

CHAPTER - III

ANALYSIS AND INTERPRETATIONS: ADMINISTRATIVE PROBLEMS

Government museums in Gujarat are managed by the Department of Museums, Government of Gujarat, Vadodara. The Department of Museums works under the Ministry of Sports and Culture of the Government of Gujarat. So naturally the policy decisions are taken by the Government of Gujarat, Gandhinagar. The Government has formulated rules and regulations on different aspects of administration such as staff requirement, recruitment of staff, placement of staff at different museums and then supervision and control of the laid down operations at each museum. The last part that is supervision and control of different activities at all the museums is the responsibility of the Director who sits at the Museum and Picture Gallery at Vadodara and considered as head office for all the government museums of Gujarat.

When the Gujarat state got its independent status as a state in the union of India on 1st May, 1960 there was no separate administrative department existed to conduct youth activities and cultural matters. From 17-12-1990 youth service and cultural activities were conducted under a separate department with a view to developing in the state games and sports and encouraging as well cultural related activities. Under the common administration announcement no. GS- 97- 26- SKT – 1197 (3) KU of date 5/8/97 the department was called “Ramatgamat, Yuva and Sanskritik Pravrutio Vibhag” instead of calling it just ‘Yuvak Seva ane Sanskritik Vibhag’, this new name was given to it as some new subjects were added to it as a part of its reformation. Accordingly the “Ramat-gamat, Yuva and Sanskritik Vibhag” undertakes activities related to museums, archaeology, libraries, records and manuscripts, centenary celebrations. Later on, the

Gujarat district archives office and the language control office were put under the department respectively from date 20- 4- 04 and 2- 6- 05.

Under the administrative authority of the department of sports, youth and cultural activities there operates from 5/9/2007 a separate secretariat office with 18 officers/ employees specifically for the purpose of the golden jubilee celebration of the Gujarat state. Since then, the following department heads and academies are in operations.

1. Commissioner, Youth Service and Cultural Activities
2. Director General, Sports Authority of India
3. Director, Department of Archaeology
4. Director, Department of Museums
5. Director, Department of Libraries
6. Director, Records
7. Core Group, District Archives
8. Director, Controller of Languages
9. Gujarat Lalit Kala Akadami
10. Gujarat Sangeet Natak Akadami
11. Gujarat Sahitya Akadami.

The department formulates the policy for the heads of the department and supervises that it is correctly executed by the concerned officer heading the department. The subjects allotted to the department of Sports, Youth and Cultural Activities go as per the following list:

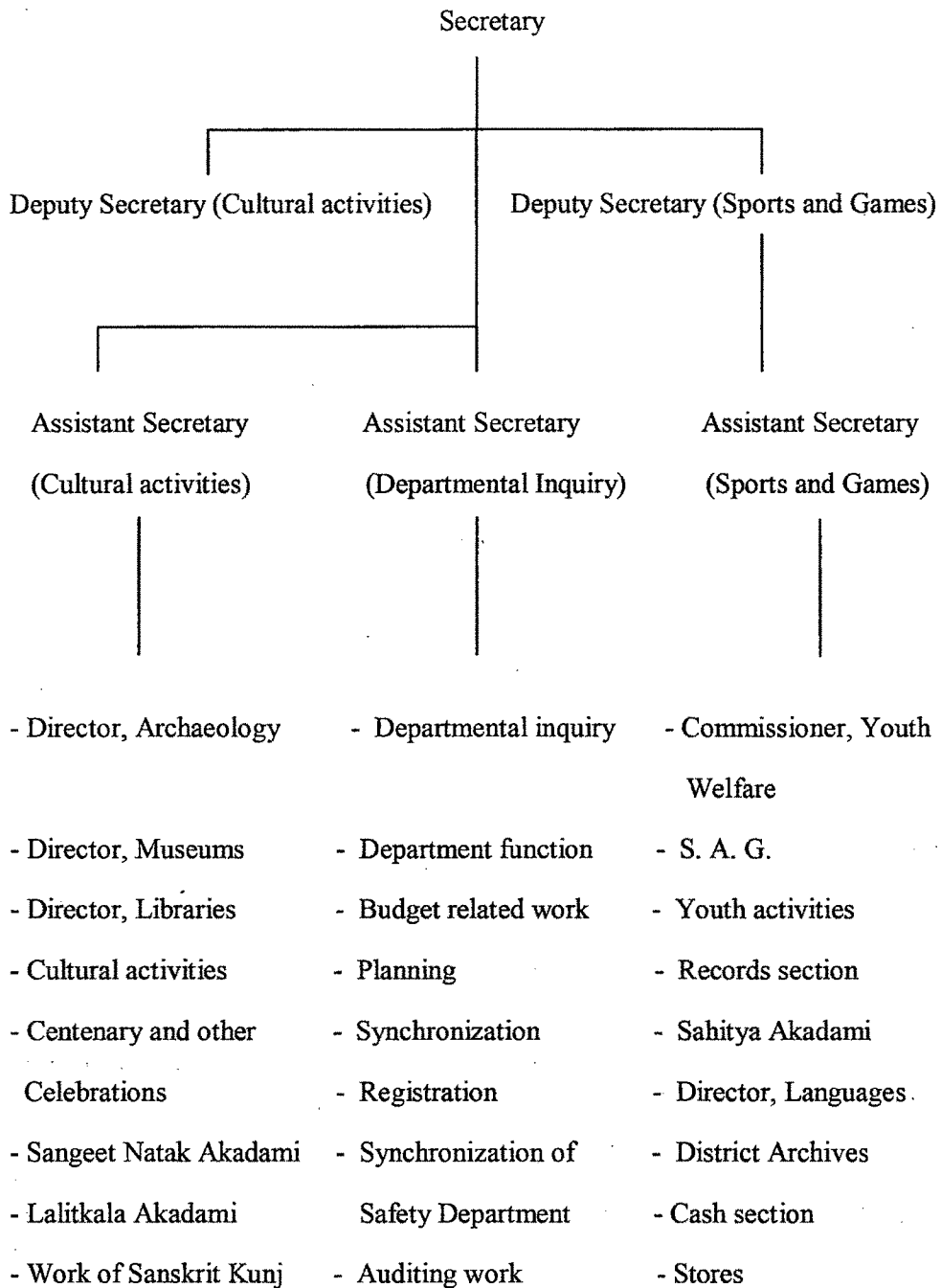
1. Welfare of Youth
2. Cultural activities, sports and games. Activities related to hospitality and entertainment of cultural groups paying visits to the state of Gujarat.
3. Museums.

4. Ancient and historical significant monuments, archaeological objects and remains except those declared legally important.
5. Libraries being managed or financially granted by the state and its publications, registration of other institutions and libraries.
6. Records and Manuscripts.
7. (a) Centenary celebrations
(b) Academies
(c) Golden Jubilee Celebration of the foundation of the Gujarat State.
8. State Gazetteers and memoirs
9. Gujarati as language of the state, translation, research
10. (a) All matters related to appointments of all gazetted officers, non- gazetted officers under the administrative authority of the department, their designations, appointments, transfer, promotion, conduct, leave sanction, pension, etc.
(b) All matters related to sanction of pension to secretariat officers of cadre- 1 and cadre- 2 under the authority of the department.
(c) All matters related to sanction leaves to secretariate officer of cadre -2 under the authority of the department.
11. Functions, land and buildings handed over to the Sports, Youth and Cultural activities department that are determined for the objectives of the state and under its possession.
12. Inspection and data of any matter mentioned in this list.
13. Fee related to matter in this list except the fee charged at the court of law.

