CHAPTER – VIII

SUMMARY, CONCLUSIONS AND SUGGESTIONS
CHAPTER - VIII

SUMMARY, CONCLUSIONS AND SUGGESTIONS

This chapter - Summary, Conclusions and Suggestions, - is utilised to present a bird’s eye view of the entire research work entitled INCOME AND EXPENDITURE ANALYSIS OF TIRUMALA TIRUPATI DEVASTHANAMS. This is also used to arrive at certain specific and broad conclusions based on the data analysed. The hypotheses presented in chapter I is put to test at appropriate places and conclusions are arrived at. Based on the conclusions, suggestions are made at the end of the chapter.

CHAPTER I: In chapter I, Introduction the following points are stressed on the

IMPORTANCE OF TIRUPATI:

This is a temple town wherein Sri Venkateswara Temple is located on the Tirumala Hills in Chittoor District, in Andhra Pradesh, India. This temple is the seat of Lord Venkateswara popularly known as Balaji.

TEMPLE MANAGEMENT:

This temple’s annual income is more than Rs 130 crores with a similarly heavy expenditure of about Rs 95 crores. Tens of thousands of pilgrims belonging to
different places on the world visit the temple for Darshan of Lord Balaji everyday.

The temple is managed by an autonomous body known as Tirumala Tirupati Devasthanams (T T D). The Board of Trustees of the Temple is constituted in accordance with the provisions of T T D Act 1974 (as amended).

The income and expenditure of the temple has been increasing by leaps and bounds for the past few years. This is attracting the attention of the central and State Governments from the recent past. The Andhra Pradesh Government has an eye on the temple's income to take away a lion's share for Government purpose. It is this situation that has lead the researcher to study the income and expenditure pattern of T T D. So far no research work is carried on the subject and hence, the need for this study.

AIMS AND OBJECTS:

The main aim and objectives of the study are to understand the income structure of T T D and the components therein.

A thorough analysis and understanding of the income and expenditure pattern will enable the researcher to arrive at definite conclusions regarding
(a) Sources of income for the temple, its Composition, Purposes of utilisation or Heads of Expenditure
(b) Variations in Income and Expenditure - Reasons thereon
(c) Estimation of future trends in the Income and expenditure of TTD
(d) Identification of Departments/Sections in TTD which are income generating or expenditure oriented

THE HYPOTHESES

For achieving the above aims and objectives, the study focuses on the following hypotheses, which are put to test:

1. Accounting procedure in Tirumala Tirupati Devasthanams is independent on its own though it resembles Government Accounting
2. The behaviour of revenue receipts in respect of different departments (or) sections of TTD Devasthanams is not uniform. This varies in accordance with the activities of the respective departments
3. In general, a gradual increase in revenue
can be noticed year after year

4 Revenue payments in respect of different departments/sections of T.T. Devasthanams also vary in relation to the activities of the respective departments

5 A few sections of T.T. Devasthanams are only expenditure departments without any noticeable revenue

6 Total revenue expenses of T.T.D are on the increase from time to time

7 Finally, as the rate of increase in receipts is higher than the rate of increase in revenue payments, thus a clear surplus can be expected in the years to come

**METHODOLOGY**

The Thesis is mainly descriptive. The discussions are based on a number of tables structured by the researcher. The discussion is supported by statistical inferences like Averages, Line graphs, Trend analysis, Charts and Diagrams.

In the first chapter, the plan of the thesis is also given. Limitations of the research study are also briefly mentioned.
CHAPTER II The second chapter titled TIRUMALA TIRUPATI DEVASTHANAM'S ADMINISTRATION - A BRIEF NOTE consists of the mode of constitution of TTD Trust Board, powers of the Board of Trustees, functions of the top management in TTD are also briefly detailed. Interference of the State Government of Andhra Pradesh in the management of TTD is also explained.

CHAPTER III ACCOUNTING PROCEDURE IN TTD DEVASTHANAMS is explained in detail in this chapter. Here it is established that proper process of accounting helps in achieving the various benefits as stated below:

1. Accounting enables the organisation to keep a proper record of various transactions entered into by it.
2. Accounting helps in knowing the correct financial position of the organisation.
3. Proper accounting helps the management in taking timely decisions.
4. Recording of transactions under accounting explains the purpose of utilisation of the funds of the institution. This helps us in monitoring the cost.
5. Accountancy provides all the information required for legal and tax purposes.
Accountancy helps in the assessment of the value of assets and liabilities. It also gives up-to-date investment position relating to the surplus funds of the institution.

