



## 11 PROPOSED ORGANISATION STRUCTURES

### 11.1 DESIGN PRINCIPLES

- *To separate technical and non technical responsibilities and provisioning for senior level attention dedicated to these areas*

The composition of the staff has changed over a period of time. Where MPCB staff earlier was mainly technical with high educational qualifications, it today gravitates towards a mix where the support staff mix is more than the technical staff mix. While both technical and non-technical staff is required for efficient functioning of the organization, the skill sets and leadership would be different for either of them. Hence there needs to be a separate senior responsible person in charge of technical and non-technical functions.

Further, currently, the Member Secretary looks into the operations of the organization. With most of the Member Secretary's time being devoted to operations, there is little time left that could be devoted for mentoring, monitoring, training, strategizing and planning.

With two senior people at the level of director heading the operations and the non operations fields, the Member Secretary's involvement at operational level decreases and more time could be devoted for more important issues that need to be addressed at various stakeholder levels in light of the changing role and the demands of society.

- *To increase accountability and efficiency and provide a nodal consolidation point just below the corporate office – a Zonal structure*

Currently, though the designations of senior people just below the Member Secretary level are very technical and Act-specific, say – Water, Air Act, etc, the functions are being performed more on a geographic scale, with 4-5 regional offices reporting to any of the abatement engineers. To carry this operational arrangement forward, we are looking at formalizing it and establishing a zonal set up with emphasis on a consolidation point just below the Member Secretary level. This arrangement would further strengthen the



## ***Institutional Capacity Building - MPCB***

functioning of MPCB and also bring in responsibilities at senior level to drive operational responsibilities. The corporate/head office set will ably support this set up based out of Mumbai. Initially, the zonal set ups are envisaged to be based out of Mumbai, but the zonal set ups would eventually move to the respective geographies where they are based. A tentative draft of the zonal set up is illustrated below –

<b>Zone 1</b>	<b>Zone 2</b>	<b>Zone 3</b>
Regional Office 1	Regional Office 6	Regional Office 11
Regional Office 2	Regional Office 7	Regional Office 12
Regional Office 3	Regional Office 8	Regional Office 13
Regional Office 4	Regional Office 9	Regional Office 14
Regional Office 5	Regional Office 10	Regional Office 15

**Table 4:** Zonal break up

(Note: New regional offices are required to be setup to facilitate implementation in places like Nanded, Chiplun, JNPT and MbPT)

- ***To create an enabling environment for research and coordination efforts in future focus areas – A dedicated technical excellence cell***

With the addition of new spheres of activity, the technical skills have not been updated through retraining, etc., leading to a situation where, as of today, MPCB finds itself technically deficient in fulfilling its mandate under some of the newer laws and rules. At the same time, it is difficult to expect the operational level employees to acquire these skills independently with little or no support from the corporate office. Thus there is a requirement for a dedicated technical excellence cell, which would perform the following activities:

- Keep abreast of the latest regulations in pollution control and frame the guidelines and procedures for operationalising them in with MPCB.
- To research on pollution control mechanisms and coordinate with various research bodies like NEERI and other PCBs in performing the functions.



## ***Institutional Capacity Building - MPCB***

---

- Provide training and systems to the operational staff for better performance of their current duties as well as new duties that may be added over a period of time.
- Track development in the State and perform a proactive role towards pollution control and abatement in Maharashtra.

- ***To facilitate additional emphasis on IT and MIS***

Currently the level of computerization in MPCB is quite low. This result in duplication of efforts, lack of a systematic approach to regulation, backlog in accounting records, inability to generate a meaningful in time MIS and information which could help in better performance of its functions. Information technology thus is an essential requirement for MPCB's better functioning.

Further, if MPCB were to move on to an information-based strategy, IT would be in the forefront of activities. There cannot be centralised and reliable information dissemination without computerization of the various departments so that information is available intra-department and also to the community. Computerization has to happen in all areas where information could be possibly obtained.

There is a imminent need for computerisation and a need for a senior level resource in the IT/ MIS department. Dedicated senior resources are required to facilitate the smooth transition from the current state and its movement towards the envisaged functions of MPCB. In this context, senior resources are proposed in departments like IT/MIS and emphasis has also been on aspects like dedicated resources for coordination.

- ***To focus on revenue enhancement mechanisms – Revenue section***

Currently, the Board gets its revenue from various sources like cess, consent fees, etc. These departments function independent of each other, with the result that there is not much intra department information dissemination. This results in a lower revenue stream than envisaged. For instance, since there is no consolidated information flow on the new consents awarded from the consent department to the cess department, chances are the cess from these industries may not be collected. To address this issue a dedicated revenue section is proposed to further strengthen and highlight the focus of MPCB in the future.



## ***Institutional Capacity Building - MPCB***

---

- ***To facilitate movement of MPCB towards public information strategies – A Corporate communications cell***

The previous sections have highlighted the need for complementing the regulation-based strategy with information-based strategies. While IT is required for making the information more reliable and centralised, there is also a requirement for a corporate communications cell to make sure that the information reaches the right people. Hence there has to be a separate cell in charge of ensuring that information is collected centrally as well as passed on to all the relevant people. A senior level resource is envisaged to man this position and adequate support is being provided at junior levels to support the cause of this function in the changed role of MPCB.

- ***To further strengthen the internal systems and processes of a public body like MPCB – a separate audit and vigilance cell***

One of the probable reasons for ineffective functioning and weak enforcement mechanisms of the pollution control boards is probably due to high levels of non adherence to systems and processes and a possible lack of internal systems to track and check actions that are not in line with MPCB's objectives including activities like corruption. To further solve these issues, PCBs have shifted to other pollution control mechanisms like information-based and market-based strategies. Moreover, as and when we move towards a more information-based role, the imperatives which drive MPCB will shift towards a transparent and objective body performing regulation and information dissemination. However, if PCBs want to continue with regulation-based strategies, there is a need for tightening their enforcement mechanisms and a regular monitoring of the enforcement.

Further, in order to ensure the systematic working of internal systems, there is a need for an audit department. An audit department would also be required to ensure that internal control procedures are in place, and to suggest suitable changes, if required.

The vigilance cell would focus on complaints of corruption and misappropriation and provide a grievance mechanism to address public grievances. Generally, representatives from the local police or ex defence personnel man these functions in public sector



## ***Institutional Capacity Building - MPCB***

---

organisations. The concerned person would be reporting directly to the organisational head and be a part of all internal enquiries, disciplinary actions, etc.

- ***To address enhanced legal needs of MPCB***

MPCB is a regulatory authority, which has been provided legal power to ensure pollution control. Thus its functions, responsibilities and authority are defined by the legal Act through which MPCB was created.

Further, in performance of its functions, MPCB faces a lot of resistance from the polluters and its proper functioning is to a large extent curbed by the petitions and legal cases. In such circumstances the legal function assumes significance in MPCB. While currently the legal function is at a much lower level, in order to perform the regulatory function better, there is a need for a senior level legal position, which is currently being proposed.