The chart below shows the administrative structure of the department. It specifies that the museums are put under the Deputy Secretary, Cultural Activities and Assistant Secretary, Cultural Activities who works under this department of the Gujarat State. Thus, in Gujarat the department of museums remains a purely government department. While looking at the administrative structure of any private or public sector, we find a society or organization is set up for the management of museums. The flow chart below shows the structure that incorporates the department of museums

under the minister of youth services and cultural activities of the government of Gujarat:

Administrative Structure of the Department



As guideline, the ministry of the government provides a list of objectives and goals that are to be observed through proper management of museums. These objectives and goal are composite and they must have been formulated in view of different historical and socio-cultural contexts of the museums and the educational and academic viewpoint to see museums as contributory to the growth of young minds and cultural and intellectual development of Gujarat. The map of Gujarat marks the places where government museums are located in Gujarat. The history reveals that they were founded at different points of time and they carried different purposes. The objectives are supposed to take care of the expectations of their founders at their times when they founded museums. The objectives have to truly reflect expectations and aspirations of those who originally contributed to the founding of a museum. They were kings and royal persons associated with a respective state and they seemed to be more concerned about preservation of their royal riches, treasure and heritage. Likewise, the objectives are supposed to safeguard, on the other hand the interests of the people of Gujarat through adequate representation of diverse cultures and lifestyles that feature their lives in different parts of Gujarat. Above all, Gujarat has to attain growth and development. It has to cultivate brain and vision among young children and students with capacity of thinking and imagination. Because they are going to be the one through whom the future of Gujarat will be shaped. There lies its true value in the context of the present time and also that of all times. So the objectives laid down for museum activities in Gujarat have to look to fulfillment of the above expectations. A museum carries these expectation as guideline for its objectives and organizes accordingly different activities under the museum activities. The list below mentions the objectives and activities the Museum Department from has to perform:

1. To preserve the cultural heritage and acquisition of new objects and to store them to enrich the museums.

2. To provide educational facilities to visitors.
3. To impart required information, research material and assistance to students and researchers in their respective subjects.
4. To allocate grant to private museums.
5. To preserve and safeguard the objects and specimen owned by the museum department.
6. To give chemical treatment to the skin of dead animals and birds and reshape them in their original form.
7. To arrange lectures of experts on museums and subjects related to them for general public so that common people and students can take benefit of the knowledge and education. To organize film shows to benefit them with education.
8. To organize special exhibitions for the benefit of education to common people.
9. To publish research papers or material prepared after good research on the objects collected at museums.
10. There is a project to set up more museums in each district of the state. So new museums should be set up in the places of historical, religious importance and in tribal areas for wide publicity of museum activities.

To summarize the activities of the museum department, it can be said that Gujarat has good number of reputed museums and the department of museums undertakes the responsibility of taking their care through proper management. In this sense, the department of museums is now capable to serve as centre for culture and education for people in the region.

A museum imparts knowledge with pleasure, gives education without keeping any difference or discrimination of caste, race, age or capability among people of different regions. Museums are developed not just for pleasure or for knowledge of beauty. Museums collect and exhibit art objects in such a way that it becomes useful to man who is a part of a

society and community and, thus, a society at large is benefited with it. In order to fulfill its commitment and responsibility to society, the museums department carries out its obligation by organizing educational activities like film shows, gallery talks, exhibition organized in view of educational requirements, etc. Beside it, special exhibitions are held and also experiments of artistic activities and other program related to museums are organized by which more and more people get attracted to the development and growth of the museums in India.

In order that a valuable treasure of our cultural heritage is not drawn out of the country, precious cultural objects should be purchased or obtained under the Treasure Trov Act, recorded and preserved with due care. Various art objects are purchased through the Art Purchase Committee at the state level. At present, old museums are put to renovation and reorganization and it is planned to develop them further. A program is also planned to prepare museums at places of historical significance and in chief tribal areas of the state.

Some of the activities planned by the department of museums are as under out of which some have been done and some may be done in course of time:

1. Publications shall be taken out by the museum department to highlight its salient features.
2. The conservation work of the one hundred year old building of the Vadodara Museum and Picture Gallery shall be undertaken.
3. New museums shall be set up in non-tribal areas.
4. More and more new objects concerning art and culture shall be purchased for museums located in tribal and non-tribal areas.
5. Works of display of objects received at the museums in tribal and non-tribal areas and that of reorganization of the department shall be undertaken.

6. Work of documentation and photography shall be undertaken for the objects received at the museums located in tribal and non-tribal areas.
7. Grant shall be allotted to private museums.
8. Machinery and equipments shall be purchased for the remaining museums under the department.
9. At newly expanded building of the Vadodara Museum and Picture Gallery objects of building material shall be displayed.
10. Garden and sculpture gardens is constructed in the premises of the museums located in tribal and non-tribal areas.
11. The sum of Rs. 10 lakhs has been allocated by the Government of India specifically to undertake repair work of the building and also the development of the galleries of the new museum called Prabhaspatan Museum at Veraval. The related expense shall be incurred from that grant for the said museum.
12. A workshop shall be organized on conservation and restoration of the objects collected at the museums.
13. The constructions work of new buildings is being carried on in non-tribal areas like Patan, Dwarka, Vadnagar.
14. Under the 12th Five Year Plan, the Finance Commission has sanctioned a grant of Rs. 5 lakhs for the development of museums. From this grant, a work has been undertaken to establish a miniature painting gallery and Laboratory at Baroda Museum, Darbar Hall Museum and Sakkarbaug Museum, Junagadh and to form one unit. Further, works of reconstruction of galleries and reorganization of the display shall also be undertaken.

The above list of planned activities reflects that the objectives are well carried out in the interest of further development of museums. This shows that the objectives are supposed to form a base of formulation of policy and rules and regulations that can be executed by the controlling authority like the director to ensure good governance of the museums in Gujarat. As told

earlier, all Govt. museums of Gujarat are put under the control of the Director who sits at the Museum and Picture Gallery, Vadodara. The staff requirement is determined for each museum and accordingly the staff was recruited at different museums in Gujarat. They are supposed to report to the Director about the day to day functions at respective museums.

Good administration looks to synchronization in its three components, the first of which objectives and policy making. It is followed by the second component called execution of policy decisions that are given down in the form of rules and regulations and processes and procedures to follow to carry out each function in the organization. In this phase, the supervisory level of management is involved. It sees to it that the policy decisions and rules and regulations are adhered to strictly in the interest of healthy moral among the staff of the organization. Then comes the final phase called basic working and routine operations that are carried on under the supervision of the supervisory staff like the director, assist director, curator, assist curator, administrative officers, etc. It is visible as improvements and modifications affected in the processes and financial profit and other benefits in the form of enhanced efficiency on the part of the staff. When these three components are interlocked tightly or synchronized correctly the result is bound to be good.

The present research work intends to look at the organizational set up of the government museums in Gujarat and its administrative network as shown in the flow chart. The flow chart shows the line of control that goes down from the Director's authority to responsible officers placed at different museums are integrated in to the administrative network for supervision and control.

In order to have a correct view of the government museums in Gujarat the visits to various museums were planned. It was thought that through visits a researcher would be able to collect data, facts and relevant details about

the present status that prevails at administration of each museum. It was planned to focus on the physical condition of the staff, security arrangements and the finance status at each museum. Hence, the data are presented in the following methods:

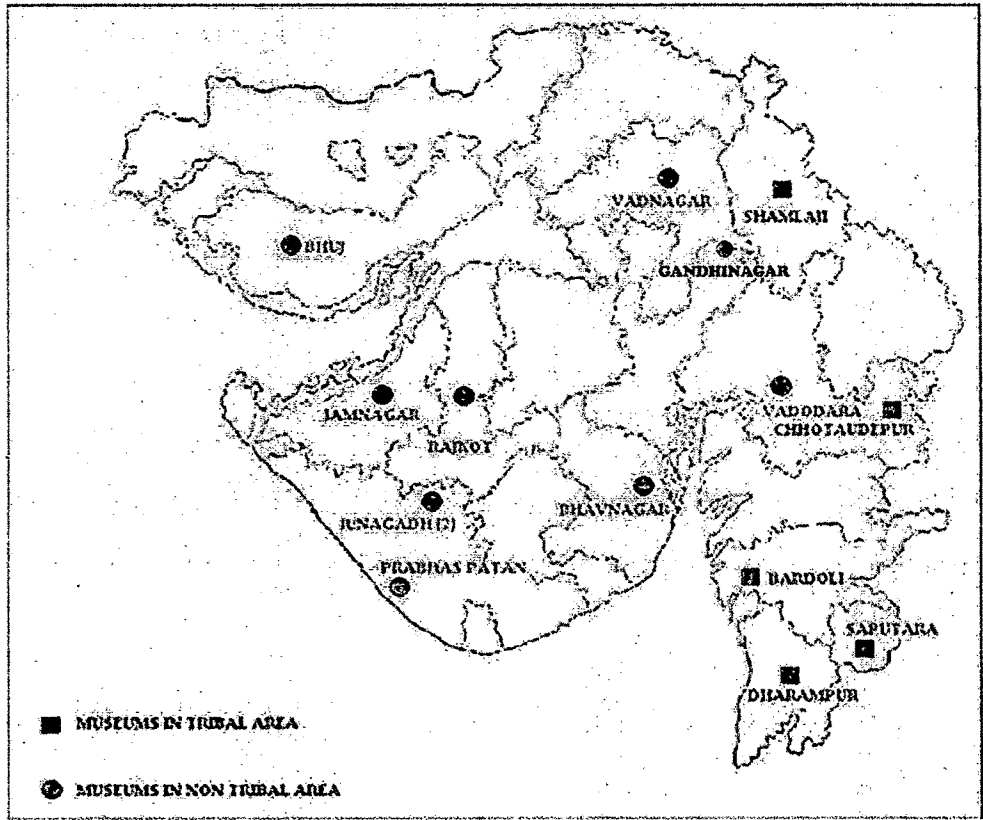
1. A map of the Gujarat state marked with locations of government museums in Gujarat.
2. A flow chart showing the administrative network of government museums in Gujarat.
3. A flow chart showing staff structure as functioning at government museums in Gujarat.
4. A table presenting a view of the staff position and security arrangements at each museum.
5. A table of summery of the staff status at all museums
6. A table presenting the qualifications/experience and remuneration of the staff in the supervisory level.
7. A table showing status of finance detailing on the budget allocation, the requirement in actual, its utilization and results visible through improvements and results.

