Chapter No. 3

Current Management Practices of Selected Temple Trusts

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Current Management Practices of Selected Temple Trusts

On the economy of Maharashtra, there seems to be a great influence of the incomes earned by the temples of the Hindu deities. By taking into consideration the incomes of the temples, the Govt. of Maharashtra has formulated a grading system by establishing temple trusts, in order to bring about the development of the temples and thereby distribute funds accordingly. Depending upon the incomes of the trusts, temples have been graded into 4 categories as A, B, C and D. By taking into consideration these grades, the govt. makes provision in its budget every year. In order that the funds for development received by temples having a huge income and covering a large geographical area are utilized properly, the govt. has established temple trusts for the management of huge temples which are under the control of the Govt. of Maharashtra.

In Maharashtra, at majority of places, it is predominantly found that the Revenue Officer of concerned district is generally appointed in order to exert control over the functioning of the trusts. While managing all the trusts, it is found that there’s a 3 – tier system of higher, middle and first level management. In the present research work, while studying the management of selected temple trusts, it is this 3 – tier system which has been studied.

3.1 Administration of Temple Trusts

In the top level management, chairman, secretary and members have been included. Higher officials of the Revenue Department of Govt. of Maharashtra such as District Collector, Deputy District Collector and Taluka Magistrate have been included in the management body. In addition to officials of the Govt. of Maharashtra, peoples’ representatives have also been included as members who include the MLA (Member of the Legislative Assembly) and President of Municipal Council and the like from the area of the concerned trust. In some temple trusts, full time officers such as Taluka Magistrate and Deputy District Collector have been appointed as General Manager and Chief Executive Officer (as in case of Saibaba Temple Trust, Shirdi, Tuljabhavani Temple
Trust, Tuljapur and Vitthal Rukmini Temple Trust, Pandharpur etc.). The top level management carries out such functions as chalking out long term planning and strategies. Moreover, a complete review of total functioning of the middle level management’s functions is taken, strategies are decided about trust’s functioning and strategic decisions are taken.

3.2 Departmental Management of Temple Trusts

In it, there are various departments which are formed for implementing the strategic decisions. Depending upon the nature of work, various departments have been formed for different types of tasks. For each department, a departmental manager has been appointed. At some places, an Assistant Manager is appointed, looking at the flow of work. This level of management plays the important role of bringing about proper coordination between top level management and first level management. The decisions taken by top level management are implemented by the first level management staff on the instructions of the departmental manager. First level management includes all the employees working in all the departments. It is on this efficiency of this level of management that the success of overall management depends.

In this chapter, the 3 – tier management system of Saibaba Temple Trust, Shirdi, Tuljabhavani Temple Trust, Tuljapur and Vitthal Rukmini Temple Trust, Pandharpur have been studied in much elaboration.

3.3 Administration and Departmental Management of Shri Saibaba Temple Trust, Shirdi

3.3.1 Administration of Shri Saibaba Temple Trusts, Shirdi

The Govt. of Maharashtra has constituted Shri Saibaba Trust Trustees’ Board, Shirdi Act, 2004 in order to manage the affairs of this Trust. As per this Act, it is provided that there will be 17 members in the management committee in which there would be one chairman, one Deputy chairman and 15 members. It is provided here that the chairman of the Shirdi Nagar Panchayat would be its ex-officio member.
However, the Hon. High Court, Mumbai, Aurangabad bench has permanently stayed the management committee appointed by the govt., as per its award on the PLI Number 27/2012, additional civil application Number 3546/2012 on 30\textsuperscript{th} March, 2012 has temporarily stayed the earlier decision on 27/03/2012 and has appointed the following 3- Member Committee –

1) Hon.’ble Chief Justice, Ahmednagar: Chairman
2) Hon.’ble District Collector, Ahmednagar as Member and
3) Hon.’ble Executive Officer, Shri Saibaba Trust, Trustees’ Board, Shirdi as Member

The above – said 3- Member Committee has been looking after routine affairs of management and has been working since 30/03/12.

\textbf{Responsibilities and Authorities of Trustees:}

To utilize the fund received by Trust and to set the objectives, visions and detailed working of trustee have been decided. Below are the responsibilities and authorities of trustees:

1) To look after the assets of Trust
2) Management and administration.
3) Worship of God as per tradition (Pooja Archa)
4) To make arrangement of festivals and celebration related to Trust.
5) To give necessary facilities and services to the pilgrims.
6) To spread the thoughts of Shri Sai Baba.
7) To run the free food center to pilgrims.
8) To fulfill the objectives of Trust by investing only required fund.
9) To develop the assets of Trust.
10) To run various scheme by Trust. (for welfare of society)
11) To fulfill the objective of Trust by purchasing various assets.
12) To spread the awareness of the life of Shri Sai Baba, his work, his thoughts and his information.
13) To run Sai Literature and motivate the people the read the same.
14) To organize various function and programs to make a feeling in the pilgrims of Saibaba of equality, unity, brotherhood and the belief.

15) To promote the education of secularism and to help to do so. Also to establish education institutes in Shirdi and anywhere.

16) To regularize and promote the activities which are for the human welfare and to help in the tough time of human.

17) As per the provision made in the act the committee can take a decision to do its responsibilities and authorities.

3.3.2 Departmental Management of Shri Saibaba Temple Trusts, Shirdi

In order to provide leadership to the middle level management, the Govt. of Maharashtra, by passing an order on 18th May, 2009 has created the post of Deputy Executive Officer of Tehsildar cadre. This post has been created for the assistance of the Executive Officer and in his absence for looking after the working of the trusts, by looking at the growing workload of the trusts.

Structure of Departmental management–

Under the guidance and control of the Executive Officer, Deputy Executive Officer, administrative officers and heads of departments are carrying out the day-to-day working of the trusts. In order that there is proper coordination in the day-to-day functioning of the trust and the work is carried out smoothly, it is distributed into various departments/sections.

Presently, there are 32 departments for carrying out the work out of which 26 departments look after day-to-day functioning of the trusts, 4 departments look after the functioning of the academic campuses and there are 2 departments for the management of the hospitals managed by the trusts.

1. General Administrative Department (GAD)

Administrative functioning of the trust’s management is carried out by this department. This Department is sub-divided into 9 sub-divisions seeing the vast volume
of the trust’s work and for bringing proper co-ordination in its vast working. Following is the division of work carried out by the sub-divisions of the trust.

a) Establishment Section – In this department, all administrative works related to employees of the trust are carried out. These tasks include mainly appointments of employees, their trainings, departmental transfers, promotions, leaves availed etc. There are a total of 4,626 posts of Shirdi Temple Trust which are approved department wise and scale wise. Accordingly, a total of 2,908 permanent posts and 1,918 posts on contractual basis have been approved.

Presently, on the establishment of the trust’s body (by the end of 31st March, 2012), there are a total of 2,285 employees including executive officers, deputy executive officer, chief accounts officer and security officer, along with two administrative officers, two officers on special duty (OSD), departmental heads and other employees from various cadres.

Through the medium of this department, the management of human resources is carried out.

b) Financial grants Section – Under this sub-division, provision for and distribution of financial grants for the various social causes conducted by the trust is done. On the behalf of Shri Saibaba Temple Trust, educational campus as well as hospital is run and the provision for grants for the same is carried out by this department. It is known that Shri Saibaba Temple Trust has provided assistance to Tuljabhavani Temple Trust and to other trusts in the form of donations and grants.

All types of transactions regarding financial grants are maintained by the General Administrative Department.

c) Festivals, other social and religious programs Section – On the behalf of Shri Saibaba Temple Trust, every year three festivals namely Shri Ramnavami festival, Shri Gurupournima festival and the death anniversary of Shri Saibaba (i.e. Vijayadashami/Dussera) are observed fervently. The invitations of these festivals along with UdiPrasad are sent to all the members of the trust. Apart from this, festivals and occasions such as Gudipadhawa, Rangpanchami, Gokulashtami, Mahashivratri, Shri
Datt Jayanti, Kojagiri pournima, Aashadhi / Kartiki Ekadashi etc. are celebrated with much pomp and glory. This section looks after all tasks related to planning and organizing of these festivals.

d) **Refund of educational fees of employees’ wards Section**– All the permanent employees on the role of the trust are paid salaries as per 6th Pay Commission recommendations. As a measure of social commitment towards employees and in order to motivate them, refund of educational fees of trust’s employees is paid. This department undertakes all the clerical tasks for giving refund of employees’ wards as per rules.

e) **Work related to devotee members Section**– In the management of Shri Saibaba Temple Trust, members play an important role. This section undertakes all the tasks related to invitation to various functions and sending invitation cards to invitees.

f) **Inward and correspondence – related work Section**– This section undertakes the task of in-warding of all letters received by the trust in a register and forwarding them to the concerned section.

g) **Outward and correspondence – related work Section** – This section undertakes the task of sending letters to the Govt. of Maharashtra and members of devotee residence (bhaktiniwas).

h) **Salary bills of employees Section**– There is a separate section in the trust regarding preparing salary bills and registering the leaves of employees. This separate section has been allotted seeing the huge number of permanent and contractual employees.

i) **Typing and Xerox section** – Separate arrangement has been done in the trust for undertaking all typing and Xerox related work.
2) Law Department:
Under this section, various tasks such as looking after the proceedings of various court matters of the trust, preparing and scrutinizing drafts of agreements of various sections of the trust, making available various shops and blocks by way of auctions etc. so as to make available facilities to devotees etc. are carried out. Moreover, all the records of the trust’s immovable property are maintained and are kept up-to-date.

3) Meeting work Department:
This section looks after all the tasks such as organizing various committee meetings as per the provisions in the Act as well as provisions of the Hon.’ble Management Committee, sending notices and agenda letters to members on the Management Committee, to transact all the business of the meetings, to write proceedings of the meetings, to do correspondence with absent members and the like.

4) Employees’ Department:
This section looks after such tasks as keeping record of the leaves of employees, disciplinary matters and court matters related to employees of the trust. Moreover, care is taken such that contractors are appointed and through their agency, sufficient number of employees is provided to the various sections of the trust so that day-to-day work of various sections of the trust is carried out smoothly.