### 11.2 PROPOSED ORGANISATION STRUCTURE

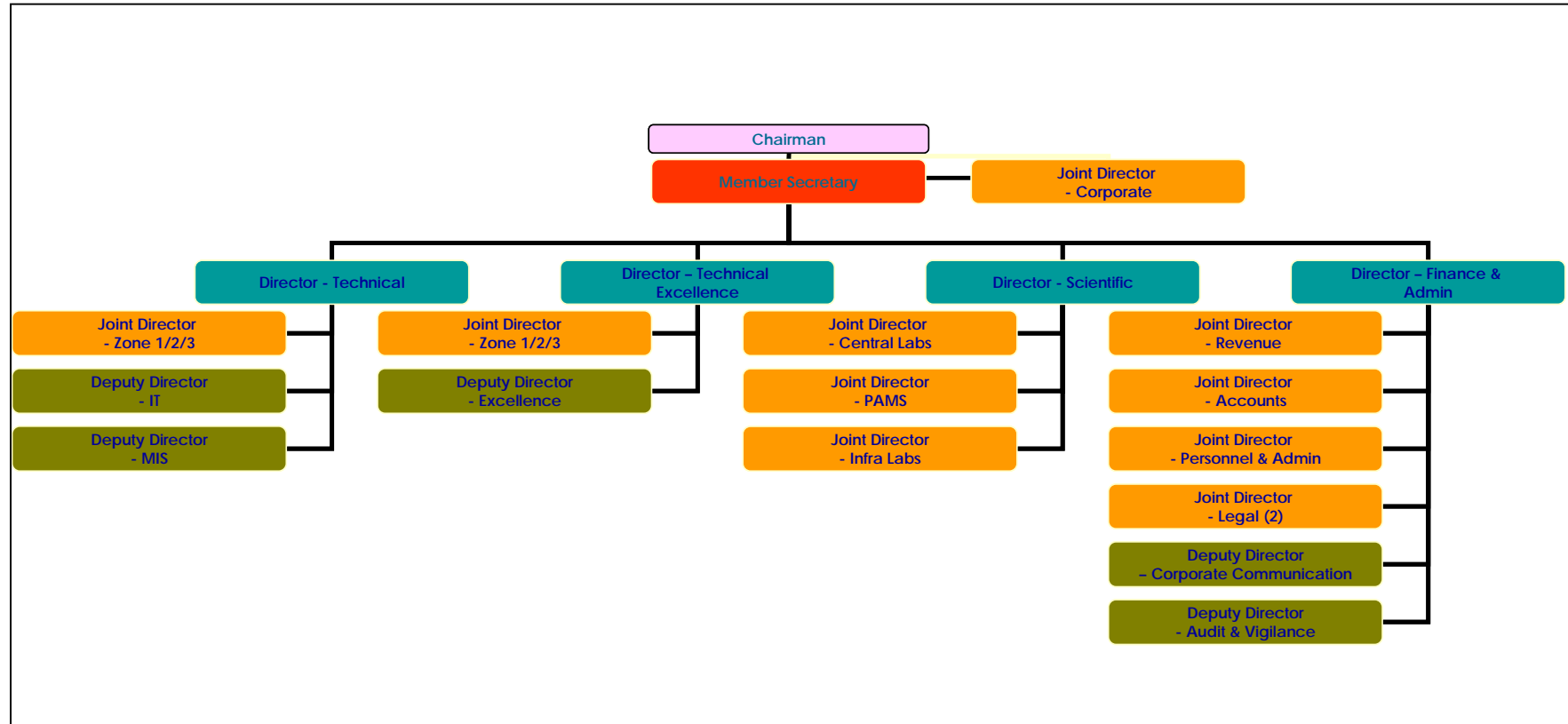
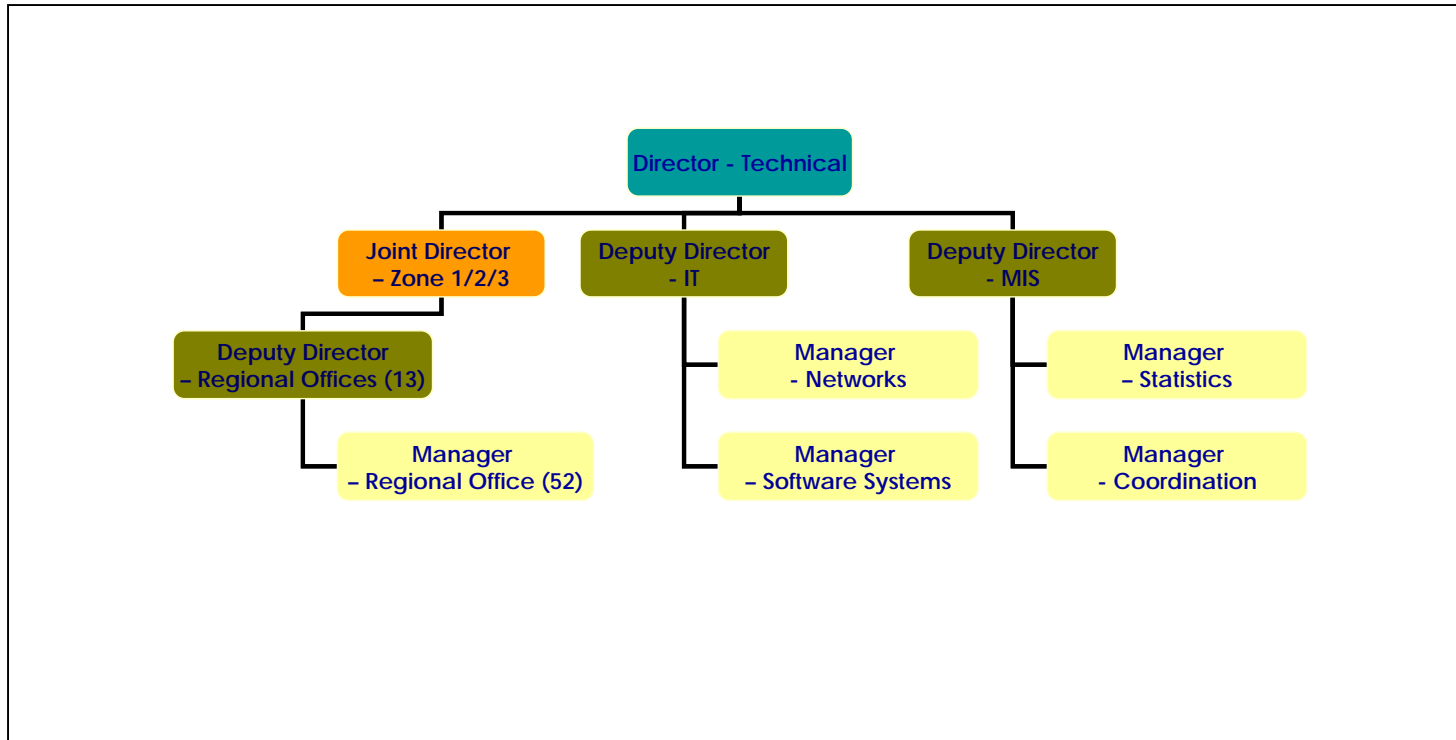