To begin with, first the map of Gujarat is presented with a view to pinpointing different locations at which government museums are set up. The point to make is that difference in locations and other differences related to it mark the objectives and goals that go in to making and running of that museum.

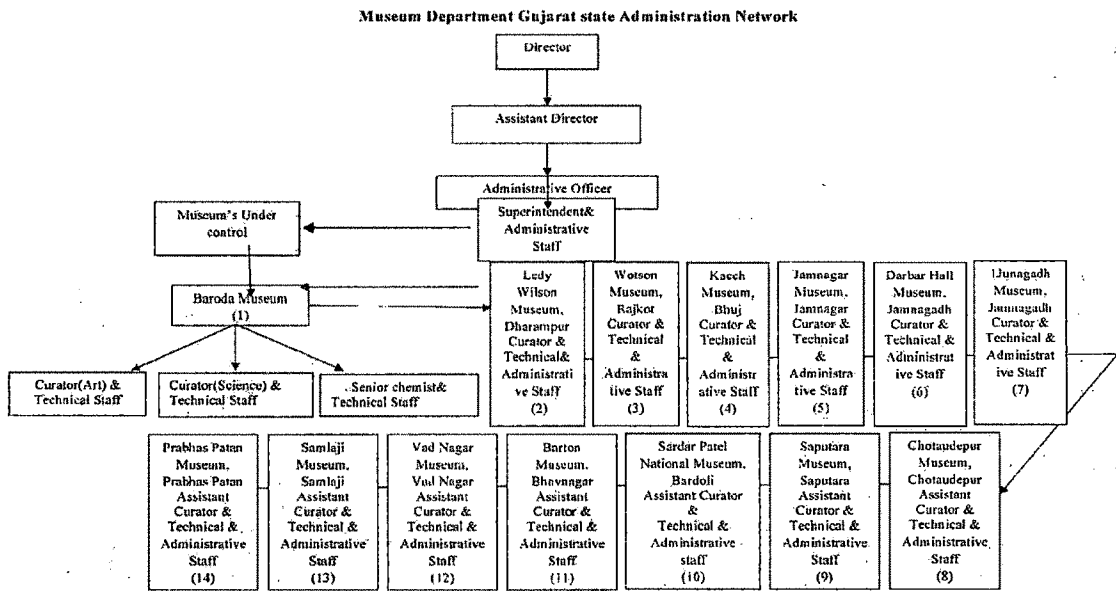
The map shows locations of museums at different places in Gujarat. All the government museums are managed by the Government of Gujarat. Some of the locations were capital cities of the princely states like Vadodara, Bhuj, Bhavnagar, Jamnagar, Junagadh, Dharampur and the royal patronage granted to them by the king ruling over the state. Since these museums were set with the royal efforts and patronage the chief focus of these

museums is to exhibit royal riches and grandeur and to preserve them as royal heritage. Some museums came up at place of tourism like Prabhas Patan, Shamlaji, Saputara, etc. They are meant to fulfill to curiosity of tourist as well as curiosity about the places of visit with something unique to the place to display. There are museums that came up for representation of cultural heritage. A museum at Saputara, Chhota-Udepur, etc stands for the purpose of representation of tribal culture of Gujarat. Some museums are set up in honor of a personality of national and international recognition. Some museums are set up for the purpose of education and research to help the researchers in their academic pursuits.

A. Map of Government Museums in Gujarat



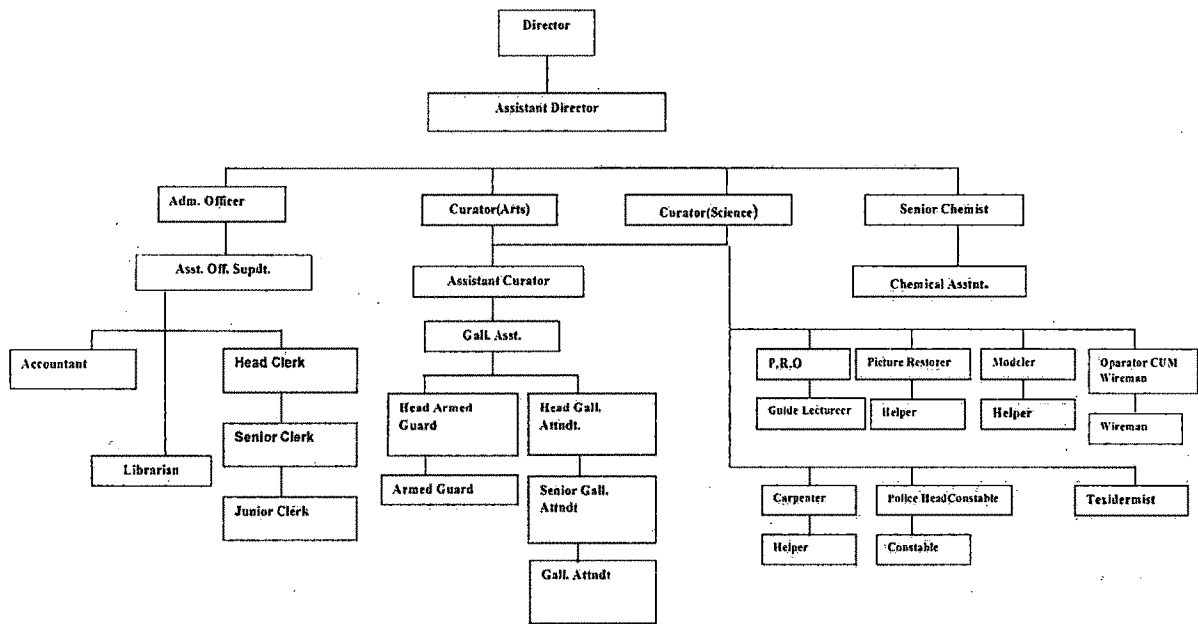
B. Administrative Staff Structure of The Department of Museums, Gujarat State



The above flow chart shows that all of the government museums in Gujarat are put under the control and supervision of the director who sits at the Museum and Picture Gallery at Vadodara.

C. Staff Structure of The Department of Museums, Gujarat State

Staff structure of the Department of Museums, Gujarat State



D. Staff Status

❖ (A Table presenting view of the staff position at each museums)

Table. 3.1 Baroda Museum and Picture Gallary, Vadodara.