In this chapter, the following hypothesis is put to test:

Accounting procedure in Tirumala Tirupati Devasthanams is independent on its own though it resembles Government accounting.

For testing the above hypotheses, a brief explanation relating to Government accounting is given on the following lines:

1. **OBJECTIVES OF GOVERNMENT ACCOUNTING**:
   1. Efficient allocation of resources
   2. Stabilization of economic activity
   3. An equitable distribution of income
   4. Promotion of economic growth

2. **SOURCES OF INCOME TO GOVERNMENT**

3. **GOVERNMENT ACCOUNTING PROCEDURE**

4. **NATIONAL BALANCE SHEET (OR) BALANCE SHEET UNDER GOVERNMENT ACCOUNTING**
For a better understanding of the relationship or difference between Government accounting and business accounting, a brief discussion in business accounting is also presented here. The two procedures are compared with accounting for religious institutions—Tirumala Tirupati Devasthanams.

In TTD, Double entry system was introduced with effect from 1st April 1974. The total administration is divided into 31 accounting units with distinct code numbers. These units are required to maintain necessary books of accounts in accordance with the procedure laid down in the Tirumala Tirupati Devasthanams Manual of Accounts. List of major heads of receipts and payments are also provided. Coding particulars are also given in brief. Books of accounts to be maintained by the accounting units with proper explanations are also provided.

BUDGETTING PATTERN OF TTD, DEVASTHANAMS:

T T Devasthanams prepares its budget annually relating to receipts and payments for the following year under the supervision of the Executive Officer. The budget estimates are to be approved by the Board of Trustees with or without modifications within fifteen days of the date on

See appendix No XIII
which the budget is placed before it. The same is forwarded to the Government for necessary sanction. The Government sanction the budget with such modifications as it deems fit.

In this chapter, the sources of funds of TTD and their applications are explained to give a better understanding of the financial matters of the institution. It is noted that the new accounting procedure adopted by the TTD since 1-4-1974 was formulated by Sri R Rajapogalan, Chief Cost Accounts Officer and approved in G O Ms No 29/Revenue/24-6-1973. This system is considered to be a commercial system of accounting. All the above discussions lead us to the conclusion that TTD is maintaining its accounts in commercial system independently on its own though the procedure resembles Government accounting. Thus, the hypothesis, as mentioned earlier, is proved to be correct.

In chapters IV, V and VI income and expenditure of TTD under different heads, as detailed below, are analysed.

**CHAPTER IV**

Chapter IV titled **ANALYSIS OF REVENUE RECEIPTS AND REVENUE PAYMENTS - TEMPLES** covers Sri Tirumala Temple, Tirumala and other temples at Tirupati and other places. In this chapter, an introduction to the
importance of analysis of income and expenditure, sources of funds for various temples and the purposes for which the funds are utilised is also provided.

Analysis of income and expenditure can help to pinpoint the financial strengths and weaknesses of the institution. While income estimates can give the possible availability of funds, expenditure analysis will project the volume of funds required to meet the commitments. A difference between the two can show a surplus or deficit to be adjusted from the corpus fund.

The receipts of T T Devasthanams can be divided into two categories viz. (1) Capital receipts (Non-recurring) and (2) Revenue receipts (Recurring). Similarly Expenditure can also be divided into two types viz (1) Capital Expenditure and (2) Revenue Expenditure. This study concentrates on revenue items only (Flow Charts explaining the above are given at appropriate places).

Major heads of capital receipts for temples are:

(1) Hundi Receipts
(2) Sale of Gold and Silver

Major heads of Revenue receipts are:

(1) Arjitham Receipts
(2) Sale of Prasadams
(3) Choultry receipts
(4) Transport receipts
(5) Custom Sales and
(6) Other receipts

The above funds are utilised as follows:

(1) Maintenance, management and administration of the temples and educational institutions
(2) Propagation of Hindu Religion
(3) Training of Archakas to perform religious rites at the temples
(4) Construction and maintenance of roads, shrines and Guest houses for the use of pilgrims
(5) Acquisition of land and other property as authorised by the Government and
(6) Contribution towards the maintenance of specified institutions like Sri Venkateswara University, Tirupati and Sri Venkateswara Institute of Medical Sciences (SVIMS), Tirupati

In these chapters (IV, V and VI) the following headers are put to test:

(1) In general, a gradual increase in revenue can be noticed year after year
(2) Revenue Payments in respect of different departments/sections of T T Devasthanams also
It is observed that the total revenue receipts of Tirumala Temple which were Rs 1001 lakhs in 1985 increased to Rs 7418 lakhs in 1990-91. These are estimated to reach Rs 3394 lakhs by 1994-95. In the same order a considerable increase in arjitham receipts (from Rs 1.57 lakhs - 1984-85 to Rs 890 lakhs - 1994-95) is also noticed. A similar increase in receipts relating to prasadams and miscellaneous items is also recorded.