Figure 15: Top level organisation structure



**Figure 16:** Proposed technical set up

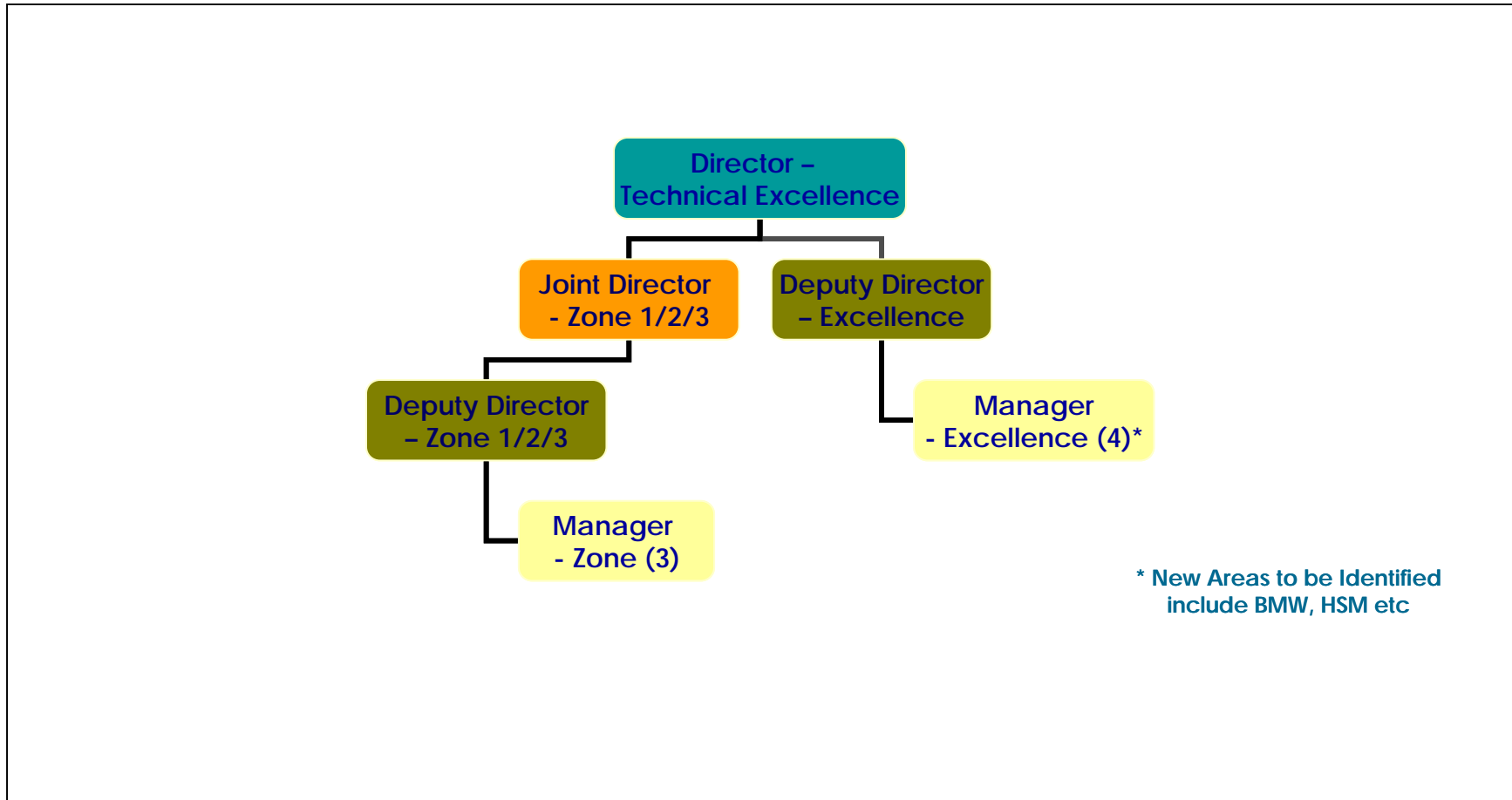
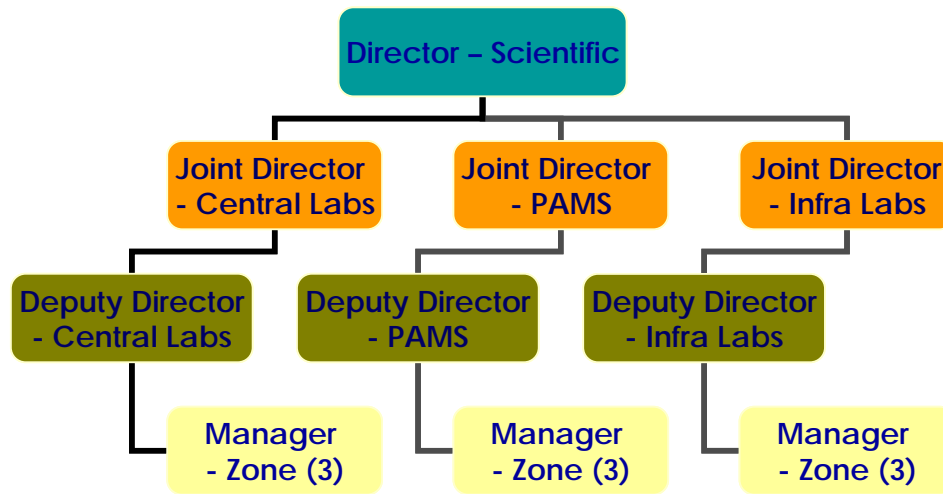