5) Public Relations Department:
The public relations section carries out functions such as taking information about visits of prominent personalities such as those people from field of arts, sports and social and political field and organizing their visits, disseminating information to them about the trust’s works, providing information about their visits to the media and to make facilities available to the common devotees so that during VIP visits, the devotees get darshan smoothly.
6) Accounts Department:

This section carries out accounts – related work of the trust which includes chiefly tasks such as taking entries of accounts, taking a stock of cash and other valuables in the donation box of the trust, planning of the donation section, investment of funds available to the trust, payments of various bills, to make available to the devotees in the form of Prasad various articles such as clothes, articles, pendants and coins of gold and silver, to insure movable and immovable property of the trust and to insure employees of the trust, to get done the audit of the trust’s accounts regularly and so on. Internal auditors and those looking after pre-purchase audit have been appointed on the trust in order to exert financial control over all the transactions of the trust and to get it validated from time to time. Net banking facilities from State Bank of India, Bank of Baroda, HDFC and AXIS Bank are made available to those devotees who are willing to make their donations online. Under the ‘payment Gate Way scheme’, banking services of banks such as HDFC Bank, AXIS Bank through the mediums of debit and credit cards have been made available. The accounts section carries out the important task of planning all the above – said aspects.

7) Temple Department:

The Temple section undertakes the tasks such as daily praying of Shri Saibaba (performing abhishek, prayer, Shri Saibaba satyavrat program), conducting all the artis of Shri Sai, to make provisions such that all the darshan – seeking devotees get the darshan easily. The temple section also carries out tasks of organizing festivals such as Ramnavami, Gurupournima, vijayadashami and so on.

8) Publications Department:

Under the Publications section, Shri Saicharitra which is based on works and life journey of Shri Saibaba, a total of 61 books in various languages and 41 types of photos and 11 types of video/ audio CDs are made available. This section has made available all the publications to the devotees at subsidized rates.
In year 2011 – 12, Shri Saibaba Daily Planner and Shri Sai Calendar have been made available in various types on ‘no profit – no loss’ basis. In the current year, a total of 9, 64,300 copies of daily planners and calendars have been sold out.

9) Health Department:

In order that devotees remain healthy and that there shouldn’t be any untidiness around the temple area and residences, the trust has formed a separate health section which carries out functions such as maintaining cleanliness of the area of the temple and residences of the trust and performs such other tasks.

10) Security Department:

The section takes care such that all the devotees can move around safely in the area of the trust and it maintains discipline in queues and at crowded places. Presently, Police Sub-Inspector (PSI), who is on deputation, has been appointed as the Chief Security Officer of the Security section. Under him, 161 permanent security officers and a total of 555 security personnel (along with security personnel armed with guns) on contract basis through 5 private contractors have been given. Moreover, this section has set up a separate CCTV (close circuit TV) arrangement for security purpose. In order that no undesirable event occurs there, metal detectors have been installed at various places such as entrance gates, in the queues for darshan, entrance gates for routine checking. The security personnel have been provided with h and metal detectors. For internal communication, walkie – talkie facility has also been provided.

11) Construction Department:

Construction section carries out various functions such as maintenance of all the buildings in the trust area and to undertake developmental tasks of construction till their completion. Presently, this section has undertaken various developmental works in the area of the trust and in Shirdi town works are going on, on a grand level. This section also exerts control over the ongoing projects of construction. It also performs other tasks such as making plans, acquiring land etc.
12) Water Supply Department:

Ahmednagar district and chiefly its northern part is considered to be drought–prone due to less rainfall. In Shirdi town, in order to make water available to the devotees, Shri Saibaba Temple Trust, by co-operation with the govt., has initiated separate and perfect Shirdi Trust – Kankuri-Pimpalwadi water supply scheme of 332 million liters of water by investing an amount of about ₹ 1 crores in the year 1995.

Under the water supply scheme, there are three water storage lakes in Rahatataluka and their storage capacities are 90 million liters, 227 million liters and 15 million liters respectively. Through this water supply scheme, every day about 35 – 40 lakh liters of clean water is provided continuously to Kankuri and Pimpalwadi villages and along with it, two buildings of devotee residences, prasadalaya, hospitals and staff quarters. Moreover, water utilized in hospitals and in the areas of devotee residences is recycled and it is utilized for watering garden in the Sainagar area.

All the planning of the above scheme has been carried out by this section.

13) Electricity Department:

Control overall the electricity supply which is provided by MAHADISCOM (Maharashtra Distribution Co.) to the trust and the entire trust area, residences, buildings, dharmashala, hospitals, staff quarters is kept by the electricity section. If electricity supply is cut, the electricity section has a total of 17 generators of various capacities at various places in the area of the trust, through the medium of which electricity is supplied continuously. There is an improved method for energy saving purpose.

At Bhojare Pathar, Tq. Dist. Ahmednagar, a wind energy project of 2.5 Megawatt capacity by spending ₹ 15.40 crores has been set up through which 48,40,997 units of electricity have been generated in the year 2011-12 and it has been provided to MAHADISCOM. Through the said wind energy project, the trust has earned an amount worth ₹ 1,94,49,238 in the year 2011-12 from the sale of electricity.
14) **Sound Department:**

This section plays the entire artist and other programs in the Sai Temple. Moreover, programs in the Samadhi Area and darshan queue and in the campus are telecast through the medium of CCTV. Under this section, an information bureau is also being run.

15) **Sai Prasad Residence Department:**

The trust has provided staying arrangements to the devotees and for this purpose; it has erected 3 devotee residences. For the management of each devotee residence, a separate section has been started. There are in all 9 buildings in Sai Prasad devotee residence, in which there are 24 air conditioned rooms, 15 large halls, 6 large rooms, 138 medium sized rooms, 70 small rooms, 62 small rooms and 99 lockers. Shri Sai Temple Trust has made its residences available to devotees only at nominal and cheaper rates as compared to private made its residences available to devotees only at nominal and cheaper rates as compared to private residences and lodges. Nine Lakhs seventeen thousand and six hundred and ninety – five devotees of Saibaba availed of this facility in the year 2011 - 12. A total of 315 rooms of devotee residences and 99 lockers are looked after by this section.

16) **Saibaba devotee residences Department:**

There are in all 512 rooms in Saibaba devotee residences, out of which there are 15 air conditioned rooms, 2 large halls, 11 store halls, 85 rooms of medium size, 399 simple rooms and 198 lockers. In the financial year 2011 – 12, a total of 11, 57,869 devotees have taken advantage of these devotee residences. Seeing the large extent of devotee residences, the management of devotee residences is looked after by a separate section.

17) **Dwaravati development scheme Department:**

In Dwaravati devotee residences, there are in all 80 air conditioned rooms and 236 simple rooms and the Temple Trust has made them available to the devotees at
nominal rates for the entire year. For the management of above two devotee residences, a separate section is functional.

18) **Prasadalaya / Boarding Department:**

The largest boarding of Maharashtra is owned by Shri Saibaba Temple Trust. In July, 2010, the boarding of Shri Saibaba Temple Trust was given the grade of ISO 9001 – 2008 of international level. The boarding has a separate building by name ‘Shri Sai Prasadalaya’ which can serve meals to 5,500 devotees at a time. In prasadalaya, indigenous and foreign made machines are being used for preparing and distributing meals, due to which devotees can avail of clean and delicious food in less time. This section carries out various tasks such as making available materials for Prasadalaya, purchasing and storing materials, get meals prepared from the contractors appointed for the purpose and the like. The materials required for Prasadalaya are purchased by inviting tenders. Presently, everyday meals are provided from 10 am till 10 pm and at a nominal rate of ₹ 10/- for adults and at ₹ 5/- for children.

In the financial year 2011- 12, a total of 1,24,36,706 devotees taking on an average 34,040 devotees per day took meals here. The Trust gives free lunches to 1,500 poor, needy and physically handicapped persons every day.

19) **Canteen Department:**

In Shri Saibaba Temple area, canteen facility at a nominal rate has been made available. This is run by contractors appointed by the Temple Trust.

20) **Purchase Department:**

This section carries out the purchase of materials required for prasadalaya, canteen and for other sections. For purchasing, transparency in transactions is maintained by inviting tenders/ doing rate contracts by prescribed procedures. The materials which are generally required include daily grocery items for prasadalaya, materials required for day-to-day works related to maintenance of electricity, water supply and construction sections. Purchased grocery items are got periodically tested from labs situated in Nashik and Ahmednagar.
21) **Stores Department:**

The essential items such as wheat, pulses and rice required for prasadalaya; stationery articles and articles of publications section; articles of health section are stored properly by this section. This section carries out the task of distributing these items to concerned sections as per their requirement. There are two godowns which are owned by the Trust having the storage capacity of 4,000 metric tons and 1,000 metric tons. Complete management of these godowns is at the hands of Stores section.

22) **Vehicles Department:**

There is a separate section which looks after the management work of the vehicles belonging to the trust. This section presently has 18 buses of which 9 buses are used for free transportation from the trust to devotee residences and prasadalaya. Nine buses have been made available for transportation of students taking education in educational campus by charging them nominal charges. For the hospital run by the trust, ambulances and vehicles for carrying dead bodies are made available on a nominal charge. In this section, maintenance and repairing work of total 18 vehicles for transportation for official purposes including 9 vehicles, 6 ambulances for hospital, 2 vehicles for corpses, 18 buses, 11 vehicles for transportation of various articles, 3 tractors, 1 crane, 2 toilet vans and 1 cash van is carried out.

23) **Gardening Department:**

This section looks after all the trees and plants within the boundary of the trust and this includes coconut trees, garden and flowering plants etc. For this work, an expert gardener has been appointed for gardening work. Under this section, in the *Dwaravati* Devotee Residence campus, a high quality garden has been developed. Local villagers regularly come here for doing exercises. The trust has put a foot forward by activating a solid waste program of 15 metric tons which is a joint venture of Rahata Municipal Council, Shirdi Nagar Panchayat and the trust.
24) Records’ Room Department:

Under this section, various records, files, documents of the trust are maintained as per A, B, C and D categories. Moreover, this section looks after carrying out auctions of scrap materials of various sections of the trust.

25) Information Technology Department:

In order that the routine functioning of the trust is carried out speedily and accurately and in order to save time and human efforts, the entire working of the trust is carried out through the use of computers. Presently, donations are accepted through the medium of computers and all the sections are inter-connected which facilitates the process of communication among the different sections.

The Information Technology Section has started the website www.sai.org.in which is the official website of Shri Saibaba Trust giving authentic information about its management. This site is run in the languages Marathi, Hindi and English. Every day on an average 5,000 – 10,000 devotees pay visit to this website. On this website, information concerning daily programs, facilities provided by the trust, donations, Shirdi Darshan etc. is provided. On this authorized website of the trust, the facility to donate amounts in any world currency from any country has been made available.