Revenue payments of the temple increased from Rs 768 lakhs (1984-85) to Rs 1831 lakhs (1990-91). It is expected to increase upto Rs 2441 lakhs (1994-95).

Of the components of payments, in respect of Tirumala Temple 90% is meant for the purchase of materials for preparing prasadams, 7% for salaries and wages and about 7% towards miscellaneous expenses. The expenditure towards preparation of prasadams was Rs 638 lakhs in 1984-85. Rs 1572 lakhs in 1990-91. This is expected to be around Rs 2066 lakhs in 1994-95.

Salaries and wages of this temple had also increased on the same lines at the rate of 17 2/ per annum. Miscellaneous expenditure also had shown an increase at a rate of 20 4/ per annum.
A consolidated position of receipts and payments of Sri Tirumala temple is displayed in Table 4.8. This shows a variation in revenue receipts between 1984-1995 ranging between +8/ to +2% per annum over the previous years. Similarly variations in respect of revenue payments for the same period range between +8/ and +38/ per annum.

In respect of Sri Tirumala temple a clear surplus is noticed between 1984-1995. In 1984-85 the surplus amounted to Rs 233 lakhs. This increased to Rs 587 lakhs in 1994-95, the surplus is likely to reach around Rs 1000 lakhs.

In respect of other temples, arjitham receipts increased from Rs 23 lakhs (1984-85) to Rs 51 lakhs (1990-91). This is estimated to go up to Rs 71 lakhs by 1994-95. The volume of change being the difference between the current year figure and that of previous year appears to be steady.

The total receipts of other temples (Table 4.16) amounted to Rs 72 lakhs (1984-85) showing an increase to Rs 75 lakhs (1990-91). Estimates show that the receipts will go up to Rs 101 lakhs by 1994-95.

Regarding the payments (Table 4.16) they amounted to Rs 57 lakhs in 1984-85 and Rs 117 lakhs in 1990-91. These are expected to be Rs 150 lakhs by 1994-95.
In general, the result of receipts and payments of other temples shows a deficit.

Thus, in chapter IV it is proved that when the revenue receipts and revenue payments of Sri Tirumala temple and other temples are consolidated, there is a general increase in revenue year after year though in respect of other temples there is a deficit. This observation coincides with the hypotheses that are put to test.

CHAPTER V ANALYSIS OF REVENUE RECEIPTS AND PAYMENTS DD SERVICE DEPARTMENTS are dealt with in this chapter. The service departments are divided into two major categories:

I SERVICE DEPARTMENTS FOR TEMPLES:

(1) S V Dairy Farm
(4) Forest department and
(7) Garden department

II SERVICE DEPARTMENTS FOR PILGRIMS:

(1) Choultries
(2) Canteens
(3) Health and Sanitation
(4) Security and Vigilance
(5) Information Centres
(6) Printing Press
(7) Kalyanamandapams
(3) Miscums and
(4) Hospitals and dispensaries

In the first category, revenue receipts are very modest (Table 5 1(A)).

In the second category, major heads of revenue receipts are

(1) Choultry Receipts
(2) Canteen Sales and
(3) Miscellaneous Receipts

The revenue receipts of these departments are increasing gradually year after year. In 1984-85 the total receipts under this head were Rs 288 lakhs. During 1990-91 this accounted for Rs 686 lakhs. By 1994-95, the receipts are estimated to reach Rs 937 lakhs. A major share of these receipts are mainly from choultries (41%) followed by canteen sales (19%) and miscellaneous temple receipts (19%) as explained in Table 5 7 (A).

In respect of utilisation of funds, the major heads of payments are as follows:

1 Service Departments for Temples :

(1) S V Dairy Farm

Purchase of cattle feed, paddy, straw etc

Refer Flow Chart Page 180
(2) **Forest department**:
Payment of salaries and wages, purchase of spare parts for machines.

(3) **Garden department**:
Purchase of garden implements, spare parts, earthenware and miscellaneous expenses.

### II SERVICE DEPARTMENTS FOR PILGRIMS

1. **Choultries**
   Payment of salaries and wages, purchase of materials for maintaining guest houses and miscellaneous expenses.

2. **Canteens**
   Purchase of provisions, salaries and wages, repairs and maintenance of furniture and equipment, and miscellaneous expenses.

3. **Health and Sanitation**:
   Payment of salaries and wages, purchase of chemicals, miscellaneous expenses.