Figure 17: Proposed technical excellence

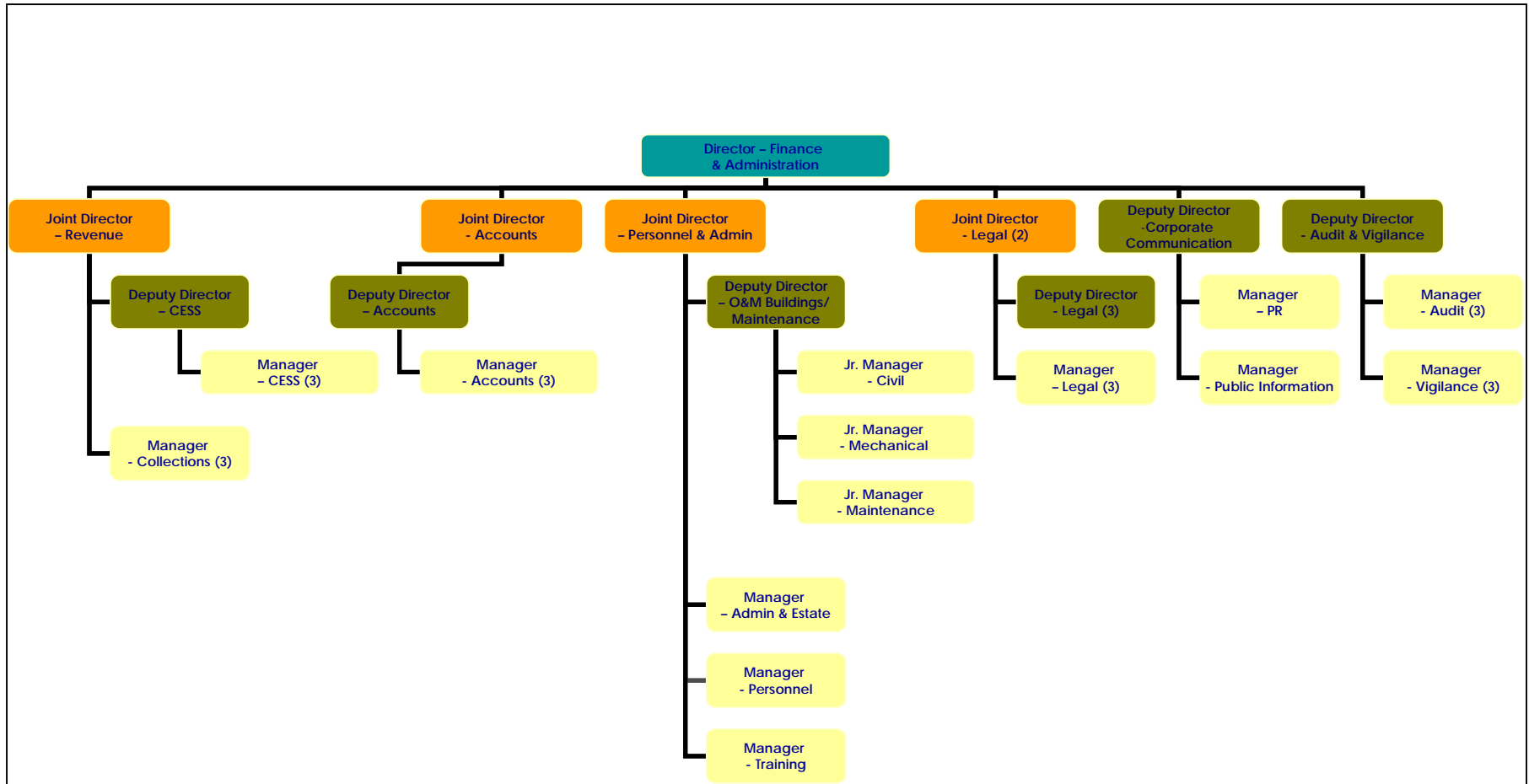




**Figure 18:** Proposed scientific set up



**Institutional Capacity Building - MPCB**



**Figure 19: Proposed finance and administration set up**



**11.3 PROPOSED PAY SCALES**

Sl. No	Designation	Department	Function	Proposed Numbers	Current Numbers	Proposed Pay Scale	Current Pay Scale
1	Chairman			1	1	18,000	16,400
2	Member Secretary			1	1	16,400	14,300
3	Joint Director	Corporate		1	-	12,000	12,000
4	Director	Technical		1	-	14,300	-
5	Director	Technical Excellence		1	-	14,300	-
6	Director	Scientific		1	-	14,300	-
7	Director	Finance & Administration		1	-	14,300	-
8	Joint Director	Technical	Zone	3	1	12,000	12,000
9	Joint Director	Technical Excellence	Zone	3	-	12,000	12,000
10	Joint Director	Scientific	Central Labs	1	1	12,000	12,000
11	Joint Director	Scientific	PAMS	1	-	12,000	12,000
12	Joint Director	Scientific	Infra Labs	1	-	12,000	12,000
13	Joint Director	Finance & Administration	Revenue	1	-	12,000	-
14	Joint Director	Finance & Administration	Personnel and Admin	1	-	12,000	-
15	Joint Director	Finance & Administration	Legal	2	-	12,000	-
16	Joint Director	Finance & Administration	Accounts	1	1	12,000	12,000
17	Deputy Director	Technical	IT	1	-	10,000	-
18	Deputy Director	Technical	MIS	1	1	10,000	10,000
19	Deputy Director	Technical	Regional Office	13	13	10,000	10,000
20	Deputy Director	Technical Excellence	Zone	3	-	12,000	12,000



***Institutional Capacity Building - MPCB***

Sl. No	Designation	Department	Function	Proposed Numbers	Current Numbers	Proposed Pay Scale	Current Pay Scale
21	Deputy Director	Technical Excellence	Excellence	1	-	12,000	12,000
22	Deputy Director	Finance & Administration	Corporate Communication	1	-	10,000	-
23	Deputy Director	Scientific	Central Labs	1	1	10,000	10,000
24	Deputy Director	Scientific	PAMS	1	1	10,000	-
25	Deputy Director	Scientific	Infra Labs	1	1	10,000	-
26	Deputy Director	Finance & Administration	Legal	3	2	10,000	10,000
27	Deputy Director	Finance & Administration	CESS	1	-	10,000	-
28	Deputy Director	Finance & Administration	Audit & Vigilance	1	-	10,000	-
29	Deputy Director	Finance & Administration	O&M Buildings/ Maintenance	1	-	10,000	-
30	Deputy Director	Finance & Administration	Accounts	1	-	10,000	-
31	Manager	Technical	Regional Office	52	52	8,000	8,000
32	Manager	Technical	Networks	1	-	8,000	-
33	Manager	Technical	Software Systems	1	-	8,000	-
34	Manager	Technical	Statistics	1	-	8,000	-
35	Manager	Technical	Coordination	1	-	8,000	-
36	Manager	Scientific	Central Labs	3	1	8,000	6,400
37	Manager	Scientific	PAMS	3	1	8,000	6,400
38	Manager	Scientific	Infra Labs	3	1	8,000	6,400
39	Manager	Technical Excellence	Zone	3	-	8,000	-
40	Manager	Technical Excellence	Excellence	4	2	8,000	6,400
41	Manager	Finance & Administration	Collection	3	-	8,000	-
42	Manager	Finance & Administration	CESS	3	-	8,000	-
43	Manager	Finance & Administration	Audit	3	-	8,000	-
44	Manager	Finance & Administration	Accounts	3	2	8,000	7,450
45	Manager	Finance & Administration	PR	1	-	8,000	-