Live Darshan is the facility which is made available on the TV and website which is made available through the DTH service provider Tata Sky. This facility is also available on the channels TV9 and Sadhana TV. This section has undertaken the program worth ₹ 21.87 crores by outsourcing it to Cognizant Technology Solutions Ltd., Pune in order to develop the latest equipped network, to make facilities available to the devotees of Saibaba, to bring in speed and accuracy in administrative works and to make its management transparent. Under this program, the work of setting up 36 computer systems/ programs for various sections, data center, data recovery center, computer maintenance center etc. is taken up. In addition to it, through the use of latest technologies such as Wi-Fi (Wireless Fidelity), WiMax, the information facilitation centers, Shirdi Office would be connected along with its Mumbai branch office to other centers located at Secunderabad, Chennai, Bangalore, Delhi and other places. This
section is carrying out the important task of transforming traditional methods of management into a modern way of management.

26) Mumbai office, Management Branch:

Shri Saibaba Temple Trust has its own office in the building ‘Sai Niketan’ at Dadar and Mumbai, which is owned by the trust itself. This section conducts various functions such as publication and distribution of the monthly ‘Saileela’ and to accept donations. Moreover, this office looks after all the secretariat – related work of the Trust in Mumbai. The Mumbai Office plays an important role of bringing coordination between Shri Saibaba Temple Trust, Shirdi and the Govt. of Maharashtra.

➢ In Shirdi, four educational campuses are run since the trust believes in social responsibility. There is a separate section for the management of each campus.

27) Shri Saibaba Industrial Training Institute, Shirdi Management Department:

In order that students from Shirdi and surrounding rural areas get job - oriented education and the means of self – employment is made available to them, the management of the trust has started IT at Shirdi. Here, training of 12 most recent and current technologies spread over 23 divisions is provided to students. Moreover, in this center, govt. recognized MS CIT course and computer training classes of YCMOU are also run. In the training center, training is provided through 33 trained teachers/ trainers. In the year 11 – 12, 268 students completed ITI course and 140 students completed computer courses.

The ITI course here has got permanent recognition by the Directorate General of Employment and Training, Employment Ministry, New Delhi (DGE and T). ITI is run on purely non-granted basis and educational fee is charged from trainees as per govt. rules. The entire admission process of the training center is computerized and admissions are given on merit basis, as per govt.’s reservation policies. This training center has been consistently getting ‘A’ grade since year 2000 – 2001 from the govt., based on the
management and result of the training center. This department has done a hat trick by getting the prize of ‘The Best ITI’ from 3 consecutive years.

28) Shri Saibaba English Medium School, Shirdi Management Department:

The management of the trust started English medium school so that students from Shirdi and other surrounding rural areas would get an easy access to English medium education. No grant from the govt. is taken for this school. While charging educational fees from students, their economic background is taken into consideration. In this English medium school, education right from KG to std. 10th is given. In the year 2011 – 12, the number of students in this school was 1,120 and result of std. 10th exam was 100%.

29) Shri Saibaba Girls’ School, Shirdi Management Department:

In the educational campus of Shri Saibaba Girls’ School, Shirdi Management Section, girls are given free education on the lines of the govt.’s policies. Moreover, no financial aid or grant is received from the govt. In the year 2011- 12, 699 girl students took education from the school. This school has proved its merit since the result of 2011 – 12 of this school of std. 10th was 94.67%. In order to impart computer training, there is the most modern laboratory having 25 computers. In the arena of sports, this school has earned the reputation as a leading school of Ahmednagar district.

30) Shri Saibaba Junior College, Shirdi Management Department:

In the educational campus of Shri Saibaba Junior College, Shirdi Management Section, education in three streams, namely arts, commerce and science is imparted. As per the policy of the Govt. of Maharashtra, girl students are given free education. This college is also run on ‘no grant’ basis. In year 2011- 12, the number of students in this college was 919 and average result of all three branches taken together was 88%. In order that students undergo all – round development, various types of competitions such as essay writing, debate competition, rangoli, cookery competitions etc. are organized in this college. For the management of above – said four educational campuses, the
management has created different departments and has appointed a Head Master, a Principal and also a departmental manager.

In the modern management system, the concept of corporate social responsibility is of extreme importance. As per this principle, the very purpose of foundation of any organization is basically to serve the society through its activities. In the light of this fact, the various tasks/activities undertaken by Shri Saibaba Temple Trust in Shirdi can prove to be an exemplar for other trusts also.

**Hospitals run by the Trust under its other activities –**

As per the provisions of Sections 17 and 21 of the Act and on the lines of the preaching of Shri Saibaba and by taking into consideration the service which he rendered to the poor and the needy and in order to continue with the legacy of the work done by him, Shri Saibaba Trust has started Shri Sainath Hospital in order to provide quality medical facilities to the common man and the poor in Shirdi and surrounding areas. Moreover, the Trust has established Shri Saibaba Super Specialty Hospital so as to provide quality medical services for providing treatment on serious ailments. There are separate Departments for running the management of both these hospitals. Following is the summary of the departmental work –

**31) Shri Sainath Hospital, Shirdi Management Department:**

Shri Saibaba Temple Trust, Shirdi, has started Shri Sainath Hospital in the year 1964, in order to continue with the legacy of rendering service to the poor and the needy patients. Presently, this hospital has 308 beds. In this hospital, which is equipped with the latest and state of the art medical facilities to the Internal Patients Department, Out Patients Department and also has a number of sections as ICU (intensive care unit), operation theatre, X Ray Department, Sonography Department, through the medium of which a variety of medical facilities are provided to the needy at minimum/nominal rates. In the temple area, a permanent First Aid Department is run under this Department. During the financial year 2011 – 12, a staggering total of 4,70,925 patients have taken treatment from different nine departments, run under this Department.
In this hospital, during the year 2011 – 12, blood donation activities were undertaken 117 times and blood donation camps were arranged 15 times in various villages around Shirdi and from these camps, 3,996 bottles of blood was collected. Moreover, blood donation activities are undertaken in the temple area on every Thursday and Sunday. Shri Sainath Hospital also runs a mobile medical center which provides medical services once a week. In the year 2011 – 12, various operations such as cataract operations, kidney stone operations were performed and eye checkup camps and free distribution of hearing aids was also undertaken. A total of 1,653 patients were benefitted from these camps.

The poor and the needy patients were sent the amounts in the form of dam and drafts. Out of the total medical expenses incurred, a maximum of 15% or a maximum amount of ₹ 25,000/-, if they receive treatment or got operated upon in any charity hospital, govt. or semi – govt. hospital. As per the financial policy of the Trust, it was provided to give grants only once for the treatment of serious ailments, but as per the recommendation of the Hon.’ble Management Committee, assistance is provided over a time period of 5 years. In the financial year 2011 – 12, two thousand and two hundred and seventeen patients were operated upon and ₹ 4, 14, 32,965 was donated in the form of grants for the purpose to the needy patients.

32) Shri Saibaba Super Specialty Hospital, Shirdi Management Department:

Earlier, the needy patients from Shirdi and surrounding rural areas had to go to cities such as Mumbai, Pune, Nashik etc. for the diagnosis and treatment. In order that patients get medical services in the Shirdi town itself, the Hon.’ble Management Committee has set up Shri Saibaba Super Specialty Hospital in the month of May, 2006.

This hospital has the capacity of 230 beds and has different departments such as Out Patient Department (OPD), Internal Patients Department (IPD), Radiology Department, Pathology Department, Cardiac Surgery Department, Angioplasty Department, BMV and other Departments, Neurosurgery Department, Urology Department, Dialysis Department and such other Surgery Department which are in all 12 Departments. During the year cin all these departments taken together, a total of 5,
25,077 patients were treated. During the same year, medicines worth the approximate cost of ₹ 44.11 crores and towards expenses on other equipment’s were provided by this hospital.

The hospital is fully computerized. In both the hospitals, namely Shri Sainath Hospital and Shri Saibaba Super Specialty Hospital, computerized facilities such as patients’ personal information, diagnosis and treatment methods, billing and video conferencing, internal facilities are provided through the use of computerization.

Under the Govt. of Maharashtra’s Jivandaai Aarogya Yojana, 1997, this facility is made available to the patients below poverty line for operating upon cardiac surgeries. During the year 2011 – 12, maximum number of cardiac surgeries was carried out in Maharashtra in Shri Saibaba Super Specialty Hospital only. Under this scheme, a total of ₹ 39 crores were spent for the treatment of 3,863 during the financial year 2011 – 12, out of which grants worth ₹ 26.63 crores was received from the govt.

Under the scheme for Below Poverty Line (BPL) card holders (financially weaker – 50% concession) and for marginalized groups (100% concession), patients were given concessions as given above in their medical expenses as per govt. rules. Concession worth ₹ 4.79 crores was given to 11,350 patients during the financial year 2011 – 12.

In addition, Jaipur Artificial Foot Camps, Euro Surgery Medical Checkup Camps and Operation Camps, camps for fixing artificial joints etc. were undertaken free during the year 2011 – 12 by Shri Saibaba Trust and 2,413 patients have availed medical facilities from these camps.

### 3.4 Administration and Departmental Management of Tuljabhavani Temple Trust, Tuljapur

The Tuljabhavani Temple, Tuljapur has got a history which belongs to the era of Shri Shivaji Maharaj. Thousands of devotees daily visit Tuljabhavani Temple, Tuljapur. Before the establishment of Tuljabhavani Temple Trust, the management of the Trust used to be managed by local priests. In the Tuljapur town, there are Bhope priests and Palikar priests who basically belong to the Maratha community. The Bhope priests used to look after the daily prayers and other things of the Goddess and the Palikar priests used to look after providing lodging and boarding facilities to the devotees of Goddess
Tuljabhavani. Afterwards, the need for developing Tuljabhavani Temple, Tuljapur was felt. Looking at a number of things such as the growing number of devotees, conflict amongst the local priests and growing income of the Temple, the Govt. of Maharashtra established Tuljabhavani Temple Trust, Tuljapur on 29\textsuperscript{th} November, 1962 in order to manage the affairs of the Temple Trust properly. Presently, the entire management and administration of Tuljabhavani Temple Trust, Tuljapur is run by this Trust.