4. **Security and vigilance**:
   Payment of salaries and wages and maintenance of vehicles.

5. **Information centres**:
   Payment of salaries and wages, maintenance of furniture, publicity.
(6) **Printing Press**

Payment of salaries and wages. Purchase of spare parts and maintenance of expenses.

(7) **Kalyan Mandapam**

Payment of salaries and wages. Maintenance of the building.

(8) **Museums**

Payment of salaries and wages and maintenance expenses.

(9) **Hospitals and Dispensaries**

Payment of salaries and wages. Purchase of medicines and consumables.

The Service departments under second category are considered to be service departments for pilgrims. A comparison of revenue payments (in total) in respect of the above departments between 1984-85 and 1994-95 is given in Table 7(8). In this table, it is observed that the expenditure was Rs. 458 lakhs in 1984-85 which went up to Rs. 1,740 lakhs in 1990-91. By 1994-95 the same is expected to reach Rs. 1,818 lakhs. Out of the total payments, salaries and wages account for a major share (ranging between 54% to 62%) followed by purchases (ranging between 21% to 27%).

In respect of the first category (i.e.) Service departments for temples, a major share of the expenditure is towards miscellaneous expenses (ranging between 64% to 73%).
followed by salaries and wages (ranging between 10/ to 12/). The share of purchases under this category is considered to be minimum (ranging between 10/ to 12/). This is explained in Table 1 (B).

In conclusion, it can be said that there is a remarkable increase in respect of revenue receipts year after year (Table 9 16) in the case of service departments for pilgrims. In respect of service departments for temples, the receipts are minimum showing an insignificant increase as shown in the (Table 5 6).

The payments under first category, namely service departments for temples, are showing a phenomenal increase from Rs 127 lakhs in (1984-85) to Rs 331 lakhs in (1990-91) and Rs 466 lakhs in (1994-95) as explained in Table 9 6.

Regarding the second category, revenue payments were Rs 450 lakhs during 1984-85, Rs 1340 lakhs during 1990-91 and Rs 1810 lakhs during 1994-95. These details are shown in Table 5 16.

All the above explanations lead to the conclusion that the receipts from service departments for temples are minimum whereas payments are increasing significantly. In
the CPE of service departments for pilgrim receipts are increasing year after year. Similarly, payments are also increasing. A negative balance is noticeable in both categories in all the years. This situation read with the position in respect of other temples (chapter I) leads us to the final conclusion that all the departments in TTD are not always showing a surplus.

The above observation agrees with the hypotheses that are put to test namely:

1. Behaviour of revenue receipts in respect of different departments is not uniform. This varies in accordance with the activities of the respective department.

2. Payments in respect of different departments/sections of TTD also varies in relation to the activities of the respective departments.

3. A few sections of TTD are only expenditure departments without any noticeable revenue.

CHAPTER VI -

The sixth chapter - ANALYSIS OF REVENUE RECEIPTS AND REVENUE PAYMENTS OF OTHER INSTITUTIONS deals with the details relating to other departments of TTD consisting of...
REVENUE RECEIPTS

Sources of Funds for ENGINEERING DEPARTMENT are:

(i) Transport Receipts
(ii) Rent recoveries from staff quarters
(iii) Income from Investments
(iv) Other Miscellaneous receipts

In respect of GENERAL ADMINISTRATION revenue receipts consist of

(i) Ariththam receipts,
(ii) Miscellaneous receipts and
(iii) Interest on Investments

In the case of EDUCATIONAL INSTITUTIONS sources of revenue are,

(i) Grants from the State Governments, University Grants Commission,
(ii) Tuition fees paid by the students
(iii) Miscellaneous receipts and
(iv) Donations for specified purposes
REVENUE PAYMENTS:

The funds received by various departments are utilised for meeting the under mentioned revenue payments in addition to capital payments.

I. ENGINEERING DEPARTMENT:

(i) Purchases (Items like Cement, Steel, Bitumen for maintenance)
(ii) Salaries and wages
(iii) Repairs and Maintenance of fixed assets and
(iv) Miscellaneous expenses

In respect of GENERAL ADMINISTRATION important revenue payments are

(i) Purchases (for running Motor Vehicles)
(ii) Salaries and wages
(iii) Other benefits to employees
(iv) Grants by T T D for specified institutions like State Government Educational institutions and Other institutions
(v) Miscellaneous expenses

EDUCATIONAL INSTITUTIONS utilize their funds for meeting the following revenue payments in addition to capital payments.
(i) Purchase of materials for class work laboratories library

