An organizational structure is adopted by any type of organisation to allocate duties and responsibilities and to define inherent relationships. The relationship between different departments, sections and tiers are mentioned and displayed conspicuously in the organisational structure. The organisational structure also provides details regarding flow of authority, power and direction (command).

The organisational structure paves the way for better relationships between different functionaries, i.e., man to man relationship, department to department relationship, section to section relationship. In India the administrative framework involves close functional relationship between the headquarters units and the field agencies. All major policy decisions and initiatives relating to rural development are taken centrally and then passed down the hierarchy for implementation.

The present chapter therefore will focus on the working of the organisational structure of the Government and NGOs in implementing rural development programmes (with reference to the IRDP). Since the purpose of the present study is to look into the management aspects of the Integrated Rural Development Programme. Efficient implementation not only requires a good deal of administrative surveillance to ensure proper identification of the beneficiaries, planning, coordination, monitoring and follow up, but also calls for proper understanding of the philosophy, objectives and operational content of the programme.
Around the time when India achieved independence, a vigorous search started for an alternative model for development administration to cope with the growing needs of rural development on a gigantic scale in the country. The famous Etawah Pilot Project under Dr. Albert Mayer was launched for the said purpose in 1946. This resulted for the first time in the concept of having a multi-purpose primary level worker at the village level known as Rural Welfare Officer (RWO). The second important outcome of the said pilot project was the creation of the Block as the basic unit of administration representing the third tier of the decentralised District Administration. These innovative changes for the first time brought about a decentralised District Administration in the post-Independence period after the colonial rule was over.

Since the 1950’s, no efforts were made to bring about further changes in the District Administration until the 1980’s. The multi-disciplinary anti-poverty programmes launched in the country required a more cohesive team to function in a unified manner from a common platform. To accomplish this task the need for creating a nodal agency at the district level was felt acutely.

As part of the national policy, District Rural Development Agencies (DRDAs) were created in 1980 in every district of the country to act as nodal agencies for funding and carrying out all the rural development programmes implemented in the district. This was also necessitated because while the Block Administration had gained functionality and purpose over the years, little change had taken place in the structure at the district level to meet the growing needs of an entrepreneurial administration to face the challenges of rural development. The DRDAs were created for the purpose of allowing flexibility and initiative in planning, decision-making, guiding, funding, implementation and monitoring, etc., which are much needed for carrying out various rural development programmes effectively and efficiently.
Organisation of DMDA

The DRDA is an autonomous body registered under the Societies Registration Act of 1958. The DRDA was carved out as an adjunct to the district administration, yet keeping it slightly away from the direct line of control passing through the District Administration. After the aforesaid Etawah experiment, perhaps the creation of the DRDAs as part of the national policy in the field of Rural Development Administration has been a landmark achievement in bringing about structural and functional changes in the hitherto stagnant District Administration.

The organisational structure of the DRDA as recommended under the national policy is very pragmatic and purposive. In Tamil Nadu, the Collector of the district is the Chairman of the DRDA. The Project Officer is the Chief Executive and below him are placed eight Assistant Project Officers (APOs) drawn from various disciplines engaged in fields like credit, monitoring, Rural Landless Employment Generating Programme (RLEGP), farm management, women's development, animal husbandry, bio-gas and accounts. The DRDAs are expected to function through the existing Block Administration headed by the Block Development Officer (BDO), which is their executing limb.

The DRDA has two committees, viz., the Governing Body and the Executive Committee, which look after the activities of the agency.
Chart 3.1
Organisational Chart
District Rural Development Agency (DRDA)
Chairman (District Collector)

- Governing Committee
  - APO CREDIT
  - APO MONITORING
  - APO RLEG

- Project Officer (PO)
  - APO FARM MANAGEMENT
  - APO WOMEN'S DEVELOPMENT

- Executive Committee
  - APO ANIMAL HUSBANDARY (IRDP)
  - APO BIOGAS
  - APO Technician

OFFICE SECTION

- Superintendent
- Junior Assistants
- Head Clerk
  
  Note: APO connotes Assistant Project Officer
- Clerk
  
  Source: DRDA, Dindigul District
- Typist
- Accounts Officer

Assistant Engineer

ACCOUNT OFFICE

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The DRDA Governing Body takes care of the allotment and quantum of funds, approval of programmes and schemes and also other administrative matters.