3.4.1 Administration of Tuljabhavani Temple Trust, Tuljapur

As per the Trust rules of Tuljabhavani Temple Trust, Tuljapur, and District Collector of Osmanabad district is the Chairman of the Trust. There is a Committee which is functional for administrative decision making process of the Trust. The Member of Legislative Assembly (MLA) of the Tuljapur Constituency and the President of the Tuljapur Municipal Councils the \textit{ex-officio} members of the Temple Trust. The Tehsildar and Sub-Divisional Officer work as the members. For the management of Tuljabhavani Temple Trust, Tuljapur, the Govt. of Maharashtra has created the post of General Manager which is a full time post of Tehsildar cadre.

3.4.2 Departmental Management of Tuljabhavani Temple Trust, Tuljapur

Under management of Tuljabhavani Temple Trust, Tuljapur, there are in all 11 departments which look after execution of the decisions taken by the senior (higher) management. The administration has appointed a departmental head for the management of each department. Currently, there are a total of 69 permanent employees for the temple campus in the Tuljabhavani Temple Trust, Tuljapur, which includes 1 Tehsildar cum manager, 4 Asst. Managers (1 religious affairs department, 2 architecture department, 1 electrical department), 1 cashier, 3 computer assistants, 7 junior clerks, 1 wireman, 3 security personnel (on permanent basis), 2 gardeners and 47 peons. This is excluding educational campuses. The posts of Asst. Manager, administration, manager (religious affairs), accounts officer and cashier are vacant. The administration hasn’t appointed any one on these posts. The temple trust has outsourced the contract of appointing security
guards for the security of the temple campus to a private firm namely Shri Krupa Services Pvt. Ltd., Pune. Through the agency of the firm, a total of 135 security guards on contract basis have been appointed, who carry out the work of providing security in three shifts. The contract for maintaining cleanliness is given to a private company namely G. T. Pest Control Pvt. Ltd., Pune. A total of 70 employees have been appointed on contractual basis for maintaining cleanliness of the temple.

Departmental set up of Tuljabhavani Temple Trust, Tuljapur

For the management of Tuljabhavani Temple Trust, Tuljapur, the administration has created 11 different departments through which administrative work of the Trust are carried out. In this chapter, the work carried out by each department is given in details:

1) Establishment Department:

In this department, all the employee – related administrative work is carried out, which includes mainly appointments of employees, their training, inter departmental transfers, promotions, leaves etc. There are in all 285 employees working in the Tuljabhavani Temple Trust, Tuljapur, out of which 69 are permanent employees and 215 employees who are functioning as security guards and cleaning department (on contractual basis).

In the Temple campus, marriages are carried out as per Hindu rites. Tasks such as giving marriage certificates after marriages, keeping a record of all out-warding and in-warding of letters and that of the pending court matters related to employees and carrying out related work etc. are carried out by this Department

2) Religious Affairs Department:

All the planning of the daily religious chores of the Goddess Tuljabhavani is carried out by this Department This Department performs the important task of giving order to the Stores Department for making available all religious chores during the entire day when the temple is open and to supply these articles to the priests. In the Tuljabhavani temple, every year festivals such as Sharadiya Navratri Festival, Shakambhari Navratri Festival, Chaitra Pournima Festival etc. are celebrated fervently.
During these festivals, Lakhs of devotees pay visit to the temple every day. Entire planning of all these festivals is carried out by this Department.

Amongst the devotees paying visit to the Tuljabhavani Temple, the proportion of people coming from rural areas, from lower income groups and people from less educated class is comparatively more. These devotees are quite sensitive about religious rites and hence it is required to carry out religious rites as per prevalent traditions. From that perspective, the tasks of this Department are both sensitive and important.

3) Architecture Department:

Architecture Department is functional for planning of the construction work of Tuljabhavani Temple campus, Tuljabhavani Engineering College and Tuljabhavani Military School etc. The Temple Trust has appointed one Department Head each for temple campus and academic campus. As compared to areas of other temples of Maharashtra, the area of Tuljabhavani Temple is comparatively the largest. Accordingly, all the tasks right from preparing all the construction plans till planning of construction activities are carried out by this Department. There are a number of historical buildings in the temple campus. The maintenance of these buildings is done as per the instructions from the Archaeological Department of the Govt. of Maharashtra.

In order to bring about the development of Tuljapur town and temple campus, the Govt. of Maharashtra has established Tuljapur Town Corporation under the chairmanship of the Collector. The Govt. of Maharashtra has provided a fund of ₹ 350 crores for developmental works. Under the Corporation, a dharmashala is also being erected for making the staying arrangement of the devotees coming from outside. The Paapnash Lake is also being decorated. The responsibility of exerting control over this task is assigned to the head of the Architecture Department.

For construction activities and maintenance works of educational campus run under Tuljabhavani Temple Trust, the temple trust has appointed a separate head. The area of Tuljabhavani Engineering College is vast and hence the administration of the temple trust has appointed a separate head for it. Through him, planning of construction of academic campus is carried out.
4) **Electrical Department:**

The Tuljabhavani Temple is self-reliant regarding electricity supply. In the Tuljabhavani Temple, there are two plants of solar energy of 33 KW and it is through the electricity generated from these two plants that all electrical equipment’s in the temple area are run. The temple area also receives electricity supply from MSEB. The Electrical Department looks after complete maintenance work of solar energy project. Under this Department, there is one manager and only two wiremen are there out of which one is on permanent basis and the other is on contract basis.

For security purpose, CC (Close Circuit) TV cameras are fixed in the temple area and *darshan mandap*. The maintenance of the same is looked after by this Department. The working shift of other Department is of 8 hours only, but the shift of this Department is going on for 18 hrs.

5) **Stores Department:**

In addition to the precious gifts in the form of gold, silver and diamonds, other less precious materials, e.g. brass bells, mirrors, brass lamps, watches etc. are also received by the Tuljabhavani temple.

The Stores Department carries out the work of keeping a record of these articles and storing them. The Tuljabhavani Temple Trust receives heavy income from the sale of Goddess’ saris. The Temple Trust carries out auction of the saris received by the Trust as donation. The Stores Department carries out the task of keeping the stock of received saris till they are auctioned.

The Stores Department also carries out the task of storing stationery articles purchased for the office and to supply these materials to various departments as per their demands. The management has entrusted the important responsibility of maintaining old records, files etc. of the trust to the Stores Department

6) **Accounts Department:**

Considering the huge amount of income received by the Tuljabhavani Temple Trust, the task of accounts section is the most important one. The income received by this
Trust includes the income received from temple area and income from academic campuses run by the Temple Trust. In this Department, day-to-day account keeping activities such as journal register, ledger register, cash book, petty cash book, receipts and payments account etc. are carried out. The salaries of all the employees of the Trust in the form of cheques are made by the Accounts Department.

Since the work of this Department is crucial and sensitive, Accounts Officer for this Department is appointed by the Govt. of Maharashtra. But currently, the post of Accounts Officer is vacant.

7) **Cash Department:**

In the temple area, there is also the option for the devotees to donate in the form of cash. Some of the devotees take receipt after giving donation in the Trust’s office. The donation given to the Temple Trust is exempted from IT Law (Income Tax). Some devotees give donations secretly for which the Temple Trust has kept Sinhasan box and secret donation box. Cash Donation Box is opened twice a week. The Cash Department deposits this cash in the accounts of Bank of Maharashtra. In order that the cash counting process becomes transparent, this room is made completely out of glass. Any devotee paying a visit to the temple can observe this transaction.

In the temple area, the trust has kept books of Goddess Tuljabhavani, calendars, greetings and the prasad on sale. The Cash Department collects cash from this sale and maintains its record.

8) **Gold and silver (Religious Affairs) Department:**

Many devotees donate precious articles in the form of donations such as jewelry out of gold and silver. There is Gold and Silver (Religious affairs) Department which keeps a record of these valuables. The method of maintaining record of these valuables is completely transparent and ideal. The valuables received are photographed and donor’s impressions are taken on Biometric machine. His complete address is taken and on an envelope, his photo and complete address is pasted. While melting gold, its purity is checked. This entire process is carried out in a complete transparent manner.
9) **VIP Department:**

Many VIPs pay a visit to Tuljabhavani Temple. The Temple Trust has prepared a list as to who should be considered VIPs. VIP treatment is given to ministers, MPs, MLAs, Class I and II officers and to such persons recommended by the Chairman and members of the Temple Trust. These people are given the facility of direct darshan and they are greeted appropriately. This Department carries out functions for giving special treatment to VIPs and keeping a record thereof.

10) **Money Order Department:**

Many devotees, who cannot come to pay a visit to the Tuljabhavani Temple, send their money orders in the name of the Temple Trust. This Department carries out tasks such as accepting these MOs (money orders) and sending prasad to such devotees by post. The Temple Trust is going to start the facility of giving donations online soon.

The Tuljabhavani Temple Trust sells prasad to the devotees. The task of preparing prasad is assigned to Shri. Sadanand Rao. Through money order Department, the task of checking the quality of prasad is done as an additional task. There are 3 stalls of prasad sale in the temple area. This Department supplies Prasad to these stalls as per their demand.

11) **Computer Department:**

The official work of Tuljabhavani Temple Trust isn’t fully computerized yet. Excepting donations, all other tasks are still done manually. For the entire work of the entire Trust, there are only 15 computers which are available there. Currently, 3 posts of computer assistants are filled. Through this Department, various tasks such as preparing confidential letters of the Trust, sending mails to various departments, repairing the computers etc. are carried out.
3.5 Administration and Departmental Management of Vitthal Rukmini Temple Trusts, Pandharpur

3.5.1 Administration of Vitthal Rukmini Temple Trusts, Pandharpur

The administration of Vitthal Rukmini Temple Trust, Pandharpur is run as per the rule that there would be a chairman appointed by the Govt. of Maharashtra and 11 members from different fields.

Presently, in the Vitthal Rukmini Temple Trust, Pandharpur, there is one chairman appointed by the Govt. of Maharashtra and only four members instead of 11 members. Thus, this Committee comprising of 5 people takes administrative decisions of Vitthal Rukmini Temple Trust, Pandharpur.