(ii) Payment of salaries and wages

(iii) Providing other benefits to employees

(iv) Miscellaneous expenses

Based on the information shown in Table 6.1 (A) it is noted that there is no consistency in revenue receipts of Engineering division. But the revenue payments (As shown in Table 6.1(B)) are steadily increasing. In 1984-85 revenue payments, of this division, amounted to Rs 276 lakhs. By 1990-91, this accounted for Rs 1011 lakhs. It is estimated that expenditure under this head by 1994-95 will be around Rs 1406 lakhs. In all the years, it is noted that the salaries and wages and miscellaneous expenditure are claiming the major share. The increase under this head may be due to

(i) Increase in the number of employees

(ii) Revision of pay scales of employees on par with State Government employees

(iii) Sanctioning of certain special allowances to employees of this division

All the above reasons individually and collectively are responsible for increase in the revenue payments year after year.
As can be observed from Table 6.7, the final result of revenue receipts and payments of the engineering division is a deficit which is found increasing substantially year after year.

Thus, it can be concluded that the engineering division is a mere expenditure division with no significant contribution to the revenue of the institution.

The Administration department's revenue receipts are shown in Table 6.8(A). In this table, it is noted that the revenue receipts have increased from Rs. 424 lakhs (1984-85) to Rs. 2664 lakhs (1990-91), which is expected to cross Rs. 3879 lakhs by 1994-95. A noticeable feature in this case is that a major portion of the receipts of this department are under the head, Interest on Investments. This item is responsible for about 95% of the revenue of General Administration. This observation indicates that year after year, the investments of TTD are increasing, giving rise to a noticeable increase in its revenue.

Revenue payments of General Administration department are shown in Table 6.8 (B). As in the case of other sections, payments of this section are also on the increase year after year. In 1984-85, the payments were Rs. 448 lakhs, Rs. 1193 lakhs in 1990-91 and by 1994-95, it is expected to amount to Rs. 1380 lakhs.
Of the revenue payments, major share accounted for by salaries and wages (25%) Grants by T T D (35%) followed by benefits to employees and miscellaneous expenditure.

The final result of receipts and payments of general administration section is shown in Table 6.17. In this case, it is noted that the annual rate of increase in revenue receipts, compared to the previous year, though not steady is showing a general increasing trend. The receipts as recorded in 1985-86 have shown a phenomenal increase of Rs. +236/ compared to the previous year resulting in a surplus of Rs. 974 lakhs. This abnormal increase may be due to the collection of accumulated interest on investments of previous years. On personal enquiry it is noticed that this interest is not being accounted as accrued income in the respective years in which they are due (But they are taken as receipts in the years in which they are actually collected). Between 1984-85 and 1994-95, the general administration department's receipts and payments are continuously showing a surplus. But the volume of change of surplus is not uniform due to the reasons above mentioned. Over all, the general administration department is a department with surplus revenue.

Revenue receipts of educational institutions for the period 1984-85 to 1994-95 are shown in Table 6.18(A)
These receipts are also increasing gradually from Rs 104 lakhs in (1984-85) to Rs 340 lakhs in (1990-91) and it is estimated to increase to Rs 511 lakhs during 1994-95.

Payments of educational institutions are showing the same trend as in the case of other departments. Payments of this department accounted for Rs 293 lakhs in 1984-85, Rs 709 lakhs in 1990-91 and Rs 933 lakhs in 1994-95 (As shown in table 6.1B(B)). Even in this case a major share of the expenditure is towards salaries and wages. When the revenue receipts and payments of educational institutions are consolidated the result shows a deficit in all the years. The deficit is steadily on the increase.

Thus, it may be concluded that the expenditure on educational institutions is more than the revenue from them.

In short, it can be said that, the engineering division and the educational institutions are expenditure departments with no comparable revenue receipts. Whereas, the general administration department is a revenue earning department with increasing revenue year after year.

This observation coincides with the hypotheses that are put to test in this chapter with special reference to the following hypotheses:
Revenue payments in respect of different departments/sections of T T Devasthanams arise in relation to the activities of the respective departments.

A few sections of T T D are only expenditure departments without any noticeable revenue.