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Director	1	1	1*	0
2	Assistant Director	2	1	1**	0
3	Curator	2	2	0	2
4	Sr. Chemist	2	1	0	1
5	Administrative officer	2	1	1	0
6	Picture Restorer	3	1	0	1
7	Liaison Officer	3	1	1	0
8	Assistant Officer Superintendent	3	1	1	0
9	Head Clerk	3	1	0	1
10	Accountant	3	1	0	1
11	Modeller	3	2	0	2
12	Cataloguer	3	1	0	1
13	Chemical Assistant	3	1	1	0
14	Guide Lecturer	3	1	0	1
15	Gallery Assistant	3	2	2	0
16	Librarian	3	1	0	1
17	Taxidermist	3	1	1	0
18	Carpenter	3	1	1	0
19	Sr. Clerk	3	4	4	0
20	Operator-cum-wireman	3	1	0	1
21	Wireman		1	1	0
22	Jr. Clerk		4	4	0
23	Driver	3	1	1	0
24	Modeller Helper	4	1	0	1
25	Picture Restorer Helper	3	1	0	1
26	Head, Armed Guard	4	1	0	1
27	Head, Gallery Attendant	4	1	0	1
28	Armed Guard	4	7	6	1
29	Sr. Gallery Attendant	4	5	3	2
30	Gallery Attendant	4	26	24	2
31	Carpenter Assist.	4	1	1	0
32	Head Constable	4	1	1	0
33	Constable	4	3	3	0
	Total		79	61	18

Note : *At present additional charges given to GAS Officer

** Retiring shortly

Table: 3.2 Watson Museum, Rajkot

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Curator	2	1	0	1
2	Gallery Assistant	3	1	1	0
3	Guide Lecturer	3	1	1	0
4	Sr. Clerk	3	1	1	0
5	Jr. Clerk	3	1	1	0
6	Sr. Gallery Attendant	4	1	1	0
7	Gallery Attendant	4	5	4	1
8	Chowkidar (Guard)	4	2	2	0
	Total		13	11	02

Table: 3.3 Kachchha Museum, Bhuj

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Curator	2	1	1	0
2	Gallery Assistant	3	1	1	0
3	Sr. Clerk	3	1	1	0
4	Jr. Clerk	3	1	0	1
5	Sr. Gallery Attendant	4	1	1	0
6	Gallery Attendant	4	6	2	4
7	Gallery Attendant	4	5	4	1
8	Chowkidar (Guard)	4	2	2	0
	Total		11	06	05

Table: 3.4 Junagadh Museum, Junagadh (Sakkarbaug)

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Curator	2	1	0	1
2	Gallery Assistant	3	1	1	0
3	Guide Lecturer	3	1	0	1
4	Sr. Clerk	3	1	1	0
5	Jr. Clerk	3	1	1	0
6	Sr. Gallery Attendant	4	2	0	2
7	Gallery Attendant	4	9	8	1
8	Chowkidar (Guard)	4	3	2	1
	Total		19	13	06

Table: 3.5 Darbar Hall Museum, Junagarh

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Curator	2	1	1	0
2	Gallery Assistant	3	1	1	0
3	Sr. Clerk	3	1	0	1
4	Jr. Clerk		1	1	0
5	Sr. Gallery Attendant	4	1	1	0
6	Gallery Attendant	4	5	4	1
7	Chowkidar (Guard)	4	3	3	0
	Total		13	11	02

Table: 3.6 Prabhaspatan Museum, Prabhaspatan

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Curator	2	1	0	1
2	Jr. Clerk	3	1	1	0
3	Gallery Attendant	4	4	4	0
4	Chowkidar (Guard)	4	3	3	0
	Total		10	08	02

Table: 3.7 Lady Wilson Museum, Dharampur

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Curator	2	1	1	0
2	Gallery Assistant	3	1	1	0
3	Taxi Dermist	3	1	0	1
4	Sr. Clerk	3	1	0	1
5	Jr. Clerk	3	1	1	0
6	Sr. Gallery Attendant	4	1	0	1
7	Gallery Attendant	4	5	3	2
8	Chowkidar (Guard)	4	3	3	0

Table: 3.8 Archaeological Museum, Jamnagar

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Curator	2	1	1	0
2	Sr. Clerk	3	1	1	0
3	Sr. Gallery Attendant	4	1	0	1
4	Gallery Attendant	4	4	4	0
5	Chowkidar (Guard)	4	2	2	0
	Total		09	08	01

Table: 3.9 Saputara Museum, Saputara

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Asst. Curator	3	1	0	1
2	Gallery Assistant	3	1	1	0
3	Jr. Clerk	3	1	0	1
4	Gallery Attendant	4	2	0	2
			05	01	04

Table: 3.10 Barton Museum, Bhavnagar

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Asst. Curator	3	0	0	0
2	Jr. Clerk	3	1	1	0
3	Gallery Attendant	4	3	3	0
4	Chowkidar	4	2	2	0
			06	06	00

Table: 3.11 Sardar Patel National Museum, Bardoli

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Asst. Curator	3	1	0	1
2	Guide Lecturer	3	1	1	0
3	Jr. Clerk	3	0	0	0
4	Gallery Attendant	4	2	2	0
5	Chowkidar (Guard)	4	1	1	0
	Total		05	04	01

Table: 3.12 Shamlaji Museum, Shamlaji

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Asst. Curator	3	0	0	0
2	Gallery Assistant	3	1	0	1
3	Jr. Clerk	3	1	1	0
4	Gallery Attendant	4	2	2	0
	Total		04	03	01

Table: 3.13 Chhotaudepur Museum, Chhotaudepur

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Asst. Curator	3	0	0	0
2	Gallery Assistant	3	1	1	0
3	Jr. Clerk	3	1	0	1
4	Gallery Attendant	4	2	1	1
	Total		04	02	02

Table: 3.14 Vadnagar Museum, Vadnagar

Sr. No.	Position	Category	Total Positions	Filled Positions	Vacant Positions
1.	Asst. Curator	2	1	0	1
2	Gallery Assistant	3	1	1	0
3	Guide Lecturer	3	1	0	1
4	Sr. Clerk	3	1	0	1
5	Jr. Clerk	3	1	0	1
6	Gallery Attendant	4	2	2	0
	Total		07	03	04

Note : Gujarat no Rajkiya Itihas Darshavatu Sangrahalaya,
Vidhanshabha Podium, Gandhinagar

No Staff is Provided Especially for this Museum

The above tables (Table No. 1 to 15) show the position of the staff appointed at different museums. They project the picture of the staff requirement at each museum as viewed by the department. They also project a picture of the actual staff working in the current date and the

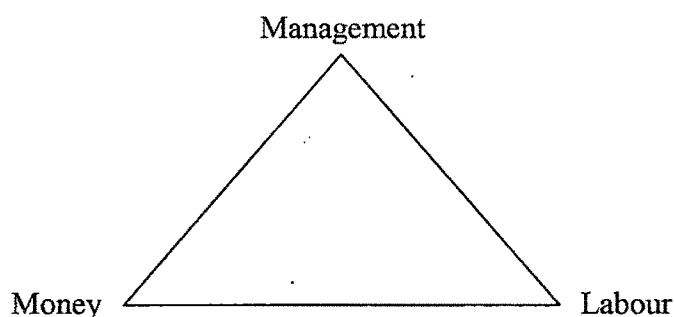
vacant positions (According to information sought in beginning of the year 2012). The vacant positions indicate the shortfall in the labor employed. When the staff requirement is determined at the outset it takes in to account the total work that is involved in the project. That seems to project the ideal situation. The vacant positions indicate the inability on the part of the management to manage to employ enough labor and as a result a shortfall of labor occurs. What are they called? Is it called inefficiency or inability on the part of the management to arrange the required labor? There is no point here to pass value judgment on the staff position but just to hint at the serious lacking in reality that may hamper the functions seriously and as a result the investment incurred on the project goes in vain. It eventually defeats the objective of running an institution. If we throw a glance at the tables we notice glaring shortfall of staff at several museums. For instance, at the Vadodara against the staff requirement of 79 there is a shortfall of 18 employees which amounts to almost 22% . It means that 20 to 25% of the work would hamper on regular ground. Further, one may notice that the shortfall occurs in the maintenance staff and the security staff which may paralyze the basic functions at the museums. Likewise, the Rajkot museum has short fall of 02 against the total of 13, the Bhuj museum has 05 against 11, Sakkarbaug Museum at Junagadh 06 against 19, Dharampur museum 06 against 19, Saputara 04 against 05, Chhota Udepur museum 02 against 04, Vadnagar 04 against 07 and Patan 5 against 05. So the picture projected is that of shortfall beyond 30% average and at museums at Saputara and Patan it is almost 90% to 100 % . In such a situation, how can it be expected that all work of museum can be handled properly? If the shortfall is summarized for all museums it might project a more realistic picture about the quality of administration of the museums.

The summery of the staff status as shown in the table no 3.15 below shows the overall position of the staff working at all fifteen museums.