3.5.2 Departmental Management of Vitthal Rukmini Temple Trusts, Pandharpur

In order to run the affairs of Vitthal Rukmini Temple Trust, Pandharpur, currently there are 12 departments which execute the decisions taken by the administration. The temple trust has appointed one permanent head for each department. Currently there are 83 permanent employees and 140 employees are on contractual basis. The permanent employees are given salaries as per the rules of the Govt. of Maharashtra. The appointments of contractual employees are made on daily wage basis and they are paid salaries as given below –

<table>
<thead>
<tr>
<th>Tenure of service Experience</th>
<th>Daily wages salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 1 year</td>
<td>₹ 150 per day</td>
</tr>
<tr>
<td>1 – 3 years</td>
<td>₹ 175 per day</td>
</tr>
<tr>
<td>3 – 5 years</td>
<td>₹ 200 per day</td>
</tr>
<tr>
<td>5 – 7 years</td>
<td>₹ 225 per day</td>
</tr>
<tr>
<td>More than 7 years</td>
<td>₹ 275 per day</td>
</tr>
</tbody>
</table>
In this part, a detailed overview of the work of 12 departments of Vitthal Rukmini Temple Trust, Pandharpur. In addition, the total number of permanent employees in each department is also mentioned.

1) Establishment Department:

This is the most important department in the management of the temple trust. This is because it is on the efficiency of this department that the success of management depends. In this department, there is an HOD and 8 employees. Here, record of all the permanent and temporary employees is maintained, in which record of leaves of the employees, advances taken by them, total working days & such other things are maintained. Important correspondence with the Govt. of Maharashtra is also done by this Department. Other work of this department includes – arranging meetings of the trustees of the temple trust, to issue notice to the concerned, to maintain record of meetings etc.

2) Darshan Mandap Department:

Queue arrangement for padasparsh darshan is done from Shri. Sant Dnyaneshwar darshan mandap. In order to facilitate the process of darshan of the god Shri by devotees on day to day basis & during festivals, the construction work of darshan mandap is undertaken. There are in all 8 gats (blocks) in the darshan mandap. In the said 8 blocks, on an average 10,000 devotees can take darshan. In each block, facility of drinking water & toilets has been provided. Moreover, the facility of mukh darshan on day to day basis & during festivals is made from the sabha mandap. In darshan mandap department, there are 3 employees along with an HOD.

3) Food Campus / Prasad Department:

In the ground floor of Sant Tukaram Bhavan, free food is distributed by the temple trust. Here, Prasad is distributed free every day during 11 am – 2 pm. Everyday about 500 – 700 devotees take benefit of this Prasad. On each Ekadashi, the food items for fast (pharaal) are distributed amongst devotees. This department has the hall which can accommodate 200 devotees at a time. The temple trust hasn’t appointed a chef (aacharya) for preparing meals. Meals are prepared by the employees of the trust themselves. There is no machinery in this department All the work is carried out by
following traditional ways. There are 5 employees along with the HOD. In this department, under one scheme a minimum deposit of ₹ 5,000 is taken & food distribution is made out of the interest earned on this deposit.

4) **MTDC Lodging Maintenance Department:**

In the area very close to the temple, there is a devotee residence house for the devotees. This *bhakta niwas* is run by Vitthal Rukmini Temple Trust, Pandharpur. The temple trust has appointed 4 permanent employees here. In the *bhakta niwas*, there are 26 spacious rooms of 2, 3 & 4 beds which are made available to the devotees at a rate lower than private lodges. In the *bhakta niwas*, canteen facility at a reasonable rate has been provided.

5) **Vedant Bhakt Niwas Maintenance Department:**

There is a *bhakta niwas* namely Vedant Bhakt niwas which is just one km away from the temple area. This *bhakta niwas* is run by Vitthal Rukmini Temple Trust, Pandharpur. The temple trust has appointed 5 permanent employees out of whom one is the HOD. In this *bhakta niwas*, there are 30 spacious rooms of 2, 3 & 4 beds for 24 hours for which rates ranging from ₹ 300 – 900 are charged. In this *bhakta niwas*, canteen facility at a reasonable rate is provided.

6) **Goshala Department:**

In the Yamai lake run by the temple trust, there is a *goshala* (a place where cows are maintained) in which there is currently a livestock of about 70 – 80 animals which includes cows & calves. The milk which is obtained from these cows is made use of in the day to day rituals of God Shri. For providing for the feed of cows here, a FD scheme has been activated in which a minimum deposit of ₹ 15,000 from each desirous devotee is collected & feed is provided to cows on the day specified by the devotees from the interest gained on this deposit. Here, 2 permanent employees are appointed.
7) **Security Department:**

The area of Vitthal Rukmini Temple Trust, Pandharpur is quite large & hence the problem of providing security to this large area is a big challenge. For the security of the temple area, security department is working & in it, 18 permanent employees are appointed by the temple trust for providing security. There are 8 employees who are appointed on daily wage basis. In security department, the number of security guards who are retired military personnel is more. The temple trust hasn’t entrusted the responsibility of security on any external agency.

8) **Cleaning Department:**

For maintaining cleanliness in the temple area, cleaning department is working in which the temple trust has appointed 17 employees including an HOD on permanent basis & 13 permanent employees are appointed on daily wage basis. The temple area is vast, yet for maintaining cleanliness, no machinery is used.

9) **Electrical Department:**

The electricity required in the temple area is taken from Electricity Board. It seems that since the temple trust hasn’t implemented solar energy project, it has to be dependent upon the electricity distributed by MSEB. The electrical department is entrusted with the responsibility of maintenance of electrical equipment’s in the temple area & for that purpose, along with an HOD, 4 daily wage employees are appointed. In addition to electrical equipment’s, the responsibility of maintaining a total of 52 CC TV cameras which are fixed in the temple area, *darshan mandap* is also entrusted to the electrical department.

10) **Donation Department:**

As per Income Tax Law, 1960, section 80G, the donation given to Vitthal Rukmini Temple Trust, Pandharpur is exempted from income tax. There is a separate department for accepting donation both in cash & kind form. After accepting a donation, a computerized receipt is issued by the trust. This department is also entrusted with the
responsibility of depositing cash collected every day in bank. There are a number of secret donation boxes in the temple area. This department looks after maintaining record of donations received. In this department, there is a manager, 3 permanent employees & 8 employees on daily wage basis.

11) **Daily Programs Department:**

This department is very from the devotee point of view. All the tasks right from opening the door right till closing the door such as performing all worships, planning for all the required materials for performing the worships etc. is done by this department. As per the decision of the Hon.’ble Court, the temple trust has appointed priests on monthly salary basis from all castes of Hindu religion. It becomes evident that by appointing a female priest for worshipping Goddess Rukmini, the temple trust has followed the principle of equality between males & females. In this department, there is an HOD, 14 permanent employees & a total of 30 daily wage employees. This is the department where the number of employees it the maximum.

12) **Accounts Department:**

The income generated by the temple trust is always a topic of discussion in society. Hence, it is needed to maintain record of all the incomes received by the temple trust from various sources in a very transparent manner. The account department is entrusted with the responsibility of maintaining record of all financial transactions of the temple trust. Along with an HOD, there are 4 employees which are working here.
Structure for Effective Management of Temple Trusts:

I have divide temple functions and thereby temple activities in 3 broad categories:

(A) **Administration**: Temple Administration, Staff Functions, Book-Keeping, Pay-rolls, Maintaining Records, Banking activities, Monitoring all the activities of temple and setting benchmarks for every activity, Meet media, Security of Temple Campus.

(B) **Maintenance**: Property upkeep, Deity upkeep, Maintenance, Cleaning Services.

(C) **Engaging Community**: Activities that engage community, Volunteering, Celebrating festivals for pilgrims, Inviting Guest Speakers, Visiting neighborhood, Writing appeal letters, updating website, planning co-op functions and activities, Volunteer incentives.

3.6 **Administration**

Administration of a temple means looking after all the temple functions, planning all the activities and handling every possible situation in a most noble manner, commensurate with objectives of current socio-politico-economic climates of emerging modernity.

Temple administrator works closely with the temple staff and reports to the temple owners or trustees and together they evolve the temple into a vibrant entity. Task of a temple administrator can be formally listed as follows:

- In agreement with temple trustees, sets out a binding vision document, around which all the temple activities must revolve. It should be borne in mind that they share a responsibility much larger than immediate goals of temple trustees. That they are torch bearers of Hinduism and enjoy confidence of community should never be forgotten or under estimated. Therefore the vision documents should clearly state those ideals over and above what is specific to their particulars temple.
Set out long term objectives that is agreed to by the temple trustees. That document can be part of vision document and must be reviewed and updated year after year, like a moving target.

Set out annual plans, budget and provision. These are subdivided into month-wise figures and month-wise figures and month wise schedule of activities.

Executes and monitors everyday functioning of the temple in terms of Pooja events, income and expenditure, correspondence and book-keeping.

Motivate and inspire the team, encourage good work, help them when required to fulfill a difficult task and be vigilant at any sign of laxity or decadence.

PR with community leaders, civic authorities, administrators of other Hindu-temples, local representative Hindu organizations and religious local leaders of other religions.

Attends Hinduism related discourses, forums by notable saints and constantly upgrades his knowledge and skills.

Respects the knowledge of all the staff and considers everyone, including the volunteers more as his team-partner rather than his subordinate staff. A good administrator avoids giving personal work to his temple staff.

Maintains transparent and up-to-date records of financial matters.

Periodically reports to temple trustees to brief them about the developments. They submit status of various benchmarks. A good administration maintains and submits written reports. They also compares changes in the situation to decipher progressive change from earlier reports to get the sense of direction the temple is moving towards and informs the same to them. They should seek, if needed, any help to become more effective. They should never be purposefully kept in dark about any major or minor development.

3.6.1 Vision Document:

Basically ‘Vision Document’ puts the ideas of the temple trustees on a piece of paper as to what they are looking to achieve with temple; what should be considered as key objectives of their temple, how it would be operated and what constitutes its target audience. It is usually a short half-a-page document and is generally prepared in advance
of starting a project. However, it could also be prepared at any stage later on after the project is already in operation. It also helps community to know what to expect from temple. A representative vision document may include following or similar other points under “Vision Document”.

- Temple is House of God. Temple management would maintain sanctity the status deserves.
- Temple is open to everyone for darshan without discrimination.
- Temple strives to safeguard interests of every Hindu and would not work against direct or indirect interest of Hinduism.
- Temple would support every needy people to the extent possible with resources available to it.
- Temple would participate in all the appropriate community activity.
- Temple would not take part in any political partnership.
- Temple would work towards paying salary to its staff using own funds and aim for a better than average salary for equivalent job elsewhere.
- Temple would ensure fair treatment to everyone and would make everyone feel welcome and safe.
- Temple welcomes volunteers and would encourage them.
- Temple welcomes any query regarding Hinduism from anybody including non-Hindus and would make every attempt to provide required information.
- Temple would work towards becoming an eco-friendly establishment.
- Temple encourages to people to conduct their programs on temple campus.
- Temple would add facilities of Library.
- Temple will welcome suggestions and complaints if any. Temple strives to acknowledge every communication on temples website.