Chapter VII  ANALYSIS OF REVENUE RECEIPTS AND REVENUE PAYMENTS OF T T DEVASTHANAMS (A CONSOLIDATION) consists of the following:

(i) Item-wise analysis of revenue receipts
(ii) Item-wise analysis of revenue payments
(iii) Analysis of revenue receipts and revenue payments (Consolidated)

ANALYSIS OF REVENUE RECEIPTS:

In (i) above—Analysis of revenue receipts of T T Devasthanams, the behaviour of all items of receipts of all the departments are studied individually and also collectively. The details are shown in Table 7 I(A). From this table it is noticed that the total revenue receipts under various heads amounted to Rs 1899 lakhs in 1984-85 which increased to Rs 6230 lakhs in 1990-91. This is expected to go up to Rs 8872 lakhs by 1994-95.
The components of total receipts are shown in the following table (8.1)

Share of individual contributions to total revenue receipts of T T Devasthanams (consolidated)

Table 8.1

COMPONENTS OF T.T.D. TOTAL RECEIPTS

<table>
<thead>
<tr>
<th>Items</th>
<th>1984-85</th>
<th>1990-91</th>
<th>1994-95</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arjitham Receipts</td>
<td>21</td>
<td>12</td>
<td>11</td>
<td>14.67</td>
</tr>
<tr>
<td>Sale of Prasads</td>
<td>33</td>
<td>28</td>
<td>28</td>
<td>29.67</td>
</tr>
<tr>
<td>Choultry Receipts</td>
<td>4</td>
<td>4</td>
<td>5</td>
<td>4.33</td>
</tr>
<tr>
<td>Mis temple Receipts</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>2.66</td>
</tr>
<tr>
<td>Canteen Sales</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2.33</td>
</tr>
<tr>
<td>Receipts Educational institutions</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6.00</td>
</tr>
<tr>
<td>Mis receipts</td>
<td>11</td>
<td>5</td>
<td>4</td>
<td>6.67</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>18</td>
<td>41</td>
<td>42</td>
<td>33.67</td>
</tr>
</tbody>
</table>

Source: Data Collected

From the above table, it is noticed that the revenue of T T D mainly consists of interest on investments (Averaging 33.67%) and sale of prasads (Averaging 29.67%) followed by arjitham receipts. The share of arjitham receipts are gradually on decline. While that
of interest on investments is on the increase. The reason for the fall in the share of arjiram receipts is that the steep increase in the payments to be made by the devotees for different paid sevas is going out of reach of many a pilgrim. So the rate of increase in the number of devotees opting for paid sevas is not in tune with the increase in the total number of pilgrims visiting Tirumala. A similar trend is also observed in the case of prasadams.

As observed earlier in chapter VI in this analysis also, it is noticed that the interest on investments forms to be the main item of revenue to the institution.

It is also proved in table 7.I(A) that all the components of TTD's revenue are showing an increasing trend year after year independently and also collectively. This observation coincides with the hypotheses. In general a gradual increase in revenue can be noticed year after year.

All the above observations prove that the hypotheses 1 Total revenue expenses of TTD are on the increase from time to time is true.

**ANALYSIS OF REVENUE PAYMENTS**

The behaviour of total revenue payments of TTD between 1984-85 and 1994-95 is shown in table 7.I(B).
total, the revenue payments amounted to Rs 247 lakhs in 1984-85, Rs 6532 lakhs in 1990-91 and Rs 8596 lakhs (Estimates) in 1994-95. The components of revenue payments relate to different items belonging to all the departments of T T Devasthanams.

The details of revenue payments (consolidated) can be briefly shown as under:

**TABLE A.2**

**SHARE OF INDIVIDUAL CONTRIBUTIONS TO TOTAL VALUE PAYMENTS OF T.T.D.**

(Consolidated)

(Percentages to total)

<table>
<thead>
<tr>
<th>Items</th>
<th>1984-85</th>
<th>1990-91</th>
<th>1994-95</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>8.33</td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>36</td>
<td>33</td>
<td>33</td>
<td>34.00</td>
</tr>
<tr>
<td>Materials issued</td>
<td>29</td>
<td>25</td>
<td>25</td>
<td>26.33</td>
</tr>
<tr>
<td>Other benefits to employees</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>2.33</td>
</tr>
<tr>
<td>Repairs and Maintenance of fixed assets</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>3.00</td>
</tr>
<tr>
<td>Grants by T T D</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>6.30</td>
</tr>
<tr>
<td>Miscellaneous expenses</td>
<td>18</td>
<td>20</td>
<td>21</td>
<td>19.67</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Source: Data Collected
The following observations can be made based on the above table:

Salaries and wages take a major share of revenue payments of T T D(34%) This is followed by materials issued (For preparation of prasadams 26.33%) and Miscellaneous expenditure, consisting of different items like distribution of pamphlets Dharma pracharam, and maintenance of Information Centres, account for 19.67%.

These observations tally with the hypotheses. The revenue expenses of T T Devasthanams are on the increase from time to time and

Revenue payments in respect of different departments or sections of T T D also varies in relation to the activities of the respective departments.