The District Collector is the Chairman of this body, which also consists of various government officers, bank officers, local Members of Parliament, Members of Legislative Assembly and the President of the District Panchayat.

The Governing Body consists of the following officials and non-officials:

1. District Collector Chairman
2. All the Members of Parliament and Members of the Legislative Assembly from the concerned district Member
3. Head, Central Co-operative Bank Member
4. Chairman, Regional Rural Bank Member
5. Chairman, District Panchayat Member
6. Seniormost officer of the Lead Bank Member
7. General Manager, District Industrial Centre Member
8. District Social Welfare Officer Member
9. Representative from Scheduled Caste/ Scheduled Tribe Member
10. Representative of District Co-operative Union Member
1. Two representatives of the weaker sections, one of whom may be drawn from the Scheduled Castes. These representatives can also be the beneficiaries of different programmes Member

12. One representative for rural women (preferably a woman beneficiary) Member

13. Project Officer cum Additional Collector (Development) Member-S ecretary

Sruaetions of the Governing Body

The Governing Body meets every three months. The functions of the governing body are:

1. At the District Rural Development Agency level, the annual action plans of all the programmes/schemes are prepared and approved by the body before submitting the same to the State government for financial requirements.

2. Approval of sectoral work for execution in a particular block or rural area.

3. Quarterly review of the progress of various programmes and schemes.

4. Improvement in the standard of living for the rural poor families in a particular area of a block under different development programmes approved by the body.

5. Decisions are taken by this body to transfer unutilised funds to sectors, which need attention for development.

6. Approval of additional expenditure in the interests of development.

7. Any programme/scheme prepared for the development of the rural population is approved by the body.

8. It reviews the progress of ongoing schemes / programmes, especially the ones meant for the rural poor.
Executive Committee

The District Collector cum Chairman of District Rural Development Agency is empowered to form an Executive Committee to assist the District Rural Development Agency in matters of development within the district for smooth execution of programmes /schemes.

The composition of the Executive Committee is as follows:

1. District Collector Chairman
2. 4 Member of Parliament From Within the district(M.P) Member
2. Member of the Legislative Assembly (MLA) Member (Within the district)
4. Chairman of Panchayat Unions(from the district) Member
5. Block Development Officers (from the district) Member
6. Chairman, District Panchayat Member
7. Executive Engineer (Irrigation) Member
8. Executive Engineer (Public Health and Engineering Department) Member
9. District Education Officer Member
10. Joint Registrar, Co-operatives Member
11. Secretary, Primary Land Development Bank Member
12. Representative, Lead Bank Member
13. Conservator of Forests Member
14. District Animal Husbandry Officer Member
15. District Family Welfare Officer Member
16. District Social Welfare Officer Member
17. Representatives of Special Schemes and IRD Department Member
18. Additional Collector (Development) cum Project Officer, DRDA Member-Secretary
**Functions of the Executive Committee**

This Committee is not a permanent body. It meets once a month under the Chairmanship of the District Collector cum Chairman of the District Rural Development Agency. It performs the following functions:

1. It finalizes different sectoral annual plans; later these plans are inducted into the Annual Action Plan of the district;
2. It guides, monitors and reviews various development programmes/schemes executed by the District Rural Development Agency in the district;
3. It approves annual programmes at the block and village levels for execution;
4. It reviews the progress of various programmes and schemes implemented in the district for the development of Scheduled Castes;
5. It considers new schemes for the development of Scheduled Castes and other rural masses in the district; and,
6. It has the power to tie up sectoral programmes and inter-related input requirements.