### 3.6.2 Setting up Long Term Objectives:

The trustees of the temple trusts and the administrators are usually the only people, who are privy to detailed information on availability of funding, l and, status of negotiation with civic authorities, short and long term intentions of the trustees and therefore, they can make valid and viable plans. They should also take inputs from
community members and if necessary, modify the plans so as to becoming more reflective of true needs of the community and finalize long term plan for temple growth.

3.6.3 Making Annual Plans:

Based on the vision document and feedback received from staff and the community the temple management makes an annual plan by adding his own skill, ambition and vision to bring out temple as lively community centre where there is something for everyone. When an administrator works out his plan from ‘bottom-up’ approach, temple management starts with daily plans, goes to weekly plans and then to monthly plan. Ultimately they arrive at Annual Plan.

Annual plans help work out required provisions for finance. It also helps to ensure that none of the selected occasion, festivals or sections of the society is ignored during the year. To make an effective annual plan, the temple management should take ‘bottom-up’ route by beginning to plan with daily plan and work his way up to weekly plans and put them together as monthly plans, which eventually culminate into annual plan. It is not a good idea to reverse the method by going ‘top-down’ approach, first making annual plan and then subdividing it into monthly activity. There are two kinds of Annual Plans:

1) **Activity Plan:** As part of activity planning, he looks at including or excluding certain activities.

2) **Financial Plan:** As a part of financial planning the temple manager sets out budgets and provisions for different activities and he estimates Income as well as Expenditure.

3.6.4 Human Resource Recruitment and Training:

A temple may process two kinds of human resource. One, employees and two, volunteers. It is not the building that makes the organization but the people who work there makes the organization. Their quality, their character and their resourcefulness decides the quality of a temple. However, an able temple management can make a success out of whatever human resource he has inherited as long as he is healthy and honest.
Temple needs a few people who should to be permanently employed to take care of essential functions and so also temporary staff and volunteers who would add value to temple by handling other chores as well as occasional activities and topical functions. Both these human resources, employees and volunteers, need to be trained and energized from time to time for doing proper justice to the work that they are performing.

- **Staff Salary and Benefits:**

  There are many ways; temple priests and rest of the staff members get paid. Some temple trusts pay to priests a percentage of funds generated from fees paid by people requesting for ritual services. People generally unaware of their income would be surprised to know that the yearly income of some of the priests runs into Crores of Rupees. In a written reply to a member of Gujarat assembly, government stated that at the Dwarkadheesh Temple at Dwarka, the temple earned an income of INR 13.08 Crores which was split between the trust and the priests in a ratio of 17:83. Thus the temple trusts received 17% while the priests, 83%. The Dwarkadeesh temple, although an important temples, many more with larger number of devotees do exist in India. At those celebrity temples, the earned amounts come to astronomical figures. Indeed all the staff members of the temple are not covered by the percentage scheme. They get paid normal salaries. Some priests too get paid normal salaries.

  Despite the fact that some priests get a very handsome amount, it is not rule. Most often, the income is barely enough to survive and in many cases, for smaller temples, not enough to survive. In large number of temples, the income of priests and temple staff is meager and is restricted by a peculiar mindset that can be expressed in following sentences:

- “Temple employees are not usual money-minded employees, who gloat in luxuries and spend time at clubs, restaurants and bars. They are service-minded simple people, who do not need too much money”.

- Temple money should be used sparingly, as the income is only on account of donations and its quantum cannot be predicted. What, if at some point in time, there isn’t enough fund to pay salary?

- If temple staff is paid lavishly, the donors would shy away alleging careless mishandling of funds by temple managers.
Salary of temple staff is supplemented by direct ‘dakshina’ by visitors and those for who they perform pooja.

All the above may be true or may be partially true or even false. However the temple trusts must not seriously think about what a proper remuneration should be. It should not be concerned with other incomes possibly generated by the staff. They, if well looked after by way of salary and benefits and kept engaged with specific goals and targets in mind, would perform in the best possible manner. One most important management principle should not be forgotten here, every employee needs to be supervised continuously ad guided from time to time. If the managers fail in proper supervising and paying attention to day-to-day happenings of a temple, only they are to be blamed for inefficiency, corruption or any other evil.

Manager, priests and rest of the staff should be paid in accordance with the norms applied in commercial organization. On the excuse that a temple is a public service ‘trust’ and that it does not have enough resource, its staff should not be made to feel that had they joined a commercial company, they could have been better-off. In fact, author feels that the temple staff should be paid better than what commercial enterprises would pay to their staff. By a better pay, temple trustees are creating an atmosphere of self-esteem and pride in working for temple. Remember, better pay attracts better talent.

Thus salary is one of the critical issues. Pay package of temple staff should include basis salary, yearly bonus, relevant allowances and leave benefits. They should also be rewarded for any extra-ordinary service provided during community crisis.

Giving a share of income to the priest or staff members is a patently faulty system which has great potential of corrupting minds of even selfless workers. It also tends to increase cost of the service to end-users. This apart, priests of celebrity temples get disproportionately higher income as compared to priests of smaller temples. If at all, a small percentage may be given to the temple staff to supplement their salary. Rest of the amount should be used by temple trust to support and enhance Hinduism.

Temple should maintain a proper dossier of its staff and all references provide by the employee should be positively verified. One wrong employee is enough to tarnish the image of any good institution, especially in the field of public-service.
3.6.5 Staff Recruitment:

From time to time need arises when the temple has to recruit new staff to meet its growing work. As of now, it is not very common to find a newspaper advertisement or employment exchanges as a means of sourcing the required manpower. However, in recent times that trend has become increasingly visible. Nonetheless, most common way the temple staff is recruited today is by sourcing them from family or friends. This method has not always produced good results. The best way is to source the required manpower from those groups who are actively involved with one or other Hindu Organization. This background is not a guarantee for the best performance but at the least it provides a helpful pre-selection screening of candidates. These candidates are expected to have intrinsic drive towards Hindu causes. Half the battle is considered won with people who are naturally self-motivated and zealous towards the cause.

3.6.6 Staff Training:

Periodic training of old as well as new employees and volunteers need to be part of temple calendar and should be taken up seriously by both, the teacher and the taught. For this a visiting scholar, saint or even an experienced manager from nearby temple could be utilized. Volunteers can be well trained for the programs that they would be conducting by those volunteers who may have performed in past.

3.6.7 Purchase, Sale and Inventory Management:

Many items are required to be purchased by every temple to meet day-to-day activity. These include *Pooja* necessities, cleaning items, light-bulbs etc. Due to its respective necessity, it is very convenient to shortlist a few suppliers and get material from them. For rest of occasional items, they may be sourced from other outlets. These may include books for library, notebooks for accounts, electronics, IT products, computer software, and other miscellaneous items. However, remember that God should never become a debtor. Hence all purchase should be made by paying cash on delivery. This may be inconvenient, but it ensured, would help curb corruption, book-keeping lethargy and any future disputes. Paying cash should get better price and make your temple a good
business proposition for the suppliers. In the very same way, temple, if it sells any item or if required excess inventory or even scrap, it must be sold on cash basis. In both cases, whether sales or purchase, the payments voucher or receipts vouchers should instantly prepared. Never ever a transaction be done without either vouchers being signed by the concerned staff.

Meticulous maintenance of official records such as quotes; bill and donation receipts, Payment Vouchers etc. should be maintained, items purchased are to e considered as having bought for God’s home and hence should be accorded respect commensurate with that status and be protected by maintaining proper inventory control.

3.6.8 Book-Keeping:

Book-keeping is keeping accurate account of income and expenditure. This is an important task and probably least attended to due to variety of reasons. Notwithstanding any reasons, it is absolutely essential to maintain book-keeping discipline for corruption-free clean administration and management. Transparency of financial discipline breeds confidence of the community it serves.

Income is derived from various sources; the most common being small anonymous donation either dropped in the donation-boxes. The other sources of income includes the special donation for construction of building, purchase of furniture and books, income from rentals of parts of premises and the sale proceeds of miscellaneous Pooja convenience items.

Anonymous donations do not need receipts and therefore some income of the temple has potential to remain unknown and undeclared. This is bad accounting for a temple and damaging to the temple staff as it leads to their moral and spiritual degradation; the very qualities that temples want eliminated.

In cases of official donation where a receipt is made, the donations should be deposited in the bank and accounted for in the books. At the end of a day or after a specified definite time-cycle all cash donation boxes must periodically emptied and the collected amounts are deposited in bank after making a general cash donation receipts as received from donation boxes.
Book-keeping is easier than what it has been made out to be. Even if one is not qualified accountant, one can keep accurate accounting with a minimal effort. Initially the temple manager may need help of an expert accountant to prepare format of book-keeping but after a brief familiarity with the system, virtually any staff member could update the books of account, proper filling of sale and purchases vouchers, payment vouchers and payment receipts. In my considered opinion, if anyone giving an excuse that they cannot do proper accounting of temple funds, is main culprit behind corruption. Audited books of account inspire confidence among the community. After having completed independent audit, have the information on the temple notice board and or websites for everyone to see.

Once every quarter, the temple manager should compare with budgetary provision, the actual data. Also they should verify periodically the physical stock and cash etc. with the available data on reports. Variations should be discussed with temple trustees and if required with other staff to reconcile the accounts for missing stock or cash. Such periodic monitoring also helps to compare income and expenditure situation and if campaign for donations is required. In case income is more that expenses, the temple can decided increase their benefitting projects.

3.6.9 **Stationery, Web-Site and other Tools of Communication:**

Today’s age is age of information and therefore it is all about effective communication. Both, the content and the presentation are equally important. While details of handling content in discussed in other chapter number (HSIM, Hindu Sanskrity Information Management), the communication tools for its presentation are discussed in this section.

HSIM calls for effective language, pitch, timing as well as medium, colors and pictures. These have to be chosen in a matured manner. The presentation should be without resorting to superlatives, grandstanding and gaudiness. So also it should be without shabbiness and cheapness.

Temple should use conservative yet distinct stationery with a hint of richness reflective of community behind, Letter-head etc. should have a tiny pictorial content along with text content. Picture could be of deity or of temple and the text content could
be in any language but certainly not missing Sanskrit. It is suggested to use at least two color printing. Hinduism celebrates with every color hence any appropriately matching or contrasting colors can be used in the printing and stationery.