Table: 3.15 Summery of Staff Status

Sr. No.	Museum	Requirement	Present Status	Excess/ Shortfall	Remarks
1.	Baroda Museum and Picture Gallery, Vadodara	79	61	- 18	
2.	Kachchha Museum Bhuj.	11	06	-05	
3.	Watson Museum, Rajkot.	13	11	-02	
4.	Junagadh Museum, Junagadh.	19	13	-06	
5.	Lady Wilson Museum, Dharampur.	14	08	-06	
6.	Archaeological Museum, Jamnagar.				
7.	Prabhaspatan Museum. Prabhaspatan.	10	08	-02	
8.	Darbar Hall Museum, Junagadh.	13	11	-02	
9.	Saputara Museum, Saputara.	05	01	-04	
10.	Sardar Patel National Museum, Bardoli.	06	04	-02	
11.	Barton Museum, Bhavnagar.	06	05	-01	
12.	Shamalaji Museum, Shamalaji.	04	03	-01	
13.	Vadnagar Museum, Vadnagar (Dist. Mahesana).	07	03	-04	
14.	Aadivasi Museum, Chhota Udepur (Dist. Vadodara).	04	02	-02	
15.	Gujarat no Rajakiya Itihas Darshavatu Museum (Vidhan Sabha Podium), Gandhinagar.				

Good administration has to have adequate labor force to carry out different tasks required for an effective management. Any enterprise has to have two strong bases at its investment like money and labor. These two are needed at an initial stage to set and start an enterprise and later on they are needed continuously and frequently to carry on the functions and to grow and develop an enterprise to gain improved performance and enhanced value. The three together can make a triangle of equilibrium in the administration to acquire good results.



Any shortfall in these two causes imbalance in the functions and a dream of fulfilling objectives and reaching goals does not become a reality. When huge investment is made by the Government of Gujarat with the public money and when it undertakes with that money a noble task of preserving valuable cultural heritage for the benefit of future generations maintaining adequate and balanced staff level becomes the prerequisite for good management of museums.

It seems that the staff requirement might be chalked out years back when the administration framework might have been formulated. It might be sometime during 1960s when the department of museums came in to existence as a government agency to manage the museums in Gujarat. After it, very few revisions seem to have been affected by the concerned authority. The time has changed drastically after 1960s and particularly after 1980s when telecommunication and electronic revolution had sweeping impact over the world. Museum activities have to do much with these technical fields for development and growth and for effective

utilization of museums for student – researchers and for people in general. The staff profile above does not seem to reflect any changes or revision in the staff requirement in that regard. The need of the hour is that more and more inclination toward information technology has to be cultivated in the basic management viewpoint and more staff of that sort may be recruited at museums.

Administration is a team work in which a team of employees work under a leader. A leader supervises different functions carried out the staff below him under different sections and categories and imparts instructions and guidance for improvement in the functions. He is the brain of the system and the staff below him is like limbs like hands and legs to perform different tasks. Until the staff receives any clear instruction from the above they are unable to do any thing because they are confused and do not really what is

to be done. When there is no leader an army is confused. Likewise if a leader is confused an army gets confused. Both the situations are dangerous causing poor output. With it, the investment of money, labor and time is wasted. To avoid such a condition much care is taken when a leader is selected for a team. The museum department too has specified norms about the qualification of some key positions in the system, why some positions for all positions in the system. Since the concern here is a quality of a leader for team we will have a restricted view for some key positions in the department of museums. They are like Director, Assistant Director, Curator, Assistant Curator, Administrative Officer, and Sr. Chemist. The table no 3.16 below presents the details about the key position in the administration. It specifies the prescribed qualification and work experience required for appointment of each of the positions. It also mentions the remuneration/ salary package under the Sixth pay Commission of the Government of India is given to an employee appointed in these positions. The norms of appointment sound good and correct and also the remuneration go attractive in tune with the present day expectations and needs. Leaders of such caliber would certainly make difference provided the norms are followed with due seriousness.

Table: 3.16 Qualification and Pay-scales

Sr. No.	Position	Qualifications	Work Experience	Pay Scale
1.	Director	Ph. D/PG –I class & PG Degree/ Dip. in Museology experience	Seven Years'	15600 (7600)
2	Asst. Director	Ph. D/ Master's Degree & Diploma in Museology	Five Years' or by Promotion	15600 (6600)
3	Curator	Ph. D/ Master's Degree & & Diploma. in Museology	Exceptionally good experience or by promotion	9300 (5400)
4	Assistant Curator	Master's Degree	Two Years' technical experience or by Promotion	9300 (4200)
5	Administrative Officer	Bachelor's degree & G. P. S. C. passed	Adequate work experience or by Promotion	9300 (4200)
6	Sr. Chemist	Ph. D/ PG in Inorganic Chemistry/ Dip. in Museology	Three years' research experience or by Promotion	9300 (5400)

Now the point that is required to observe is that whether the administration provides good leaders to run it effectively. A glance at all the tables 1 to 15 of the staff status at museums reveal one thing that the Vadodara Museum works under the leadership of the director as he has his office located there. The director is the Ex. Officio director for all government museums in the state. The director is the sole authority who takes all decisions related to all the museums under him. There is no executive committee or finance committee or there is no law for any such committee. The director has all powers to execute them through his team of subordinate staff. The director

is the head of department for all government museums of Gujarat State. He is appointed by the government in consultation with the GPSC. The director is the principal executive of the museum department and he is responsible for proper administration of all museums in the state. He can take decisions and execute the work.

The director is a leader of a team of workers and staff engaged in different activities at museum. The qualities of museum team leaders can be described highly qualified sensitive specialist. He must inculcate the following qualities, irrespective of whether he is a specialist or a generalist: 1. Decisiveness, 2. Clarity of Vision, 3. Foresight, 4. Unerring Judgment, 5. Inspiring Confidence in Subordinates, 6. Good organizing Capacity, 7. Good Public Relations, 8. Dynamism and Improvement.

The next to him in position is the Assistant Director. He also sits at the Museum and Picture Gallery, Vadodara. He assists the Director in execution and routine administrative matters of all fifteen museum working under the Department of Museums, Government of Gujarat. He is selected and appointed either selection by GPSC or by departmental promotion. Presently the position of the Assistant Director is filled by promotion in the department. It means that the person carries long experience of Curatorship and having the administrative experience. His experience carries good value for the development of museums and adds to the efficiency of the museum function as a whole.

The next to Assistant Director, Curator is the head of the district museum. At some of the museums, curators carry out supervisory tasks and lead the team for management of a museum. Curator is a man of almost equal caliber and technical capability to do the job in fairly good manner. At some five smaller museums, an Assistant Curator looks after the functions. There are many museums such as in Saputara, Bardoli, Bhavnagar, Shamlaji and Chhota Udepur where the post of Assistant Curator is vacant.

The question arises: what would be happening at these museums that are on important tourist centres? How effective would be the administration of these museums? Hence attention is required on this issue by the government.

The researcher is of the view that to run a small museum effectively at least below mentioned positions are required:

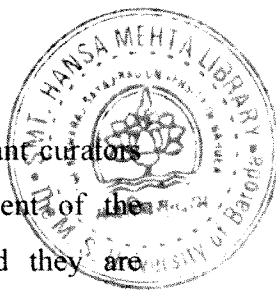
Curator---1, Gallery Assistant---1, Guide Lecturer ---1, Clerk -2, Gallery attendants ---3, Guards ---3, Sweeper ---1, Gardner ---1

The staff positions are created by the Government of Gujarat on the ground of the actual requirement at each museum. The purpose is to provide stability and direction to the system and to carry out various operations of the department in proper manner. The total number of positions sanctioned by the government is specified in the tables 1 to 15 and the summary of the staff positions in table no. 16. The posts are divided under different categories or groups A, B, C and D according to their pay scales. The appointment of these positions is done according to the procedures and methods of recruitment. Appointment is made on a post as approved by the concerned authority appointed by the government. For instance,

1. Group 'A' (Class I) position is the director's. He is appointed by the GPSC.
2. Group 'B' (Class II) positions are appointed by the GPSC or by the departmental promotion.
3. Group 'C' (Class III) positions are appointed by the director.
4. Group 'D' (Class IV) positions are appointed by Head of the Office.

Years ago, the curator was the appointing authority for the selection of class IV that fall under the group 'D' positions.