**Functions of District Rural Development Agency**

The District Rural Development Agency is in overall charge of planning, implementation, monitoring and evaluation of the rural development programmes in the district. The functions of District Rural Development Agency include:

1. Identification of families below the poverty line;
2. Keeping the district and block level agencies informed about the basic parameters and requirements of the programmes and the tasks to be performed by all these agencies;
3. Preparing plans and schemes to assist the families of the rural population for improving their economic conditions and to bring them above the poverty line;

4. Evaluating and monitoring the programmes to ensure their effectiveness and follow-up so that the beneficiaries derive the expected lasting benefits;

5. Arranging institutional credit support to identified beneficiaries to be financed by these plans;

6. Securing inter-sectoral and inter-departmental co-ordination and co-operation;

7. Publicising the achievements made under the programme, disseminating information and creating awareness about rural development programmes;

8. Sending periodical reports regarding rural development programmes to the State government in a prescribed format.

9. Preparing comprehensive development plans for every block in such a manner that the families of the target group derive benefits on a lasting basis; and,


Discussion, and Observations

In Tamil Nadu, the organisational machinery for rural development programmes has been characterized by flexibility and representativeness. The District Rural Development Agency enjoys the advantages of the government system with an operational flexibility that is permitted because of its status as a registered society. The same operational flexibility is found in the lower level administrative machinery also. Besides, the advisory committees at various levels, comprising administrators as well as people's representatives, have a blend of realism in policy and, planning and a high degree of effectiveness in implementation.
In Tamil Nadu the block level has been hierarchically formed with block officials as recommended by the Tamil Nadu Government (1994).

Organisation of Block Development Office

At the block level, the primary responsibility for implementation of development programmes rests with the Block Development Officer. The block is the basic unit for preparation of perspective and Annual Action Plan for the implementation and evaluation of different rural programmes as per the state government norms. The normal staffing pattern of the Block Development Office is as follows: the Block Development Officer, popularly known as the BDO, is the head at the block level; to assist him, there are two assistants, viz., one Deputy BDO in one wing and an Additional BDO in charge of another wing. The role of the Additional BDO is to supervise the IRDP and other schemes at the block level. All the programmes implemented under the wing are channeled through seven extension officers answerable to the Additional BDO.

The Deputy BDO is in charge of the grassroot level wing wherein two Rural Welfare Officers are involved in organising the rural masses in participating in rural development programmes. Below them there is a set of 5 Extension Officers. The Extension Officers are from each functional area such as agriculture, education, small scale industries, co-operation, animal husbandry etc. Their role is to visit villages for the purpose of monitoring the progress of the IRDP and other rural development programmes as shown in Figure 3.2.
Generally, there are more than ten officials in one Block Union with one or two females amongst them. Besides, there are ministerial staff like head clerk, assistant clerk, typist and driver as indicated in Chart 3.2 to support the Block Development Officer in his routine official work. The Block Development Officer performs the role of chief co-ordinator in the block and also ensures that norms are followed in the implementation of programmes.

**Block Level Co-ordination Committee**

At the block level, there is a Block Level Co-ordination Committee, which functions under the Chairmanship of the Block Development Officer. It consists of the branch managers of different banks and insurance companies within the block. The Committee
meets once every month on a fixed date and discusses all problems related to different rural development programmes and beneficiaries, mainly from the weaker sections. Co-ordination at the block level has created an atmosphere of understanding between the block and the banks which has gone a long way in facilitating the implementation of the IRDP and other welfare programmes.

Task Force Committee

A Task Force Committee has been set up in each block to help the State agencies and the nationalized banks in the implementation of various development programmes. It consists of the following members:

1. President of the Panchayat Union.
2. Block Development Officer.
3. Branch Manager of the nationalized bank which leads the responsibility in the district (if there is no branch of the Lead Bank in the block, then the Senior Manager of the nationalized bank of the block will be included).
4. Non official members coopted by the State government-these persons should have knowledge or practical experience in respect of agriculture, rural economy, cooperation, small scale industry or any other matter related to rural development.
5. Local Members of the Legislative Assembly.