***Institutional Capacity Building - MPCB***

<b>Sl. No</b>	<b>Designation</b>	<b>Department</b>	<b>Function</b>	<b>Proposed Numbers</b>	<b>Current Numbers</b>	<b>Proposed Pay Scale</b>	<b>Current Pay Scale</b>
46	Manager	Finance & Administration	Public Information	1	-	8,000	-
47	Manager	Finance & Administration	Admin & Estate	1	1	8,000	7,450
48	Manager	Finance & Administration	Vigilance	3	-	8,000	-
49	Manager	Finance & Administration	Personnel	1	-	8,000	-
50	Manager	Finance & Administration	Training	1	-	8,000	-
51	Manager	Finance & Administration	Legal	3	2	8,000	6,400
52	Jr. Manager	Finance & Administration	Civil	1	-	7,450	6,500
53	Jr. Manager	Finance & Administration	Maintenance	1	1	7,450	6,500
54	Jr. Manager	Finance & Administration	Mechanical	1	-	7,450	6,500



## ***Institutional Capacity Building - MPCB***

### **11.4 BOARD COMPOSITION**

The Board of Directors of MPCB consists of representatives from various departments of the State Government and industry representatives' from various sectors. The Chairman heads the Board and the Member Secretary looks after its functioning. The composition of the Board is given below:

<b>PRESENT CONSTITUTION OF MPCB</b>	
<b>Shri. B. P. Pandey</b> Chairman, MPCB, Mumbai	<b>Dr. D. B. Boralkar,</b> Member Secretary, MPCB, Mumbai
<b>Shri. B. P. Pandey</b> Principal Secretary, Environment Dept. Government of Maharashtra	<b>Shri. Vijay Kudtarkar,</b> Mumbai
<b>Shri. Subhash Lalla,</b> Principal Secretary, Urban Development Dept. Government of Maharashtra,	<b>Shri. Hemant Takale,</b> Hotel Greenview Pvt. Ltd.
<b>Shri. Rajiv Sinha,</b> Principal Secretary, Home (Transport) Dept. Government of Maharashtra,	<b>Shri. Salim Patel</b> Aurangabad
<b>Shri. Navin Kumar</b> Principal Secretary, Public Health Dept. Government of Maharashtra,	<b>Shri. Rajeshwar Niture,</b> Dist. Latur
<b>Chief Executive Officer,</b> M.I.D.C.	<b>Shri. Amol Narsingrao Patil,</b> Dist. Latur
<b>Managing Director,</b> S.I.C.O.M.	<b>Shri. Vipin M. Chokhawala,</b> Councilor, Navapur Municipal Council
<b>Shri. Pandurang V. Tayade</b> Corporator, Aurangabad Municipal Corporation	<b>Shri. Suresh Deshmukh,</b> Mumbai



### ***Institutional Capacity Building - MPCB***

---

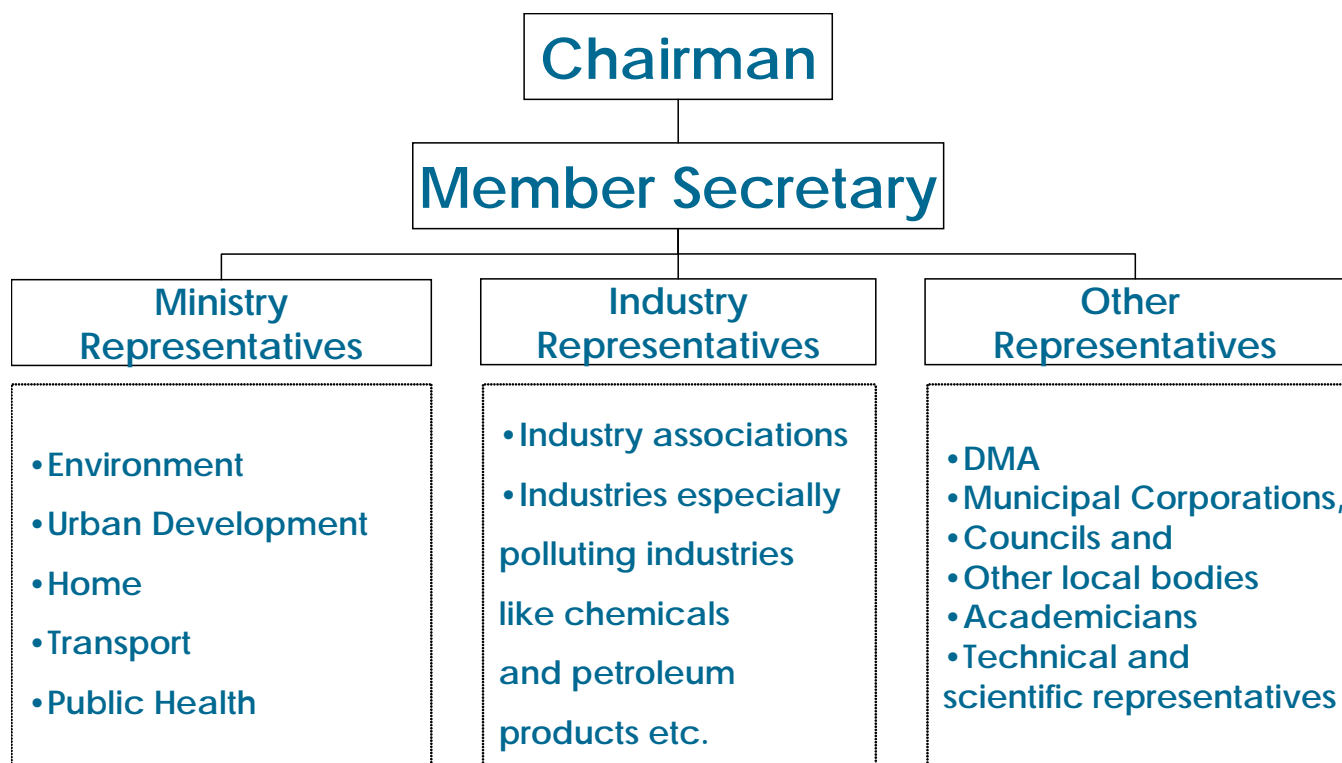
As per the Coimbatore Charter, 2001 on the functioning of Pollution Control Boards and Pollution Control Committees they have to induct academicians, legal professionals, health experts and technologists as members with effect from June 2001. In that respect, while there are Government representatives on the PCBs, there are very few industry/representatives.

When we look at comparison with other State PCBs like those of Gujarat, Orissa, Himachal Pradesh and Delhi, we find that they have representatives from industries, colleges, schools, industry associations, hospitals, DMA and other local bodies. For instance, Orissa, which is dominated by steel industry, has an industry representative from the Steel & Mine industry. Similarly HP, which is a popular tourist destination, has a representative from the tourism industry on its Board. Industries being a primary source of pollution, it may help to have their perspective on issues of pollution control and regulation.

Currently, the chairman of MPCB is a political appointee, while in the case of other PCBs like HP and Delhi, the Chairman is an IAS officer of Principal Secretary/Chief Secretary rank. It would assist in having a Technical Head at the helm of MPCB for operational responsibilities. In the case of other State Government agencies like Maharashtra State Road Development Corporation (MSRDC) and the Maharashtra Industrial Development Corporation (MIDC), the respective Minister is the Chairman of the corporation. In the case of MIDC, the Act was amended in 1981 to ensure that “the Minister for Industries, ex-officio shall also be the Chairman of the Corporation.

