive Chairman,
Secretary etc. The detailed organisational structure is given in Figure 4.16.

It is evident that an organisation is very essential for the efficient
functioning of any department and administration. Organisation consists of
structure as well as human beings whose primary goal is the achievement of
objectives for which it has been set up.

In this chapter we have discussed the organisational structure of
different departments in the district Solan in addition to HPCB and SCSTE.
The departments are Controlled by their respective heads, with the assistance
of various officials.

In brief, we can say that above mentioned departments at district level
are important parts of administration and these contribute lot for the socio-
economic development of rural-urban people in the district. For the proper
implementation of all socio-economic development programmes at district
level, the organisation of these administrative units should be on correct
footings.
FIGURE - 4.16
ORGANISATIONAL STRUCTURE OF STATE COUNCIL FOR SCIENCE TECHNOLOGY & ENVIRONMENT, SHIMLA (HIMACHAL PRADESH)

General Body
Chairman, Hon'ble CM
Vice-Chairman, Hon'ble Minister (S&T)

Executive Committee
EC-cum-Secretary(S&T), Chairman(EC)

Member Secretary(FC)
Joint Member Secretary

Scientific Setup

Remote Sensing
Head
Remote Sensing
Senior Scientific Officer
Scientific Officer

Draftsman-1
Research Assistant
Jr. Engineer-1
Project Associates
Administrative Setup

Section Officer

Accounts
Sr Assistant-1
Jr Assistant-1
(Cashier)

Establishment
Sr. Assistant-1
Jr. Assistant-1

Budget
Sr. Assistant-1

Store
Clerk-1

Diary Dispatch
Clerk-1

Stenographers
Personal Assistant-1
Sr. Scale Stenographer-1
Stenotypist-1

Ecology & Environment
Senior Scientific Officer-2
Project Associates

HRD & Documentation
(Scientist 1)

The present study reveals that in some of the departments, the strength of officials are less and in some department many posts are lying vacant. It has been also observed that in the absence of proper training to the field level functionaries, the social development schemes are not being implemented to its full spirit. In order to ensure the sustainable development of the rural-urban areas, the proper execution of all development programmes, provision of sufficient and skilled staff and above all the coordination among the different programme implementing agencies should be taken higher priority.