The Task Force Committee helps to identify beneficiaries for the IRDP and other programmes. It assists the nationalized banks in the implementation of the programme at the block level by assisting in the loan disbursement, selection of beneficiaries etc. The Task Force Committee helps to remove bottlenecks that might arise in the smooth flow of funds and helps to appraise the various schemes undertaken to help the poor who receive assistance under various integrated rural development programme Schemes. The Task Force Committee assists the DRDA in preparing the list of rural poor families in each block.
Dindigul Multipurpose Social Service Society

Introduction

The Dindigul Multipurpose Social Service Society (DMSSS) is a diocesan (Church-based) non-profitieering social service organisation which has been functioning since 1980. It was mainly started to offer service to the cause of the oppressed and the downtrodden. It is a reconganised social service organisation for justice, peace and social and economic development of the region.

Objectives

The prime aim of the DMSSS is to work for the cause of the oppressed and the downtrodden surpassing the barriers of region, religion, community, caste etc. The major objectives are

1. to integrate women into the development process through educational, social and economic activities;
2. to organise women's associations and make them get rid of social evils like drinking, dowry system, illiteracy etc;
3. to conduct training programmes in different vocations like tailoring, typewriting etc. and help the trainees to settle down in the vocations in which they have been trained;
4. to conduct research and service programmes relating to rural development and employment creation;
5. to run rehabilitation centres for deprived destitutes—both men/women—in rural areas;
6. to run counseling centres in rural areas for the deprived with focus on solving the social, economic and psychological problems of women; and,
7. to foster and develop contact with other NGOs engaged in similar type of work in the districts of Tamil Nadu State.
**Area of Operation**

The headquarters of the DMSSS is located in Dindigul District. There are several sub-divisions located in different villages of Dindigul District serving several groups in those areas. The DMSSS area of operations comprises five Blocks, viz., Dindigul, Vedasandur, Shanarpatty, Nilakkottai and Palani.

The DMSSS directs all its efforts towards the well being of:

- Socially, economically and culturally backward people,
- Women and children,
- Orphans, destitute women and physically handicapped people,
- Literate and illiterate youth, and,
- Small and marginal farmers and landless agricultural labourers.
Chart 3.3.
Organisational Structure

Dindigul Multipurpose Social Service Society (DMSSS)

DIRECTOR

Executive Committee  Secretary  Governing Body

Senior Project Officer

PO1 (IRDP)  PO2 (FCCC)  PO3 (CH)  PO4 (Skill training)  Office Section

CCO  CCO  CCO  CCO

CO  CO  CO

Community Organiser  Community Organiser  Doctor  Community Organisers  Drivers

Women's Groups  Counselling  Mini Health Centres  Community Skill Trainers  Attenders

Beneficiaries  Volunteers  Community Health Workers  Women's Groups  Despatcher

Volunteers

Note:
PO: Project Officer, CCO: Chief Coordinator, CO: Coordinator, CH: Community Health, FCCC: Family Counseling Centre
Source: Office Documents of DMSSS, Dindigul
DMSSS FUNCTIONARIES

<table>
<thead>
<tr>
<th>Functionaries</th>
<th>Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>Planning and Management</td>
</tr>
<tr>
<td>Secretary</td>
<td>Implements all decisions taken by General Body and Executive Committee</td>
</tr>
<tr>
<td>Project Officer (P.O)</td>
<td>Project Preparation</td>
</tr>
<tr>
<td>Chief Coordinator (CCO)</td>
<td>Planning programmes</td>
</tr>
<tr>
<td>Coordinator (CO)</td>
<td>Providing training to the staff</td>
</tr>
<tr>
<td></td>
<td>Making visits to villages for evaluating the programme activities executed</td>
</tr>
<tr>
<td>Coordinator (CO)</td>
<td>Supervising cluster level village groups</td>
</tr>
<tr>
<td></td>
<td>Conducting grassroots group meetings</td>
</tr>
<tr>
<td></td>
<td>Keeping magazines</td>
</tr>
<tr>
<td></td>
<td>Preparing documents on various Programmes and activities</td>
</tr>
<tr>
<td>Documentist</td>
<td>Drafting office cum project wise Programmes</td>
</tr>
<tr>
<td>Accountant</td>
<td>cash transaction and accounts.</td>
</tr>
</tbody>
</table>