This arrangement would make the organization more powerful and MPCB, being a regulatory authority, would benefit through such as arrangement as well.

Taking into consideration the above, we propose the following Board structure:



**Figure 20:** Suggested board structure

Besides the Board of Directors, some PCBs also have technical committees, personnel committees, selection committees, promotion committees, etc. The Karnataka PCB has formed various committees such as committee for preparation of environment action plan, consent committee, awareness committee, library and laboratory committee, committee for introduction of various economic instruments and committee for biotechnology and pollution control. The committee on library and laboratory committee was instrumental in the purchase of IT/ GIS equipments and the upgradation of the central laboratory and regional laboratories under the World Bank funded Industrial Pollution Project (IPP). Similarly, MPCB may explore setting up committees for some special purposes especially a technical committee to provide advice to the Board in matters relating to EIAs, feasibility of pollution control proposals submitted by industries and local authorities, consent granting etc. This committee needs to have technical experts in addition to some representatives from MPCB. In addition to the technical committee,





### ***Institutional Capacity Building - MPCB***

---

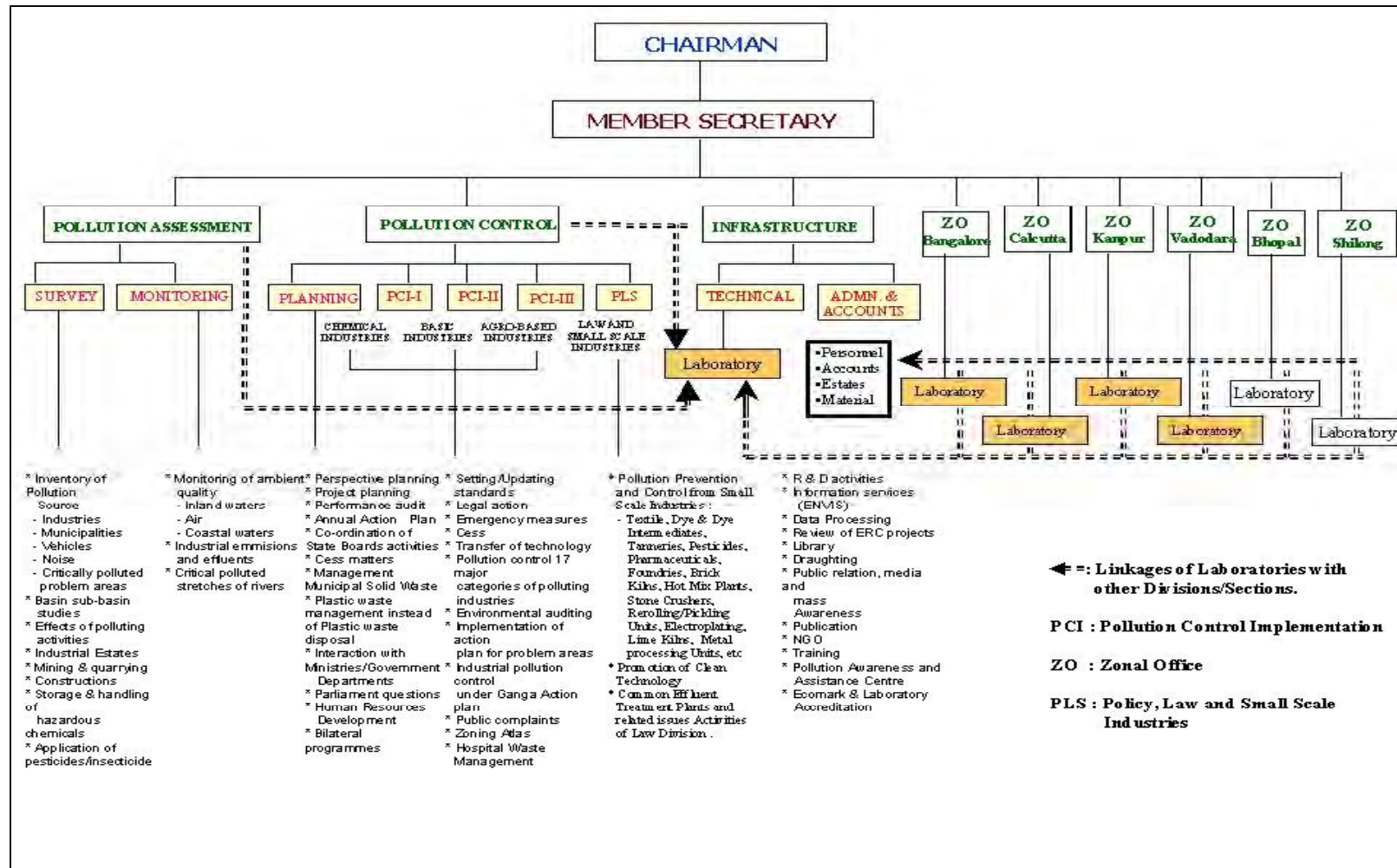
and in order to drive the change towards an information-based strategy, MPCB needs to form a committee that consists of representatives from consumer forums, industry associations, NGOs and academicians in addition to representatives from MPCB. This committee would advise the Board on the various strategy issues, including the following:

- The nature of information to be disseminated
- The periodicity of information
- Target audience
- Mode of transmitting the information

In addition to the above, the Board and Member Secretary need to be empowered to form task forces with external representatives to help in effective implementation of any new initiatives.