Finally, complete consolidated statements of revenue receipts and payments of T T Devasthanams between 1984-85, and 1994-95 are given in table 7.16. This table shows that T T D’s receipts when consolidated, are showing a general increase from Rs. 1899 lakhs in 1984-85 to Rs. 6230 lakhs in 1990-91. It is expected to go up to Rs. 8872 lakhs in 1994-95. But the volume of change and percentage rate of change compared to the previous year is not uniform.
The payments position in 1984-85 was Rs 427 lakhs, in 1990-91 Rs 6532 lakhs. It is anticipated that in 1994-99 the payments will be around Rs 8596 lakhs. As in the case of receipts even in respect of payments the volume of change and the rate of change compared to the previous year are not uniform.

This observation is exactly in tune with the hypotheses: The rate of increase in revenue receipts is higher than the rate of increase in revenue payments.

Table 7 16 also deals with surplus or a deficit of TTD in relation to its revenue receipts and payments. It is noticed that between 1984-85 and 1994-99 years 1985-86, 1988-89, 1989-90, 1991-95 have shown a clear surplus in respect of other years a deficit is recorded. When probed into the reasons for variations in surplus and deficit the following facts came to light:

(i) The TTD Devasthanam rate of surplus earnings is steady from certain departments, while a few departments like Education Engineering and Service departments contributions to revenue is almost negligible.

(ii) In respect of educational institutions the TTD is eligible to get grants from the state government and University grants commission.
Authorities are not taking proper actions for getting the grants released in time.

(iii) Between 1984-85 and 1987-88 the interference of Government with TTD's investment policies was very evident with a major share of TTD funds being invested in State Government Securities or which the State Government is yet to pay interest. This led to a deficit during certain years.

(iv) The investment policy of TTD is not clearly defined. This is leading to a lot of confusion among the authorities. This is also resulting in improper investments decisions (Selecting the mode of investment, time of investments and period of investments).

(v) The cost of maintenance and services though is on the increase, the rate of collections from the pilgrims are not adjusted to meet at least the actual cost.

(vi) The purchasing procedure with regard to items required for preparation of daily prasadam/ patales in canteens and other places is not properly streamlined. This unscientific method as is in practice, is resulting in a heavy loss to the institution.
The observations of the researcher during personal discussions with the officials of T T D are that

(1) The section heads are having a thorough knowledge of the affairs of their sections only

(2) The Higher officials are not having a full and clear understanding of the accounting system being practiced in T T D as they are deputes from Government for a limited period

(3) They are also having no idea of the entire T T D administration

SUGGESTIONS

Based on the above discussion and observations the following suggestions are being put forth for consideration Which when implemented will definitely improve the affairs of T T Devasthanams

1. It is observed that the accounts of different departments/institutions of T T Devasthanams are maintained in a uniform pattern without taking into account the activities of the department or institution concerned. The consolidation of these accounts at the administrative office is also being done in a way which is not exactly suitable to arrive at the
total receipts and payments of different departments as well as the TTD as a whole. In order to overcome these lapses, standardised forms of accounts for individual departments/institutions can be prepared. Similarly, a standardised format of consolidated revenue receipts and payments can also be structured for use at the central office. Such standardisation will simplify the task of preparing accounts at all stages and also help in enabling streamlining the accounting procedures.

2. Periodical reporting (weekly or monthly) of receipts and payments of the respective departments or institutions to the central office and their periodical consolidation at the central office will reduce the burden of preparation of accounts at the end of the year to a great extent without much fuss.

7. The analysis leads us to the conclusion that the revenue receipts in respect of Sri Tirumala temple, Tirumala mainly consists of sale of prasadams and aritham receipts. The revenue payments are mainly towards materials issued for preparation of prasadams and salaries and wages to the staff.
In respect of other temples also arjitham receipts (including sale of prasadams) form a major part of receipts. The payments in this case mainly are salaries and wages. While Sri Tirumala temple shows a surplus, other temples, are showing deficit. This deficit can be made good if the arjitham rates (in respect of other temples), which were determined in 1953, are revised to a higher level. The surplus of Sri Tirumala temple can also be increased by a suitable revision of charges for arjitha sevas.

The prasadams being sold at present are heavily subsidised. The volume of prasadams being distributed free is also on the increase. If the subsidy in respect of sales is reduced, the loss of revenue to TTD in this respect can be minimised.

4. In respect of Service departments, it is noted that certain departments like S V Dairy Farm, Garden department, no revenue of substantial nature is being received. While, the payments towards salaries and wages and other expenses are on the increase year after year.