Community Health Workers Bottom level village health workers

Working and **Functioning** of DMSSS

The Director is the head of the DMSSS. He is usually a priest of the Catholic Church in Dindigul District. His task is to look into the overall activities of the DMSSS, especially in planning and management. The Secretary is next in the hierarchy. The main duty of the DMSSS secretary is to convene the meetings of the Executive Committee and the Governing Body. The Senior Project Officer is subordinate to the Secretary. Below him there are four Project Officers (POs) whose task is mainly to prepare project proposals and administer different programmes and head their respective departments as recommended to them by the Executive Committee.
Each programme executed by the DMSSS has its own Coordinator, whose role is to look into the planning and the management of the programme in the service area of the DMSSS. He plays a major role in linking the beneficiaries / the villagers to a relevant department of the DMSSS. In the case of the IRDP, women’s groups and animators ensure that the assets purchased are of good quality. Monitoring is also done of the beneficiaries by women’s groups hailing from the beneficiaries’ villages. All the Coordinators are accountable to the Chief Coordinator, who examines the overall implementation of the programmes. Similarly, final monitoring, evaluation and performance of the programmes/schemes is done at this level by the Chief Coordinator before presenting it to the Executive Committee for further scrutiny.

The Community Organisers are normally women working at the grassroot level, whose role is to see that the community understands in detail all the programmes implemented by the DMSSS and to mobilise people from the locality to participate at all stages of programme implementation. With the assistance of the women’s groups at the village level, quite often the DMSSS conducts periodical socio-economic surveys and discusses the practical problems and needs of the villagers. Selection of the beneficiaries of programmes is done by the women’s groups along with the Community Organisers.

The women’s groups are intended to improve and empower women in socio-economic participation and play a role in developing them by generating funds and creating assets for their betterment.

The Animator extends necessary direction and guidance to the women’s groups in a cluster and controls all the activities of the villages within his /her cluster. Besides, there is a Volunteer nominated by the DMSSS in each village to support the Animator and the women’s groups.
A training centre functions at the DMSSS premises to train the members of women’s groups and other beneficiaries as the case may be. The centre is run by a Project Officer, who is a specialist in skill training.

Role of DMSSS in IRBP

1. The volunteers, women groups, and Community Organisers conduct a comprehensive socio-economic survey to identify those who are below the poverty line.

2. They help in the processing of the loan on behalf of the beneficiaries by going to different government offices and credit institutions to ensure that the loan is disbursed in time.

3. It is through the women’s groups and Community Organisers led by the DMSSS Coordinator that economically viable assets are identified and acquired.

4. Imparting knowledge and skills on how to maintain the assets is done through the Project Officer—Skill Training.

5. The Community Organizers ensure that people of all walks of life from the villages are properly organised and involved in the programmes.

6. Each programme implemented by the DMSSS is channeled through an exclusive department.

7. Reports on planning and evaluation are collected by the Chief Coordinator (CCO).

8. Reports sent from the villages are evaluated to assess the impact of the programme on the beneficiaries by the CCO.

The DMSSS has 26 administrative staff, 20 Community Organisers, 20 women’s development coordinators, 31 creche workers, 20 staff for the government schemes, 3 counsellors and 31 women workers. Apart from the Director and the Project Officers, the rest of the DMSSS staff hail from Dindigul District.
Governing Body

The Governing Body consists of members of the organisation enrolled according to the provisions of the constitution of the DMSSS.