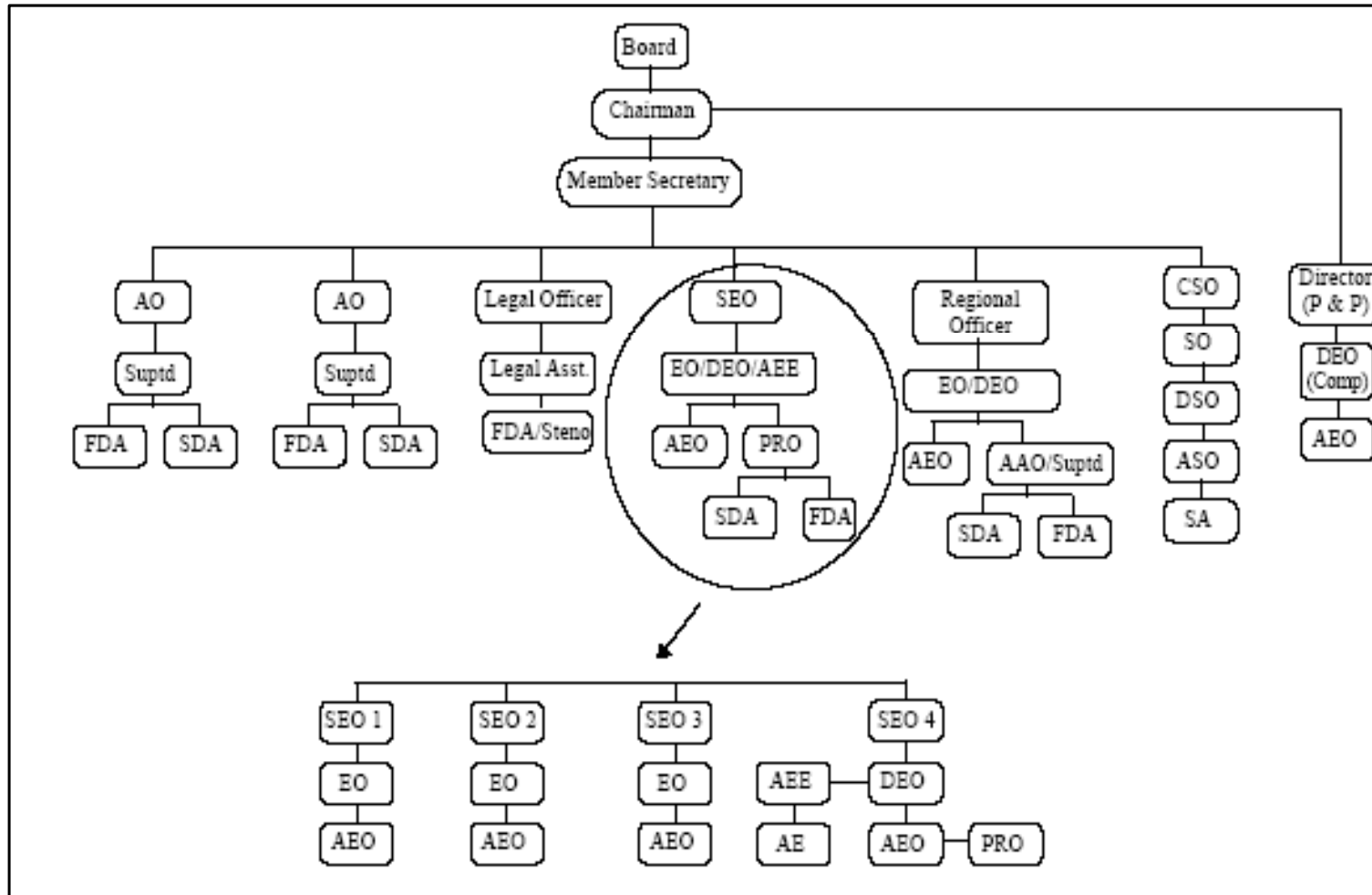


11.5 CPCB ORGANISATION STRUCTURE - BENCHMARKS



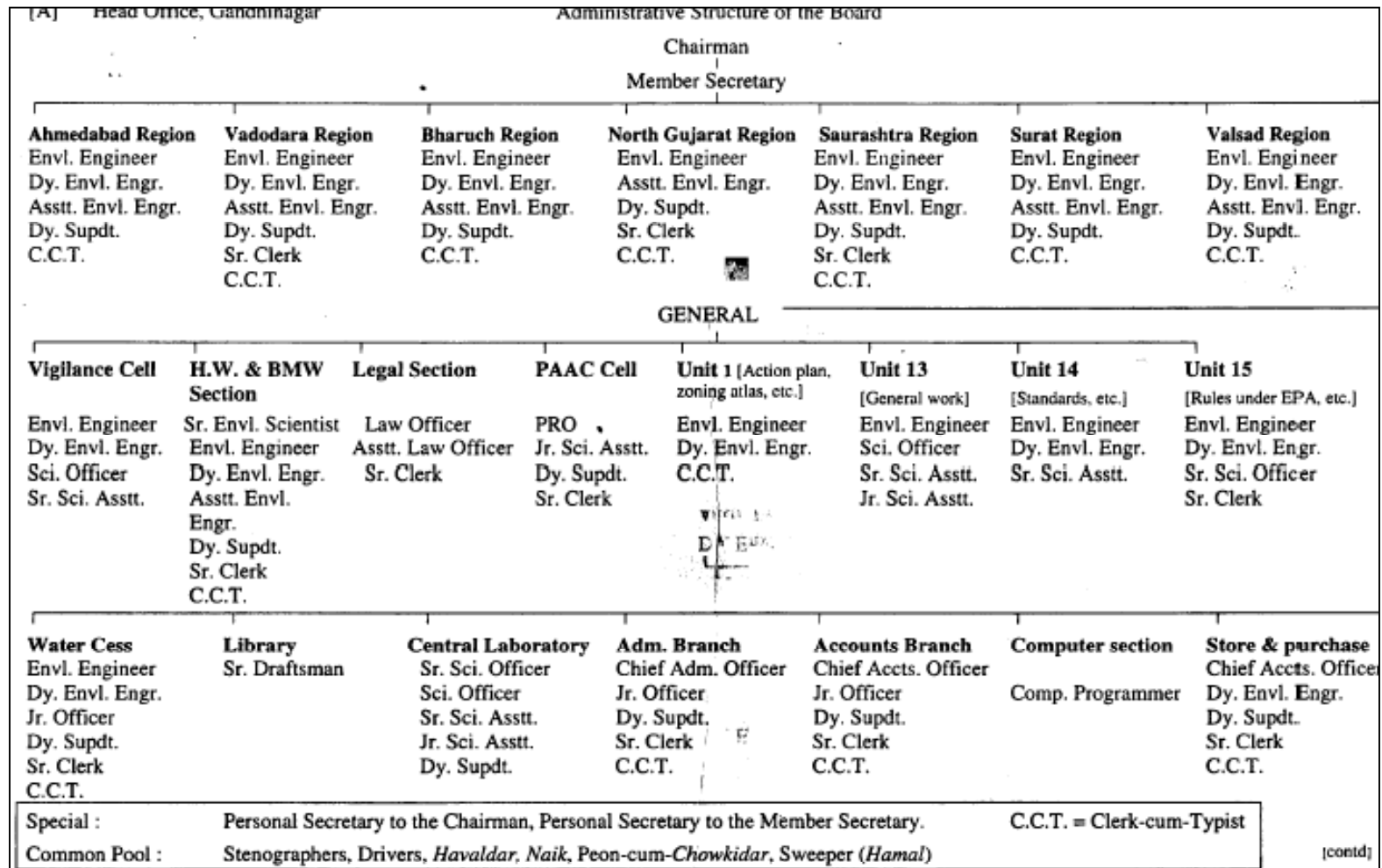


11.6 KARNATAKA PCB ORGANISATION STRUCTURE - BENCHMARKS





11.7 GUJARAT PCB TOP LEVEL ORGANISATION STRUCTURE – BENCHMARKS





11.8 GUJARAT PCB REGIONAL OFFICE ORGANISATION STRUCTURE – BENCHMARKS

REGIONAL OFFICES OF THE BOARD

Vadodara Regional Officer ( Sr. Scientific Officer )

Dy.Env. Engr. Sci. Officer Jr. Officer Asst. Law  
Asst.Env. Engr.. Sr. Sci. Asstt. Dy.Supdt. Officer,  
Jr.Sci.Asstt. Sr. Clerk Sr.Clerk  
C.C.T.  
Stenograher

Bharuch Regional Officer ( Environmental Engineer)

Dy. Env. Engr. Sci. Officer Dy. Asst. Law Officer  
Asst.Env. Engr. Sr. Sci. Asstt. Supdt.  
Jr. Sci. Asstt. Sr. Clerk  
C.C.T.