Whatever the medium, paper, web, telephone or loud-speaker, a temple needs to be conscious to always be sensitive, precise and truthful. If anyone has erred, there should not be any shame in accepting mistake and apologizing. However there should be no shame in accepting what is stated in the scriptures; never apologize or misinterpret for political correctness or for appeasement of anyone; however high and mighty he may be. In case where it becomes impossible to state something without hurting sentiments, it is best to observe silence but not say something that is not supported by scriptures.

Every written communication from the temple should go on official stationery. However stationery of the temple should be used with discretion so as to retain its value and importance and should not be available to use for any individual apart from those authorized.

If temple stationery is used as rough-pad or scrap-book, it devalues of the temple. Tools of communication employed by temple should reflect conservatism of Hindu Dharma but with losing forward-looking character of Hinduism.

3.6.10 Computer Software, Accounting Packages, and ERP Solutions:

- Basic Computer Software: Computer software required for a temple depends on needs of the temple. However even a small temple with even one stand-alone PC would also need basic software and internet access to help them do job more effectively in today’s age. Remember, never to use pirated software in temple. Temple should not be doing anything that is unethical. If temple budget does not permit expensive software, the temple administration should look of inexpensive software or those which are officially available for free. There are many good, cheap and yet effective software.

  Take for example, “Open Office”. This is free software that can be used effectively in place of Microsoft Office, which is paid software. Open office can be downloaded directly from their own website free of charge.
Dedicated Temple Software: To make things easier at a temple, a lot of accounting software exists for ease of book-keeping. Of them some are dedicated specifically for temple use and hence they also have additional features to help Pooja rituals, Worship scheduling, keeping track of community projects and handling of mail. It is advisable for the temple managers to have a close look at availability of these, temple-specific software which are available even in many regional Indian languages besides in English. Of late, a lot of development has occurred in this field.

ERP Software: ERP software is useful when the organization reaches a very large size in terms of manpower, property and number of transitions that are required to be handled. It is comprehensive software that includes several function modules integrated into one and helps management and staff to plan resources in a better way in light of several analytical information anyone can derive from it. However currently available temple dedicated software too combine many functions. Fully fledged ERP Solutions available for large companies may not prove practical for temple.

3.6.11 Political Scenario:

Politics and spirituality do not mix. However a good temple management would be well aware of political developments and yet would remain far away from it. Temple management needs to know the political situation surrounding Hindu community in order to guide them better.

Temple management is required to remain far away from politics because a temple is meant for every equally; for a person of ruling group and a group that opposes the ruling group. If the temple was to be partial to any one side, automatically the order group would consider temple to be against them. Temple is seat of God and cannot be against anyone. Having said that, this handbook does not wish to prevent Hindu temples from skilfully promoting Hindu causes within governments, political parties, every statutory body and other segments of society who drafts, proposes or makes laws affecting the society. Hindu temple should be a powerful influence in discouraging anything that would go against the interests of Hinduism and Hindus at every level in the society, including politics. After all, it is an important function of temples to safeguard
Hindus. A temple management can strike a perfect balance in their action, if he also remembers that the Hinduism is committed to safeguard every individual, Hindu or not.

Although not involved in political battles, as responsible citizens, the temple management should unfailingly exercise their franchise and be counted. By their example, the temple management should encourage all members of community, to not waste away to opportunity to vote. In India, the government has passed several laws that are patently damaging to Hindu faith. But hardly any temple authority has tried to create public awareness about them. The government of the day would make a law based on their wisdom, but if it affects Hindus, the temple management need to put up a counter point in a scholarly manner without resorting to street battles.

3.6.12 Security and Safety:

A safe and secure environment for the visitors and staff is a basic necessity for any place, however it is more so where one needs to pray and concentrate on God. It is often said that the prayers made with full concentration is heard by God. Temple is home of divinity and should never have to think of needing any security from people it serves. Especially because Hindus and Hindu Temples take pride in being and in turn, they do not expect anyone to harm them. However, we are not in an ideal world and we need to save temples from thieves, vandals and extremist elements. This apart, the management of the temple have to be well prepared to handle inadvertent accidents such as fire, fall or injury.

- Fire-Extinguishers and First-Aid-Tools

Most organizations do have basic tools for emergencies. The fire-extinguishers to control small fires and First Aid Boxes with necessary medicines, Band-Aids and bandage for dressing wounds. Staff members also need to be familiar with use of these items. All the emergency-tools stated above should be periodically checked for content and quality. Both, the fire extinguisher and the medicines, have certain expiry-dates. During times of crises, temple staff should not be found to have a useless fire-extinguisher or an expired medicine. Periodic checking and immediate correction will keep temple in a state of better preparedness to handle any unfortunate occurrence.
Temple management must schedule periodic checking of Fire-Extinguishers and First-Aid Boxes. On the temples notes boards as well as at other noticeable locations one should find:

1. List of emergency telephone numbers: that of Police Stations, Ambulance Contact Numbers, Hospitals, Civil Defence, Fire Stations contact numbers etc.
2. Locations where fire-extinguishers are kept.
3. Types of Fire-Extinguishers.
4. Location of First-Aid Boxes.
5. Emergency evacuation plan and assembly area.

➢ **Security Staff**

Securing a temple area from unforeseen direct and indirect threats need a more professional approach and would necessitate:

1. Security staff, Watchmen and Guards.
2. Technology: Fencing, Surveillance equipment, audio and video aids, proper lighting, communication equipment, fire alarms, burglar alarms, emergency power back up etc.
3. Administrative system, procedures and control.

Using the security set up, they could cover the temple property and people. This should include:

1. Buildings, l and, idols, cash, precious metals, stones, gold, silver and other ornaments and all the rest of temple assets.
2. Temple staff and temple visitors during their presence on the temple premises. Potential for theft is minimized by ensuring that only a minimum amount of cash is kept in the temple and bare minimum ornaments of idol are kept on the premises. Every day’s cash and kind collections should be deposited in the bank and store room on daily basis after making relevant receipts. Temple’s wealth is better utilized in the community service instead of being locked up in ornaments.
3.6.13 Crowd Control:

On festive day, almost all the temples overflow with devotees visiting temple in their thousands. This makes the temple extremely crowded and it exposes them to every thinkable and unthinkable acts of crime and incidents of accident. We have heard of many stampedes and bomb-blasts at crowded places leading to huge loss of human lives.

An experienced temple management deploys many techniques to manage large number of devotees. His first tool is to thin out the crowd by separating entrance and exit areas and controlling entry into temple in groups of manageable size. In extreme situation when the crowd can potentially reach dangerous size, it is advisable to seek assistance from local authorities.

Use of technology is very crucial in crowd management. Use of Close Circuit cameras, monitors and public address system becomes essential in keeping watch over the situation and guiding the crowd and volunteers alike. At night or in a darkened area, should power fail or lights go off, it causes panic. Hence the areas with such risk should be fitted with fail-safe lighting and emergency power back up.

It may so happen that crowds of devotee may occasionally coverage on a small area, a balcony or a platform that is not designed to widths and combined weight of crowd and may collapse injuring and or killing devotees. Therefore not only every part of the temple structure should be designed with more than usual load factor, the crowd control measure should specifically ensure that at no single place a large number of people converge at any given time.

Another common cause of stampede is slippery floor or accidents on steps and staircases. Having known the potential dangers, the temple management should pay extra attention to these areas. Those areas should be applied friction-coat and kept absolutely dry. Steps should never be made from polished stones. Whatever be the material used in making the steps, it has to have roughened surface. If not, it is essential to artificially make it rough by s and blasting or some other means. Also hardly any attention seems to be paid on the size of the steps. Every step in a given temple should be of equal size of the steps. Every step in a given temple should be of equal size for a better judgement even when ascending or descending in darkness.
Use of Police force and external security:

On the days when extraordinary crowd is expected, it is advisable to take help from the civic authorities to help maintain safety of devotees. Perhaps temple management could management arrangements within the temple premises but what about needs of safety and protection outside the temple? This can be looked after by the civic authorities such as police or home guards. However, remember, they need to be informed well in advance; hence the temple management must plan larger celebrations on festive day, well in advance.

3.6.14 Cyber Security:

In this anonymous and globalized world of internet, attacks by hackers and those who want to steal temples data bank and address book has become very easy and therefore more common. Even if the attack is not specifically directed towards your temple, your organization can become victim from cyber-pirates through accidentally acquired viruses, Trojans and spywares. Temple must use genuine and good quality software for protecting their computers from virus, Trojans and spywares. Also they must use all the safeguards and employ all common sense methods of protection.

If temple has own website, this too would need full protection against hackers and saboteurs, indeed one also needs a well-trained handler of internet traffic. Even a slightly out-dated information or un-updated site is enough cause to give you a bad name. Hence, in order to protect your good name, you need to constantly struggle to always ensure updated and well responded website.

3.6.15 Media and Public Relation (PR) and Feedback from Community Media:

Temple staff must respect media. However, the learned staffs of the temple know that spiritual truths are not a matter that is decided by a TV debate or an article in the newspaper. It is more of personal experience and more of an educated belief. Therefore, a wise temple management, who also knows what devil the media is, would maintain a healthy distance. Newspapers and TV channels are useful to those who can use them and damaging to those who are naïve about its working. Hindu leaders are in the latter class
as Hinduism wants its followers to be innocent and unscheming. Temple management should show utmost restraint in inviting, encouraging, crediting or discrediting the media. Media is a powerful tool and its one wrong move could destroy years of good work. Avoid it. One bad remark would destroy thousands of good words spoken and good deeds done. As it is, the publicity is required by those who seek to evangelize, proselytize or votes in an election. Temple manager wants nothing of those and hence it is not h and for him to avoid media.

**Public Relation (PR)**

PR is an important function of a temple manager. As mentioned earlier. Temple management and trustees should have excellent relationship with the key of people of the society including government bodies and other places of worship and leaders of other faith.

Every temple should maintain a “Suggestion and Compliant Box” at noticeable place within in temple area. Fact of its existence and invitation to use it must b a permanent part the temple-notice board. It provides valuable feedback to the temple management and helps improve functioning of temple. Also it reassures the community that the temple is open to considering views of the community.

Temple Management should fix a time and day when the box would be opened every week and that information should be written on the box as well as on the notice-board and if applicable on temples website. All the complaints and suggestions should be meticulously written in a “Complaint and Suggestion Register”.

**3.6.16 New Generation Priests and Temple Management:**

What makes it different for the new generation temple personnel as compared to the situation faced by old generation temple staff?