Functions

The Governing Body has the following functions and privileges:

i. Policy-making or legislative functions.

ii. Control over raising and utilisation of funds.

iii. Election of office-bearers and members of the Executive Board.

iv. Approval of annual budget estimates of the organisation.

v. Appointing auditors of the organisation.

vi. Receiving and adopting audited statements of accounts with the observations of the Executive Board.

vii. Receiving Annual Report from Executive Committee and considering the working of the DMSSS.

viii. Approving Annual Plan of Action of the DMSSS.

ix. Consideration of all matters relating to changes in constitution, policy, programme, budgeting, accounting, etc.

x. Any other matter, which the Governing Body may like to deliberate upon.

Executive Board

The Executive Board is elected by the General Body according to the agency’s rules and regulations. It takes care of all the day-to-day affairs of the DMSSS.
Functions of Executive Board

The Executive Board consists of the Director (Chief Executive), the Secretary, the Treasurer and an Auditor.

The functions of the Executive Board are manifold:

i. The Executive Board is the legislative and judicial body of the DMSSS agency. The Board members establish the legal and corporate existence of the agency.

ii. The Board ensures steady progress and continuity in the work of the agency.

iii. The Executive Board members also help the agency in raising funds and determining how the funds raised will be utilised, in the best interests of the community.

iv. The Executive Board is a manifestation of public participation in welfare programmes. They inspire the community's confidence in the programmes.

v. The Board Discusses, plans and approves suitable research proposals as recommended by the project officials.

vi. The Board members help in interpreting the programme of the agency to the community. In other words, the members work as liaison between the agency and the community.

vii. The Board members are responsible for formulating the policies and the general objectives of the agency.

viii. The Board is also responsible for engaging technical staff for the agency and determining the terms and conditions of their work.

ix. It is through the influence of the Executive Board members that effective coordination between various sections of the DMSSS takes place.
x. The Board members also help the agency to evaluate and review its work periodically in order to help the agency to become more useful and more effective.

xi. The Board members approach the legislature for needed social legislation.

The duties and functions of various officers of the DMSSS are explained hereunder.

Director

The following are the duties and functions of the Director:

1. The Director presides over the meeting of the Governing Body/Executive Board and other functional and standard committees of the organisation.
   a. He helps in selecting or nominating members of the committees and facilitates their working within the framework of the policy of the DMSSS.
   b. He coordinates the work of various committees and sub-committees.
   c. He arranges to convene meetings of the Governing Body and the Executive Board according to the requirements of the agency’s bye-laws.
   d. He directs the preparation and circulation of agenda and minutes of meetings.
   e. He creates a cordial atmosphere at meetings, provides democratic leadership in discussions, ensures participation of all members accordingly.
   f. He assigns jobs to various members and ensures that they report to the Body / Board / Committee.
g. He interprets and reviews the discussions and helps members to clearly understand the subject before a decision is taken.

h. He upholds and interprets the constitution of the agency.

2. He takes the initiative and leadership in the appointment of needed staff with the help of the Executive Board.
   a. He supervises the work of the Executives and receives periodical progress reports from them.
   b. He helps the executives in removal of various bottlenecks in the work of the agency.
   c. He acts as a liaison between his organisation and other agencies in the community.
   d. Through the executives, he reports to the General Body / Executive / Board Committees, the work done by the agency and implementation of the decisions of the Body / Board / Committees.
   e. He supervises and coordinates the work of various departments of the organisation.

3. With the help of the Treasurer and the Chief Executive, he provides leadership in raising funds and reports about their proper utilisation.

4. He operates the bank accounts of the organisation along with the Treasurer or the Secretary/Executive.

5. Through the Secretary and the Treasurer he directs the preparation, consideration and circulation of annual or periodical reports of the work of the organisation.