Surat Regional Officer ( Environmental Engineer )

Env. Engr. Sr. Sci. Officer Sr. Clerk Asstt. Law  
Dy. Envl. Engr. Sci. Officer C.C.T. Officer  
Asst. Env. Engr. Sr.Sci.Asstt. Stenographer  
Jr. Sci.Asstt.

Vapi Regional Officer ( Sr. Sci. Officer )

Dy. Envl. Engr. Sci. Officer C.C.T. Asstt. Law Officer  
Asst. Envl. Engr Sr.Sci.Asstt.  
Jr.Sci. Asstt

Rajkot Regional Officer ( Environmental Engineer )

Dy . Envl. Engr. Sci. Officer Sr. Clerk Asstt. Law  
Asst.Envl. Engr. Sr. Sci. Asstt. C.C.T. Officer  
Jr. Sci. Asstt. Stenographer

Jamnagar Regional Officer ( Environmental Engineer )

Dy. Envl. Engr. Sci. Officer Sr. Clerk  
Sr. Sci. Asstt. C.C.T.  
Jr. Sci. Asstt.

Ahmedabad Regional Officer ( Environmental Engineer )

Dy. Envl. Engr. Sci. Officer Dy. Supdt.  
Asst Envl. Engr. Sr. Sci. Asst. Sr. Clerk  
Sr. Envl. Jr. Sci. Asstt. C.C.T.  
Inspector

Mehsana Regional Officer ( Environmental Engineer )

Dy. Envl. Engr. Sci. Officer Dy. Supdt.  
Asst. Envl. Engr. Sr. Sci. Officer Sr. Clerk  
Jr. Sci. Asstt. C.C.T.

Godhra Regional Officer ( Environmental Engineer )

Envl. Engr. Sci. Officer Dy. Supdt.  
Dy. Envl. Engr. Sr.Sci. Asst. S. Clerk  
Jr.Sci. Asstt. C.C.T.

Bhavnagar Regional Officer ( Environmental Engineer )

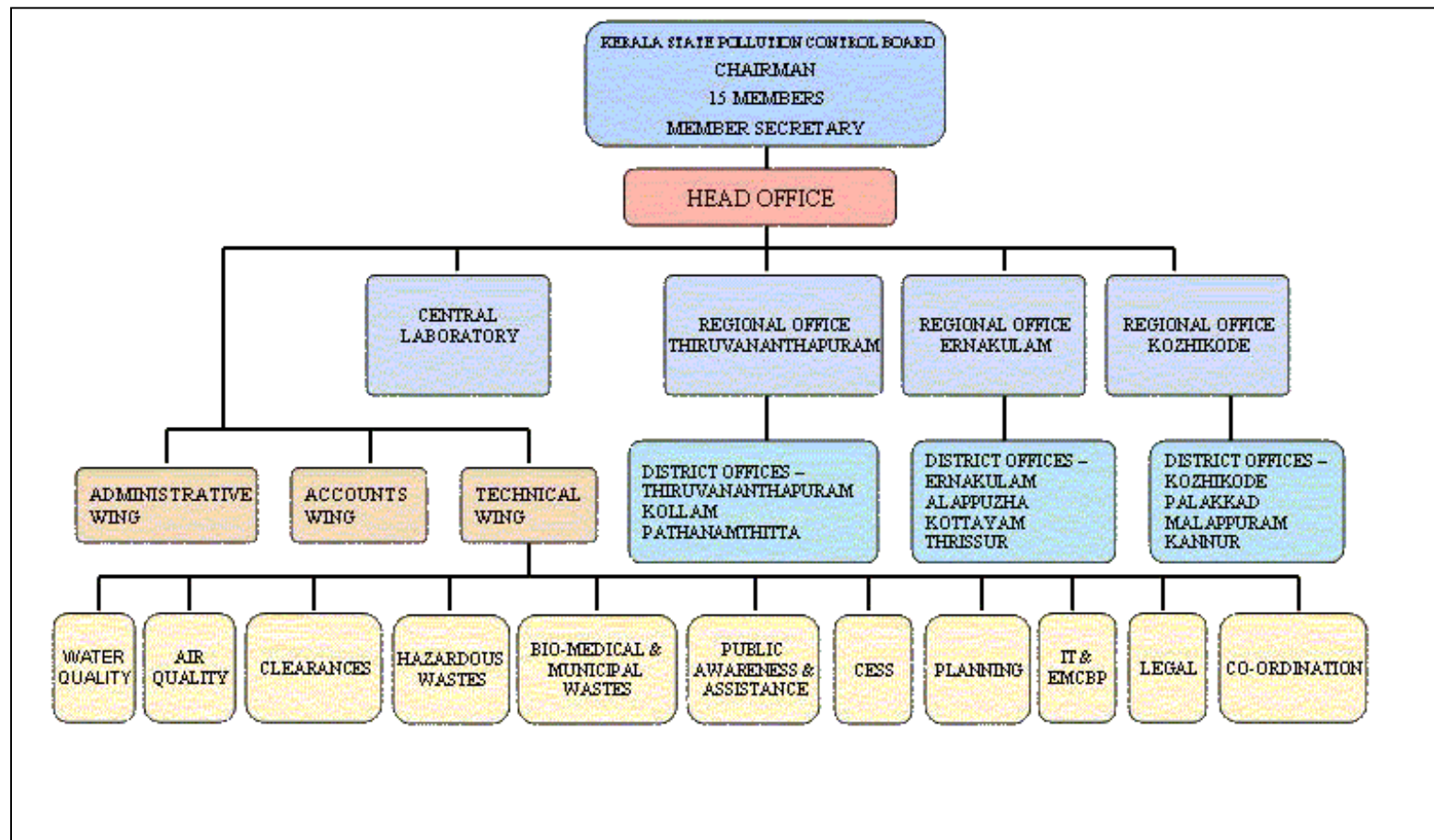
Dy. Envl. Engr. Sci. Officer Sr. Clerk  
Asst. Envl. Engr. Sci. Asstt. C.C.T.  
Jr. Sci. Asstt.

Common Pool : Drivers, Naik , Peon-cum-Chowkidar

C.C.T.= Clerk –cum- Typist



11.9 KERALA PCB ORGANISATION STRUCTURE - BENCHMARKS





11.10 ORISSA PCB ORGANISATION STRUCTURE - BENCHMARKS