1. Pressures from modern day highly skilled evangelizers, backed by rich and powerful people and nations.
2. Pressures to perform better from within the Hindu community who is now much more aware and needs scholarly response with demonstrable efficacy.
3. Ability to decode authentic knowledge from various available new age channels of the information age.

4. Pressure to appear’ good’ and proper under the international gaze by global community in the current globalization era.

At one time, the traditional temple management and priests were confined strictly to performing rituals for temples and in their free time, to privately perform rituals for community around. They were not much concerned with concepts of social and spiritual responsibility towards society. However current competitive scenario demands change and temple personnel are willing to make the change to meet new challenges.

To understand the role cut out for new generation priests and temple staff, they need to understand how the religious world has changed in last few centuries. New generation priests have the responsibility of understanding the power and plans of Christians and Islam in order to steer Hindus from succumbing to uninformed consequences.

Second element that distinguishes role-play of new generation priests from the older generation is the need for scholarship and efficiency in their field. This comes as natural demand from Hindu society which is now more educated, more aware and more demanding then what their parents were. The current age of information has put a tremendous pressure on new generation priests and all the rest of temple staff, managers and trustees.

Third element, a new generation priest or temple management is expected to work on it to decode what really is the truth. A simple ground rule to follow by every Hindu leader is to compare whatever he comes across with truths stated in the ancient and history.

The fourth factor is related to how global community looks at Hinduism. At one time the global reach was limited only by traveller’s tales, it did not matter too much as to how you conduct or present yourselves. However under the spotlight of audio-video media, web and faster means of travel, the new generation priests and temple staff is pressured to perform in a way, it is not only good but even appears to be so. A temple staff can no more ignore own conduct under constant gaze in the globalized world.
Collectively, above place demand on the new generation priests and temple staff to be more educated, knowledgeable, smart and efficient.

3.7 Maintenance and Temple Upkeep

Depending upon the size of the temple and available manpower, temple management decides if it is advisable for them to carry out the maintenance of temple property themselves, or partially using professional outside help or giving maintenance contract outright to professional full service maintenance organizations. Many professional organizations are happy to offer service on gratis basis. This should also be explored by temple management.

3.7.1 Cleanliness Management:

They say cleanliness is next to godliness. Some even say cleanliness godliness. Is it? Yes, almost, well, even if a little exaggeration, it is absolutely essential that God’s house and its surrounding remain clean. If people are asked, “what is that one single most important improvement that is needed in a temple?” Maximum peoples would probably say, “Cleanliness”. It is the minimum that is expected of us to honour the reverential deity resident within a temple. Therefore, “Cleanliness is Godliness” should be the watch word of the temple trustees, managers and staff house cleaning or what is popularly known as Janitor service. If janitorial service is not carried out effectively, not only makes the environment of the temple unhygienic, it presents the temple in a poor light and may prevent devotees from visiting.

Usually a form is kept in every toilet for janitor to tick or sign to signify as to what they cleaned on a chart with time scale. The last cleaning service before close of the temple can form the first opening entry on the chart. If janitor funds any problem or shortage of material, they makes due noting on the card as well as informs to management so that whatever needed is done before any visitor gets inconvenienced. This form needs to be prepared keeping in mind all the locations of a temple that need cleaning. If numbers of locations needing janitor’s attention are more, additional location and additional service should be added on the form and on the other hand, if there are
less locations needing attention, they can be deleted from the form and thus make it more relevant to specific site.

Priests, temple staff and maintenance staff would certainly work in a way that the temple always remains clean, however most often devotees are almost forced to leave the temple dirty or untidy because dust-bins are not kept at accessible locations and other facilities that help tidiness and promote cleanliness are not adequately taken care of by the management of the temple. If the wipes, napkins, towels, tissue boxes, cups, glasses, washbasins etc. are if generously and strategically kept, they would help everyone to participate in maintaining a neat and clean temple. A person well versed with simple human psychology would do well to understand that it is no use blaming the devotees alone for unclean temple.

### 3.7.2 Electro-Mechanical Maintenance:

For every electro-mechanical item in a temple, a periodical inspection cum repairs schedule must be maintained. Critical among these items, are air-conditioner, heater, plumbing, drainage, exhaust fans, security systems, fire alarm, light bulbs, fans and electrical wiring. These need to be inspected at least twice in a year to detect any fault in developing. Other items like electronics, PA system, water heater, Electrical appliances, T.V. etc. need once a year thorough inspection. For their smooth running, the equipment needs to be serviced periodically. Most appliances are easily serviceable by the consumer without needing any professional help, however if the temple staff feels inadequate I cleaning AC filter, replacement of batteries etc., there is no harm in taking professional help, albeit it may cost some amount. With good involvement of the community, a manager may not find it difficult to enrol volunteering by respective professional to service and maintain temple equipment in good working order with minimum expenses.

### 3.7.3 Architectural Maintenance:

Yearly two tours must be undertaken by a professional architect to overall need for repainting, plastering, repairing any part of temple, parking lot or fence. Remember, temple is a place of attraction and so should it be maintained and decorated tastefully, inside and outside. Stains, moss, dirt, graffiti etc. should be removed as soon as spotted.
Some persons may consider external beautification of the temple as unimportant, however it is very much important considering that temple represents faith and its followers and its magnificence enhances self-esteem among followers and becomes a source of pride for the residents neighbouring.

3.8 Temple Engages Community:

What is the objective of a temple in taking imitative and engaging community around it? This is done with two objectives, both aimed at Temple Social Responsibility.

1. Help community in their various healthy endeavours.
2. Strengthening of healthy community spirit.

In the above stated two objectives what is the idea behind qualifying work healthy? There could be many activities in a society, but a temple should be able to select those that promote values of selflessness. The selfless love (Bhakti) and selfless action (karma for society’s good) and knowledge that benefits society.

3.8.1 Temple Social Responsibility (TSR)

When we look around, we see hundreds of community activities taking place, some promoted by government, some by Non-Government Organization, some by United Nations and some by individual activists. These could be in terms of walkathons, eradication of polio or AIDS or cancer, promotion of Yogaasans, biking, reading, keeping city clean, education, tree planning, blood donation etc.

Temple could select some of those causes, keeping in mind temple’s own convictions and quality of the available volunteers, their numbers and availability.

What really promotes Temple Social Responsibility? Causes, even if they be good, if they were to run the risk of damaging unity of the community, those must be avoided at all costs. It is better to have less participation than more if it means splitting up the policy. Obviously, the political campaigns that are divisive by very definition are completely out from the purview of a temple and so also free or subsidized distribution of birth control pills and condoms. Distribution of commercial pamphlets ad samples should be avoided but could be cautiously allowed if it has clear benefit for the community and causes no grievances among devotees.
Tree planting is promoted by most local municipalities, corporations, gram-panchayats etc. These local bodies even provide saplings and fertilizers, either free or at concessional prices during the campaign. Temple can approach civic body and give them their own local plan of planting certain number of trees, using their own pool of volunteers and looking after the planted saplings till they mature into well grown tree with hard trunk of certain acceptable stem-diameter. Useful trees can be planted on the edges of streets and edges of open grounds or on the temple land and. If the temple does not have enough land and, the temple could proactively approach nearby buildings, colonies, housing-societies for planting Oxygen-emitting areas on their land and. However in every case, it is most important to take period permission of appropriate authorities, so that the planted tree does not become a nuisance, necessitating its subsequent removal.

3.8.2 Conducted Tour of Temple

The temple has its own attraction and Hinduism has its own intrigue. If given a chance, general public, including many Hindus would love to be exposed to both. The design aspects of temples, its iconography, deities and stories related to all these and Hindu traditions and customs have an excellent potential to become a sought-after place to visit. Temple can organize conducted tours to familiarize people who may be non-Hindus or curious Hindus to the temple. This can be done either as a scheduled program or as a program by appointment. Especially schools in the local area have many activities and they are looking forward to such initiatives, if given an opportunity. A brief written pamphlet and a token souvenir can be presented to each participant. It should be ensured not to unnecessarily sensationalize or make unfounded tall claims to the visiting tourists but must stick to issues that are straight, simple and uncontroversial. For difficult to handle questions, matter can be referred to experts in the field and explained later.

3.8.3 Essay competition in cooperation with surrounding schools and colleges:

Hindu festivals provide a phenomenal opportunity for Hindu temples when they can announce essay competition for the children of nearby school. With a good public relation, it is not hard for the temple to announce essay competition well in advance of
the festival, conduct the competition a day before the festival and declare winners on the festival day.

Keep the prize value exaggeratedly high to generate excitement and impress upon everyone about the festival. Also recognize and honour the teachers and principal of the school and colleges. Preferably, result should be first announced in the temple along with handing over the prize but second announcement should also be made in the school the next day along with *prasaad* for the school children.

Most Hindus go to temple. Few go regularly but most go once in a while. This visit of their can be said as basic engagement with a temple. If the temple management can deftly handle visiting members of the community, it can pave a way for community’s deeper engagement with temple.

3.9 **Respect of Other Religions:**

All interfaith dialogues currently taking place are talking about ‘tolerating’ other religions. To a Hindu mind, the word ‘tolerate’ applied in connection with toleration of other religions is a negative and grudging acceptance. By its very meaning, ‘tolerate’ implies something that ideally should not have been there but being unavoidable we have endure. When the logic of ‘tolerate’ Is extended, it implies that every effort must be made to secure freedom from a situation that makes one tolerate and endure something that should not have existed in the first place.

For instance, the word ‘tolerate’ seems to tell Christian audience that ideally Jews, Muslims or Hindus should not exist among them but being unavoidable, let us tolerate them an if possible let us convert them to Christianity. The very same thing goes for Muslims when their leaders tell them about ‘tolerating’ others. Thus if the local, national and international leaders of most nations champion this cause, Hindus instinctively feel that those leaders are insensitive and unimaginative and even dishonest towards finding a better route towards world peace.

Hindus have freely accepted followers all faiths and their religious beliefs. Leaders of other religions find it hard to replicate Hindu’s sense of acceptance over their sense of mere tolerance. Perhaps that broad-mindedness is neither permitted nor imaginable for tem by having inherently a narrow-lane religious architecture. However of
late, middle-path idea of “Mutual-Respect” is gaining ground among intelligentsia. If it is too much to freely accept all religious beliefs, something that a Hindu readily does, the least others could do is to promote “Mutual-Respect” among all religions. This is more logical and does fair justice to follower of every religion.