As mentioned earlier, these supervisory positions are link positions between the top management, that is the director, and the staff working at grass root



level. The director calls the meeting of all curators and assistant curators every month to discuss the issues related to the management of the museums. Various problems are shared at the meeting and they are discussed to arrive at viable solution. The director guides the curators and assistant curators about some key matters in the administration of the museums. Further, the director delegates some of his powers to the curators and assistant curators under him so that they can carry out the tasks at their respective museums with relative independence. It is through them that the policy decisions are conveyed to the lower staff and they are implemented under their control and supervision for better results. Absenteeism or neglect at this level on any ground would cause serious damage to the system. The reason is that a man holding this position is suppose to be learned, knowledgeable, having vision for management and control and holding clear views about objectives and goals. This capability makes him inevitable to lead a team for better management. He can be replaced for any reason with any person in junior position. So the status revealed from the tables hold caution to the present administration.

Another glaring point that is captured through comparative view of these positions in Gujarat and positions parallel to them at Chhatrapati Shivaji Maharaj Vastu Sangrahalaya, Mumbai and Allahabad Museum, Allahabad. It is about the remuneration packages given to them. The director at the Mumbai Museum gets Rs. 37400-67000 (G. P. Rs. 12000/- where as the director in Gujarat gets Rs. 15600/- (G. P 7600). The same may be said about other positions like Assistant Director getting at Mumbai a package of Rs. 15600 (G. P. 7600), while in Gujarat he gets Rs. 15600 (6600). A curator in Gujarat gets Rs. 9300 (5400) while in Mumbai he gets Rs. 15600 (6600). Such a glaring difference would cause a kind of disinterestedness in the minds of senior managers and that may adversely affect their commitment. As a whole the pay structure of Director, Assistant Director, Curator are quite lower than the leading museums of India such as National

Museums, New Delhi; Indian Museum, Calcutta; Salarjung Museum Hyderabad and Chhatrapati Shivaji Maharaj vastu Sangrahalay, Mumbai.

Shah (2009) reflects on the staff positions at the government museums in the state of Gujarat. He says that it is a policy of the Government of Gujarat not to recruit new staff. The result is that since 1985 no new appointments are made at any museum. Even on retirement or sudden demise of any staff member is not duly replaced with to recoup the staff shortfall. Consequently there is just one conservator to look after all fifteen museums and all over two lacs of objects in their collections. He says that the government has to appoint at least five conservators who can ensure adequate and efficient conservation treatment to all objects collected at the fifteen government museums in Gujarat.

In this light he says that it is easy to make collection but it is painful to look after them. He says that it is natural that every object has to face problems of decay due to effect of various factors and also due to their ageing. He insists that adequate staff at conservation laboratory has to be ensured to allow longer life and better condition to the objects at the museums. While the selection of the staff at the government museums he insists to keep the following points in mind to bring motivation in the existing staff and to make the selection procedure simple for new candidates to facilitate the progress of the department.

1. Appointment of eligible candidates through well laid down selection procedure.
2. Timely promotion of the staff on the ground of their efficiency and performance.
3. A special drive of recruitment to appoint curators/ assistant curators at the museums.
4. Avoid making temporary appointments on adhoc basis and on consolidated salaries. It causes frustrations among the staff.

5. Putting full trust on the staff appointed.
6. Paying higher salary considering excellence in an employee.
7. Appointment of professionals in the top positions like the director/assistant directors, etc.
8. Involving students' participation through their placement as research assistants, etc. at the government museums.
9. Professional training to the present untrained staff.
10. The Museum Advisory Board should be revived and reinstated to advise the government on administrative and technical matters.

He strongly believes that such reforms are necessary to restore the glory and status of the museums for cultural and academic learning.

Safety and Security Arrangements

The tables (no. 1 to 15) also focus on the security arrangements at different museums. In the present time of material superiority, money gets high priority in all respects of life. Man attaches top priority to money in life and he may go to any extent to get it and to accumulate it. Money reigns supreme to acquire power position and importance in society. So people are all anxious to get more and more money and become richer. Either they work harder to get more and more money, or they adopt some other to get richer. In either case lust for money affects the mind of a person and as a result he gets more and more obsessed with earning money by any means. He doesn't care whether a means to earn money is honest or dishonest. He just wants money by all means and for it he may beg, borrow or steal, or pilfer, cheat or swindle, or even snatch, rob or taken away by threat of life. Many incidents of such kinds are reported in the media almost everything and much of the police force and investigative agencies are deployed to restrict such incidents or to probe in to them to catch hold of culprits. In the recent days the media reports abound in such stories that upset our minds and put us under constant anxiety.

When we think of this point in relation to museums we grow still more anxious. The reason is that museum is a precious and exquisite collection of objects that were once made and never can be made again. These objects make precious cultural heritage that was acquired and preserved so fondly by the kings and princes earlier and put them in their personal museums. We have received them as cultural legacy and it is our pious duty to preserve them. When the government took over the responsibility this was the concern that was held high. The reason is that it did not just look at the promise that was given to kings and princes, but it was thought to make a precious cultural heritage for future generations bringing to them stories from the past history. Further, it might bring to them a few things to learn and help their growth and development. Thus, museums are viewed as training centers for cultural advancement.

Where there is a treasure all eyes are fixed on it. Some may admire it or some may feel jealous about it and hold a plan to get it in their possession. To work out their plans they resort to any kind of act, may it be dishonest, illegal or immoral or even criminal kind. They look for all chances that they manage to take away object from a museum and sell it to some one for higher price. Thus, they become richer quickly. These days Indian antiques and art objects like painting, sculpture, idols, jewelry, etc are on high demand in foreign markets and people are ready to pay higher price. It further leads to illegal acts of smuggling of art objects. A museum makes a soft target to them and they may take advantage of loopholes in security arrangements at museum or work out their action plan during busy hours when there is heavy rush of visitors. This calls for tight security arrangements at all museums basically to safeguard precious cultural treasure from the eyes of pilferers and swindlers.

Keeping this concern in mind a general survey was conducted about it and the relevant information was collected from the official records which is summarized in the tables no 1 to 15. A glance at these tables reveals to us

alarming situation about the security staff and security arrangements. It would disturb us with scanty security provided at each museum. For instance, a museum at Vadodara is such a huge museum that stores all time precious objects of which people of Gujarat can take pride. But look at the security staff deployed at it. There are 7 security persons provided with 3 constables. Would it be called adequate arrangements for a huge museum of that kind that keeps many departments and thousands of art objects? The security staff at other museums is like: Rajkot (2), Junagadh (3), Prabhas Patan (3), Dharampur (3), Jamnager (2), Bhavnagar (2), and Bardoli (1). It is surprising that the museums at Bhuj, Saputara, Vadnagar, Shamlaji and Patan do not have security staff. How would you rate this kind of security arrangements? Adequate? Certainly not! Just think, you put up an office somewhere and you need minimum 2 security persons. So when you have a museum to manage you would certainly need more of security persons. The requirement may be determined depending on the areas of premises, size of a building, number of entry points, number of sections, number of display sections and galleries, etc. Further, it has to consider the flow of visitors visiting it. To the minimum, there should be one senior officer and three assistants, one for the outside premises including the parking etc., one at the main entry point and one inside a museum. If you keep the CCTV cameras and anti-theft devices and anti-robbery devices you may need some more persons. The reason is that in the present time of high electronic and telecommunication revolutions all kinds of cyber crimes may proliferate. So the security aspect has to consider the changing times and the implications put forth by them. It appears from the present status that this kind of concern is yet to get priority in the present set up or if it has started receiving attention from the higher authority it goes at alarmingly slow rate.

The reports nowhere mention about fire safety arrangements at any of the museums. It is a serious flaw on the part of the museum management. We know that with increased use of electricity there are increased chances of

fire by short circuits. Many part of Gujarat receive severe heat during summers. So there may be fire by heat. Further, when it keeps chemicals and explosives in its store for the purpose of chemical treatment of some objects in the collection, there are chances of fire. When we know that museum hold a precious collection of cultural heritage, due care has to be taken in this regards. There has to one or two staff appointed for the purpose that would check electricity connections, equipments and things in storage, so that any chance of fire can be detected. Further, in case of fire, other staff would not know what to do at that time and how to use the fire fighting kit. The fire safety staff would take care of this part and control the fire chances with the help of other people on the staff. The reports published in the annual reports keep conspicuous silence over this crucial matter.

