

Organisational Structure of the DRDAs

1.1 Each district will have its own District Rural Development Agency. Ordinarily it would be a society registered under a Societies Registration Act. In respect of such states where DRDA does not have a separate identity a separate cell should be created in Zilla Parishad which maintains a separate identity and separate accounts, so that the accounts are capable of being audited separately. This Cell should be directly under the charge of CEO or alternatively an officer who has the qualifications to be a Project Director. The accounts of DRDAs should under no circumstances be merged or amalgamated with those of the Zilla Parishads.

1.2 In order to be effective, the DRDA must have an appropriate staffing structure as well as suitable personnel policy. Keeping in view the rule and functions of the DRDA listed in the previous chapter, the staffing structure of DRDA must include positions for Planning for poverty alleviation, Project formulation, Social Organization and Capacity building, Gender concerns, Engineering Supervision and Quality control, Project Monitoring, Accountancy and Audit functions as well as Evaluation and impact studies. An indicative staffing structure is given in Annexure and is also detailed below. The State Government may modify the structure suitably, but without altering the basic design, to take care of the needs of individual districts keeping in view their size as well as specificity. However, this will also be subject to the overall ceiling of administrative costs admissible to the DRDAs in the State. By and large the staff appointed should be dedicated to DRDA-related works and should not be frequently transferred.

The Staffing structure will as follows:

a) Project Director

i) Each DRDA should be headed by Project Director, who should be the rank of a Additional District Magistrate. The Project Director should preferably be a senior scale officer of All India Services or a senior officer of the State Service, eligible of appointment to the All India Services. He would be in overall charge of the activities of the DRDA and responsible for interaction with the District/State administration as well as with the Government of India. The PD should be exclusively for DRDA work.

ii) In some State, such as Maharashtra, the CEO of Zilla Parishad is the Chairman of the Zilla Parishad. Government of India have suggested to all the State Government that the chairman, Zilla Parishad should be the chairman of the governing body of the DRDA. In the light of this, such states, the CEO of Zilla Parishad could also be designated as the Project Director of the DRDA.

iii) Each DRDA should have the following wings:

- a) Self - employment Wing;
- b) Women's wing;
- c) Wage employment wing;
- d) Engineering wing;
- e) Account wing;
- f) Monitoring and Evaluation wing;
- g) General Administration wing;

b) Self- Employment Wing

i) The self-employment Wing, shall be headed by a Project Officer and should have APOs in the field of planning, social mobilization, credit and Technology. The Project Officer may be specifically responsible for any of these four functions. The APO (Planning) would look after the activity clusters, district/block. Village group plan, guiding the BDOs and others in plan preparation, planning for infrastructure including marketing infrastructure. He would coordinate with the district officers, the banks as well as other institutions in the district. The APO (Social Mobilisation) would look after group formation, capacity building, monitoring of groups, choice of activities for groups, release of revolving funds and coordination. The APO (Credit), who should be from the commercial banking sector, would coordinate with the banks in all matters relating to credit, including the interface between the bankers and the beneficiaries/ beneficiary groups, loan disbursements as well as loan recovery. The APO (Technology) would look after issues concerning Technology upgradation as well as transfer of technology.

ii) The DRDAs would be drawing up projects for specific activities under the Self-employment programmes, it would be necessary to have suitable experts to oversee the successful implementation of such projects. As part of the overall programme management, the DRDAs may take outside expert on a consultancy basis. Secretary, Rural Development of each state should develop guidelines for selection of consultants so as to avoid any wrong use of such provisions and to see that only those who have a proven practical expertise are engaged. Such experts to be engaged on project specific basis will function under the overall control and supervision of the Project Officer, self-employment programmes.

c) Women's Wing

In order to ensure that women receive adequate attention in all the anti- poverty programmes, a Women's Cell should be sit up in each DRDA. This cell would

establish necessary synergy with departments such as Women & Child Development, Education and health Departments to ensure that women not only receive their due share in the anti-poverty programmes but are also able to receive benefits of other programmes. The Women's wing will be headed by an Assistant Project Officer, who will function under the overall co-ordination of the Project Officer of the self employment wing. Assistant

d) Wage Employment Wing

The central concern of the DRDA in the wage-employment programmes should relate to planning, monitoring and vigilance by a technical wing. The DRDA should not concern itself with the actual implementation and execution of works which can be done by the line department / engineers or the Panchayati Raj Institutions. At the same time, the magnitude of the wage employment wing, with a Project officer assisted by a small complement of staff.

e) Watershed Wing

A Watershed Wing will be set up in the DRDA in all such districts where IWDP / DPAP /DDP is in operation. This wing should consist of a Project Officer, assisted by a small complement of staff. This staff would be independent of the programme support in the form of PIAs or Watershed committees.

f) Engineering Wing

Each DRDA should have a technical wing, which should also be responsible for innovations in design or use of materials, as well as training of the engineering personnel of the line departments or the PRIs. This wing should be manned by an Executive Engineer assisted by one or two Assistant / Junior Engineers.

g) Account Wing

i) Wherever it has not been done, the DRDAs should shift over to commercial accounting systems from the existing government account system. They should publish an annual report alongwith the balance sheet. The accounts wing of the DRDA should be headed by a Sr. Accounts Officer, either on deputation or by engaging the services of a chartered accountant. He should be supported by an Accounts Officer each for self-employment programmes and wage employment programmes duly assisted by accountants. Wherever the Watershed programmes (IWDP/DPAP/DDP) are under implementation, an additional post of Accounts Officer may be sanctioned. For Indira Awaas Yojana, one Accountant at the district level should be available to monitor the progress of the programme and the accounts.

ii) One of the Accounts Officers should perform the role of internal audit.

h) **Monitoring Wing**

These should be a separate Monitoring and Evaluation wing headed by a Project Economist and functioning directly under the supervision of the Project Director. Apart from monitoring the progress of all the programmes., this wing should also carry out evaluation /impact studies regularly by independent by independent institutions /experts including NGOs. The cost of such studies will be met from the respective programme funds. This wing should also monitor issues relevant to poverty in the district.