The reasons for increase in the volume of payments towards salaries and wages are found to be mainly,

(i) Appointment of temporary staff without taking into account the real workload.
(i) Non-termination of the temporary services at proper time is leading the temporary employees to take shelter under a court of law.

(ii) Apart from the situation political interference for employment of people is also resulting in an increase in the number of employees without any concern to the workload.

A proper system of evaluation of workload, requirement of staff, period of employment to be offered to temporary employees must be evolved. Such step will reduce the salary bill and thus help reducing expenses and increasing total surplus.

5. In respect of service departments receipts, choultrey receipts account for a major share. It is observed that the rates charged by TTD for paid accommodation are far below the charges for a similar accommodation in Private Inns/Lodges. Thus, there is scope for increase of charges for paid accommodation of TTD. This will again increase the revenue of TTD Devasthanams.

6. A number of canteens are run by TTD at different places. These centres sell food products to pilgrims and TTD staff at subsidized rates. The volume of sales at these centres is found to be increasing year after year. There is...
In order to improve the performance of the canteen, the supervision on these should be further tightened and made effective. The accounting system must be properly streamlined as suggested earlier. This will prevent / reduce pilferages at different levels resulting in cost reduction.

7 The receipts and payments of Engineering division of TTD are showing an increasing deficit year after year. This is increasing gradually. A close analysis of the receipts and payments of the department and discussions with the officers concerned revealed that the activities of the Engineering department are first approved by the superintendent Engineer and Chief Engineer. Which is ratified by the TTD Board.

In respect of major decisions involving heavy expenditure, a thorough discussion on the subject is carried at the Board meeting before giving the final approval. This procedure is time consuming. By the time the final approval is given, the original estimated expenditure needs a higher revision due to cost escalations. This is
Increasing the commitments of the department for the actual estimates. Such a situation is leading to a heavy deficit of the department. This deficit could be curtailed if the re-alignment between the date of estimates and date of decision-making and implementation is minimized.

8. The General administration department receives a substantial portion of its revenue from interest on investments. At present, the interest on investments are found to be recorded as on the date of actual receipts. This practice is resulting in showing a wild fluctuation in the receipts of the department year to year. The proper method will be to account for interest on investments on an accrual basis. It is also noticed that the number of deposits are also numerous (more than 2,000) TTD can think of consolidation of these deposits periodically in consultation with commercial banks concerned without loss of revenue.

9. Revenue payments of general administration department mainly consists of grants by TTD (35%) and salaries and wages (25%) benefits to employees (16%). The wage bill of TTD is
The steps to be taken for limiting the expenditure under this head have already been discussed.

Regarding Grants by TTD the institution is having permanent recurring commitments towards certain institutions like S V University, S V R R Hospital and a few local services institutions. The share of grants to these institutions is marginally increasing year after year but the total grants have heavily increased from Rs 110 lakhs in (1989-90) to Rs 175 lakhs in (1990-91). This steep increase is due to the TTD accepting the burden of constructing a Super Specialities Hospital by name Sri Venkateswara Institute of Medical Sciences (SVIMS) at Tirupati in accordance with the orders of the government of Andhra Pradesh. This project was completed in 1993 April at a cost of Rs 35 crores. Ultimately, the government took over the concern and created a separate Board for managing the affairs of SVIMS. The general public feeling in this respect is that the expenditure of this project must have been met from the Government's treasury. The TTD is again asked by the Government to give a recurring grant of about Rs 1 crore per annum to this institution. TTD should think twice before accepting such heavy burdens as commitments of this nature will reduce the surplus of TTD Devasthanams and adversely affect the financial position of the institution.
Recently in the news columns it appeared that TTD Trust Board is contemplating to raise public deposits by issue of bonds to meet its heavy commitments. If such step materialises a major share of revenue should be paid as interest payable or deposits. This will adversely affect the financial position of institution. Majority of the commitments of TTD are being invested on it by the State Government. The Governments interference with TTD financial management must be minimised. The relationship between TTD Trust Board and State Government must be the same as is between other religious bodies (wai Board) and the Government.

A final conclusion that can be arrived at is the Revenue Receipts and payments of Tirumala Tirupati Devasthanams are increasing year after year. But the rate of increase in receipts is not similar to the rate of increase in payments. The volume of surplus in different years varies with the changes in the volume of receipts and payments of respective period. State Governments control over TTD must be minimised. There is ample scope for improving the volume of receipts and regulating the volume of payments. If proper steps are taken, as suggested such action will surely improve the surplus position of TTD Devasthanams in the coming years.

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