Fire Safety Arrangements

Another glaring lacking that may fall to one's notice is the Fire Safety Arrangements. As per the present international norms each building or premises has to keep optimum fire safety arrangements. As a result of it, we find a set of equipments provider at the entry point near to the security point. Since a museum is a huge public property and it involves a huge collection of precious objects precautions need to be taken about any mishap of fire and the kind. It is as well needed that one fire safety officer may be provided at each museum. He may carry periodical inspection of all possible causes of fire and related mishap and report for timely repair to update the facilities. This is to prevent any chance of fire incident and damage by it. Further, in case, incident of fire occurs he may train and guide the ground staff to use the fire equipments effectively to control fire and prevent any further damage to life and property. The status of staff does not mention whether Fire Safety staff and arrangement are provided adequately at the museums. It means that the matter is not given due consideration. There may be fire incidents out of a very small reason like

short circuit or blasting of gas cylinder or even leakage of gas or spillage of explosive liquid. If due care is taken about such things chances of fire and damage may be prevented on most occasions. A fire officer may be assigned this duty to make sure about fire safety at the museums.

When the Government of Gujarat undertakes the responsibility of managing the museum collection that carries lot of value and prestige for the community and the country such points should not skip its attention. On the contrary, they should become high priority matters to demand urgent attention from its managers.

Computers are useful for security and other purposes too. Check through computerized scanning and anti theft devices becomes a common arrangement at all public and business centres. Further, continuous checking with CCTV camera network over the campus and constant vigilance by security and vigilance staff becomes a need felt every where. Mobile phones, and telecommunication network is felt as urgency today. In all these, use of computers is increasing day by day. In such a time, how can you shy away from the computer.

Museum is a place where there stays precious and the most prestigious collection of objects. They are valuable objects and a mark of prestige for a community and a nation. A collection at museum represents cultural heritage of a country's and a community's past and also its cultural advancement in the present. When a museum serves such a high value collection how can one afford to pay negligence to its security?

A glance at the reports published does not show any details about the security arrangements at the museums under the government management. Even a look at the staff status in the earlier chapter too reveals that the staff is too scanty to meet the security requirements at all museums. As per the need of security needs in the present times, there has to be one security

officer and at least four security personnel appointed on full time basis. An officer would do full time vigilance and monitoring of security arrangements. One of his subordinates would monitor the CCTV camera system and the second would undertake vigilance inside the building. The third person would check at an entry point and the fourth one would keep an eye on the external premises including the parking slot, cafeteria and other related places. Each person on security staff should be duly equipped with equipments and mobile phones or walky-talky instruments and a weapon.

All visitors are not genuine. So, one would not put open trust on each of them. Proper vigilance need to be exerted to make sure that collection at museum is not harmed or damaged in any way by any of the visitors. So camera and the related security equipments need to be used with proper wisdom so that no visitor is hurt and safety and security of collection is ensured. The reports do not project a clear picture about how much and in what way the computer system operates in this respect.

First Aid Medical Check-up Facility

As per the international norms of health care, each organization should arrange for adequate medical facility. In case of any health problem to an employee or a visitor at least first aid treatment can be made available to him prior to the actual treatment required. Then such a person may be shifted to a hospital for further treatment.

Finance

Finance acquires high significance for any organization. As pointed earlier, money is one of the three basic components of administration. It is like flesh and blood to any system which infuses life and energy in to it. All functions can happen with money and without money any thing of higher caliber even may get paralyzed. So finance is inevitable to keep anything

working and to enable it to grow and develop further. For a government organization like museums finance is not much of a problem as money is allocated from the budget amount every year and it is meant to be utilized in a specified manner. As per the procedure followed by any department in the government, the finance requirement is specified by each department for that particular year and it is to be compiled with that of other departments and the composite finance requirement is conveyed to the concerned authority in the government. The finance requirement is specified under the two heads like 'Planned' and 'Non-Planned' and the total of the two is conveyed to the concerned higher authority. The table no. 18 below shows the finance requirement for the years 2007-08, 2008-09 and 2009-10:

Table No: 3.17 Finance Requirements

(Rs. in Lakhs)

Sr. No.	Main Detail	2007-2008			2008-2009			2009-2010		
		Plan	Non Plan	Total	Plan	Non Plan	Total	Plan	Non Plan	Total
1.	Development	17.60	249.30	266.90	117.44	264.25	391.69	121.48	362.56	484.04
2.	Promotion & Strengthening of Registration	0	0	0	0	0	0	17.61	0	17.61
3.	12 th Finance Plan	50.00	0	0	7.00	0	7.00	87.90	0	87.90
4.	Development of Art & Culture (Tribe)	6.00	0	50.00	6.50	0	6.50	11.00	0	11.00
5.	Construction & Development of Museum Buildings	153.73	0	6.00	56.00	0	56.00	231.00	0	231.00
		227.33	249.30	153.73	186.94	264.25	461.19	468.99	362.56	831.55

Table No : 3.18 Budgetary Provisions for the year 2010-2011

Sr. No.	Project	Amount in Lakhs
1.(A)	Common expansion, revenue, matters on hand	
1	Documentation of objects	5.00
2	Renovation of Vadodara Museum	100.00
3	Purchase and publication of books	10.00
4	Salaries and allowances for new positions	3.00
5	Fresh display and reorganization work at new building of Patan Museum	50.00
6	Fresh display and reorganization work at the building of Tajmanzil at Junagadh	25.00
7	Reorganization work of galleries, storage system and garden development work at new and old museums.	30.00
8	To release grant to private grant-in-aid museums	4.00
9	To purchase machinery, equipments and required materials	15.00
10	To depute technical and administrative staff of the department For training out of state and to organize conservation workshop at Vadodara Museum and other museums under it.	3.00
11	To organize educational activities	5.00
12	To purchase ancient objects and art objects	3.00
	Total (Matters on hand)	253.00
(B)	Common Expansion Revenue (New matters)	
1	To construct sculpture garden and landscaping at Vadodara Museum	35.00
2	To connect the museums under the department with G-Swan	20.00
3	To sanction new space for museums in non-tribal areas	2.00
	Total (New matters)	57.00
	Total of Common Expansion Revenue	367.00

Sr. No.	Project		Amount in Lakhs	
2	Projects Promoted Partially by the Central Government (C. S. S)			
	1	Modernization of galleries, displays and storage system at museums of Rajkot and Junagadh	1.00	
	2	Renovation of Vadodara Museum	1.00	
		Total of Partly Central aided projects	2.00	
3	XII Finance Commission: Provisions			
	(A)	Museum and Picture Gallery, Vadodara.		
		1	To modernize the miniature painting gallery with A. C. system and light system	50.00
		2	To make modern conservation laboratory at Vadodara Museum	15.00
	(B)	Darbar Hall Museum, Junagadh		
		1	To merge Sakkarbaug Museum with Junagadh Museum and make fresh arrangements for galleries, show-cases and light arrangement.	20.00
		2	To construct new galleries, bullet proof show-cases and to purchase security devices and for documentation at Tajmanzil Museum, Junagadh for exhibition of Junagadh Nawab's jewelery	100.00
Total of XII Finance Commission		185.00		
4	(A)	Common Expansion Capital Project (Matters on hand)		
		1	To construct a building for the museum at Patan (N. G.)	40.00
		2	To construct a building for the museum at Dwarka	55.00
		3	To construct a building for a new museum at Vadnagar	50.00
	(B)	Common Expansion (New matters)		
		1	To construct a compound wall surrounding Vadodara Museum	35.00
	2	To construct a building for a new museum at Prabhas Patan	50.00	
Total of Common Expansion Capital Project		230.00		

Sr. No.	Project		Amount in Lakhs
5	(A)	Tribal Area Revenue (Matters on hand)	
	1	For salaries allowances of new appointments	2.00
	2	Modernization of galleries, display and storage	7.00
	3	To construct sculpture garden on museums premises	3.00
	(B)	Tribal Area Revenue (New matters)	
	1	To sanction a new site for museums in tribal areas	1.00
	Total of Tribal Area Revenue		13.00
	TOTAL (OF 1 TO 5)		740.00

The finance is released from time to time as demanded by the concerned department for expenditure on a specified requirement submitted. There is account section that keeps record of each transaction of expenditure in the books of accounts with related vouchers/ invoice, etc. While spending money budgetary allocations are strictly adhered to and the expenditures are accounted strictly following it. No liberty can be taken at any stage to decide about money to be spent and with the director's approval he executes his decisions. All accounting records remain under his control. The Curators act as Drawing Disbursing officer of their museum.