6. He generally provides leadership to the organisation and ensures its proper functioning, usefulness and effectiveness.
Secretary

i. He conveys the meetings of General Body and other Committees under the direction of the Director.

ii. He is the ex-officio Secretary/Member of all Committees and Sub-Committees.

iii. In the absence of the Director, the elected Secretary functions as the Chief Executive of the organisation.

iv. He executes all the decisions of the General Body and the Executive Board.

v. He conducts all the correspondence on behalf of the organisation.

vi. He is responsible for the maintenance of the office of the organisation.

vii. He supervises the work of the paid staff—both in the office and in the field.

viii. He reports the progress of the agency to the Body/Board.

ix. He maintains a permanent imprest account for day-to-day expenses.

x. He is one of the three signatories for the operation of the bank account.

xi. He maintains liaison and contacts with other NGOs, the government and the community.

xii. He enrolls volunteers, arranges their orientation, assigns them duties and coordinates and supervises their work.

xiii. He generally takes the initiative in the work of the organisation in consultation with the Director, who is kept informed about the day-to-day functioning of the organisation.

xiv. The elected Secretary functions as a link between the General Body and the Executive Board.
The Treasurer discharges the following functions:

i. The Treasurer is responsible for the finances of the DMSSS. He receives funds on behalf of the agency.

ii. He prepares and presents the budget estimates to the General Body and is answerable for the financial matters pertaining to the agency.

iii. He regulates and supervises fund-raising and expenditure according to the approved budget.

iv. He regulates the sanction, operation and replenishing of the imprest accounts with the Secretary or the Executive.

v. He is also responsible for proper maintenance and presentation to the Board, accounts of receipts and disbursements of the agency.

vi. He may act as Chairman of the Finance Committee.

vii. He operates the bank account of the agency along with the President or, in his absence, the Secretary.

viii. He helps in the auditing of accounts of the organisation and ensures compliance with the audit report.

Observations

The discussions, observations and the secondary data gathered by the researcher brought out the following positive features in the case of the IRDP and other rural development programmes executed through the DMSSS.
1. The DMSSS is a small agency in size and hence the Director can manage it compactly.

2. The foremost advantage of the DMSSS as a governing institution is the fact that all the programmes and schemes implemented are dealt with separately by a department conveniently designed to suit the implementation of the rural development programme as indicated in chart 3.3.

3. All the officials of the DMSSS are dedicated to the implementation of rural development programmes. Most of the programmes run by the DMSSS are associated with development. There is no other ‘line’ administration.

4. The DMSSS has proximity to villages. This facilitates identification of beneficiaries, Monitoring and evaluation of the IRDP can be executed quickly. The Volunteers, women’s groups, Community Organisers are all from different villages but from within the geographical confines of Dindigul District wherein the IRDP is implemented.

5. The DMSSS has two categories of Coordinators, viz., Coordinators and the Chief Coordinator who link the villagers with different committees and to the institution itself. So the link between the DMSSS and the beneficiaries is visible.

6. The DMSSS is flexible in nature. The researcher observed during the period of the study that even the Director and other top officials of the agency do make surprise and regular visits to the beneficiaries to monitor their progress as well as to understand their practical problems.

7. The structure also indicates the flow of administration. The structure is simple and hence there is no delay in processing any desk work.
Summary

With regard to the administrative structure of the DRDA, various experts are drawn from different disciplines of Government departments on deputation to implement IRDP. The Governing Body and the Executive Committee at the district level consist of politicians, bureaucrats etc., who take basic decisions regarding the implementation of the IRDP. However, as this chapter has indicated, the Block Development Officer is not accountable to the Project Officer (PO) at the district level.

With regard to monitoring, there is only one Additional Project Officer (APO) involved in this daunting task. At the block level, there are several Extension Officers in charge of Animal Husbandry, Education, Agriculture etc. Finally at the village level there are Rural Welfare Officers meant specifically for implementing this programme at the village level.

This sort of structure lacks flexibility. Most of the officials involved in this programme have inadequate rural development knowledge. So they rely solely on the rules and regulations stipulated in the IRDP Manual. With the kind of workload in their offices, it is difficult for them to visit the remote villages to monitor and offer technical guidance, which assumes paramount significance in the implementation of the IRDP.

The administrative structure of the DMSSS, on the other hand, is flexible and can change according to needs. Any programme initiated by the government or by the DMSSS itself is channeled through a devised department which suits it. However, most powers are vested in one individual i.e., the director. He can alter any recommendation made by the Governing Body and overrule the Executive Board. He is too powerful.
Reference