Then there is a stage of auditing. It goes in two stages: Internal Auditing and External Auditing. Purpose of auditing is to check and make sure that money is spent on a specified purpose and the procedure is followed properly. If any faults or irregularities are

noticed they are reported in the audit report and the explanation is sought from a concerned officer. The curator is an officer responsible for accounting records and procedures. It sounds a complicated procedure, but it is useful or rather inevitable to ensure healthy financial management. The accounting records are sent to the auditing office of the Director, DAT at Rajkot. There is another office of the auditor called AG, Rajkot. It is more

important office for finalizing the accounting matters for the department of museums. It conducts a detailed analysis of accounting transaction and clears them as conforming to the laid down procedures and norms. In case any audit para is raised in the audit report by the audit committee the curator has to resolve it.

The budget of the department is prepared every year under the direction and guidance of the director. It has to seek approval of the Legislative Assembly of the state government.

For works beyond Rs 40000/-, the director has to obtain administrative as well as financial approval from the government. There is financial advisor in the ministry of youth and culture who also work as the financial advisor to the department of museums for financial matters.

The table no 18 and 19 above show that over five years the budgetary allocations of finance do not show any specific change except at one place where the amount is higher over 250 lakhs and that of the revised one for 2008-09 is very high. It is possible that major establishment tasks might have been undertaken at any of the museum. The director generally advises the curators in all matters relating to the management of the museums and about the technicality where involved. Curators prepare the annual estimates under the plan head for the purpose for which the grants are sanctioned. On the ground of the plan budget estimates, finance requirement is prepared by the curator of each museum. He prepares proposals for the new expenditure regarding the plan and the director checks them for suitability. The director approves the estimates plan of the budget estimates. Accordingly, the finance made available to the department for expenditure. It has to be adequate against the justification of the finance requirement submitted by the department. But the point to make sure is whether the whole of the allocated finance is utilized for the purpose for which it was demanded. So in that connection, the director conducts the review of the

finance position from time to time and conducts an audit wherever necessary. He scrutinizes appreciation statement and makes recommendations to the government for the additional requirement. He also fixes the limit for receiving and non receiving the expenditure for the year. After that limit, no expenditure shall be allowed to spend by the department of museums even if it is provided in the budget.

There are cases that if finance is not spent fully by end of March of each financial year the unutilized amount has to be returned to the government at the end of the financial year. It may reflect inability on the part of the concerned department to spend money for specified purpose in specified time following the procedure required. The leader of the team is perhaps unable to utilize the money goes back to the government and the department of museums in turn loses a chance of development at a museum even though the money was available. Here counts his inability to manage a work and it means a huge loss to the department in the specific and the museum movement as a whole.

Museum is a constantly growing activity. It's like water flowing in a brook. Flowing waters keep it fresh and clean. Likewise, changes carried out constantly will keep museum to look fresh and lively to attract more and more visitors. The government is ready to spend good money on updating the museum but if the officers in charge do not do it properly it is a loss to this public organization which is entrusted to officers. So it is the commitment and imagination on their part that ensures proper utilization of finance.

On look at the table 20 gives us an idea about the budgetary provisions made for the year 2010-2011 project work being carried out at the museums. It brings in various developmental issues to get to a museum a new look. On paper they sound attractive and fulfilling. But it is at the end of the year, sometime in February and March, that the actual picture gets

clear as to how much task is accomplished. Everything sounds fascinating on paper. But real picture becomes clear with the actual financial position at the end of the financial year. The reality is made clear with whether it can render desired results and yield benefits to researchers and interested visitors.

The third point to look in to is that once the project is undertaken and completed duly and it starts working it feels good. It has also to see whether the procedure follows the norms and the objectives laid down in the management manual of the institution or whether it is meant for personal glory or benefit or for even political mileage. A person in chair looks for all chances to please a senior person in chair. Earlier there used to be just one ruler who was to be pleased. So the need was occasional. In a democratic set up all elected political leaders take them as kings and expect royal treatment wherever they go. Secondly, unlike the kings in the earlier the leaders change by election every five years. So the royal treatment given to political leaders happen to be so frequently required. So persons holding senior positions have to please these bosses with putting some projects in their names or organizing some special events in their honor. Such compulsions may mar the real purpose of museum activities. What counts here is commitment and honesty on the part of an officer and also his diplomatic dealing with political leaders so that the purpose of general good is maintained and the museum activities as such may not be hampered in any way.

Another glaring point that may fall to one's notice is that some vital projects are delayed unnecessarily under bureaucratic pressures and hurdles. Many a time it is the personal ego that dominates and does not allow the system to work smoothly. Further, there is a common desire among senior officers to earn credit and name for any good thing happening. This causes clashes and conflict and the result is that the project is delayed or cancelled. And who is the loser at it? General public and who else? The money spent

is the one that they pay as taxes to the government. If that money is not utilized properly for the purpose specified and in efficient manner it is a waste. Once an investment of this kind is wasted it is a great loss to public well being and to the future generations as well.

Museum is a non-profit making organization. The purpose to run a museum is not business but to render service to society. It is the sense of social commitment and social responsibility that work behind its basic objectives. Those who are involved in the system need to work with an out look that they are servants to people and not bosses or owners of a business. So they have to show eagerness to help people in the best possible way. Second thing to keep in mind is that this investment is meant for serious kind of activities by which general people and young students and researchers are going to be benefited with expansion of their base of knowledge, information and imaginative intelligence. A small care will make lot of difference in the output. Likewise, a small negligence may lead it to greater loss that cannot be so easily paid. One has to remember that future of society rests on preservation of its cultural heritage and this responsibility is assigned to the museum authority. So the administration of the museums needs to be sensitive and sensible in the matter of spending money.

Budgetary provisions involve a process that is mostly on paper exercise. What is significant in the process is the execution part through which the money is actually spent. Activities at museums involve at the outset requirements of building, premises, surrounding, and infrastructure. Then there comes a stage of collection of objects and their conservation and display. Then there comes a stage of storage, security and maintenance. In all these stages there is a common procedure of floating inquiries to prospective suppliers or contractors, inviting offers or quotations from them and then selecting suitable supplier or contractor through careful scrutiny of the offers. After it, one has to make sure that the quality standards are maintained in the materials supplied or work done. Quality is the chief criteria in it as it ensures expected returns of the money spent. For it,

quality norms should be set for each item and strict measures of quality checks and control may be ensured at every stage in input of material. Care and precautions are taken at this stage may assure about good quality of output. Since the output at museums is not any solid product that can be checked physically. It is a service sector and quality for it may be checked through the opinion and feedback of visitors, students, and researchers who are its chief beneficiaries. Every time one has to take care that money is spent efficiently. It is public money that they are spending and they are mere trustees. They are not supposed to mishandle the money.

Financial Control

The financial control is exerted on the amount drawn by abstract bills. This amount can be drawn only after written permission is secured from the Director of museums. This amount can be drawn by the DDO. He has to furnish detailed bills for the amount within three months since the amount is drawn. This can be further regulated by obtaining D. C. bill Certificate (detail bill certificate) from the Director.

To make sure that money is spent efficiently a system of accounting and auditing is set up at the department. At each museum, there is an account section that keeps the record of money spent. But the tables 1 to 15 reveal a picture about this section. There is an accountant's position at the Vadodara Museum which is supposed to be the central administrative office. At all other museums, the work seems to be handled by a senior clerk or a junior clerk. There might be computers placed at the museums. But it is doubtful how efficiently they are used for the purposes of accounting and recordkeeping. As the time changes there is an increasing need for computer applications in the museum activities. One computer operator may be placed at each museum who may be assigned the accounting tasks along with other tasks. He may take care of recording the transactions of money spent and the rest of the accounting tasks may be

shared by an account clerk. This might enhance the quality of overall performance of the museum department. Money spent efficiently can ensure good growth and development of young minds in the society and better understanding about the cultural heritage. The accounting department may claim greater share.

The chief concern of the finance department is to make sure that the money is spent on purposeful tasks and they should get the best return in terms of better output and improved conditions at the museums. The requirements at the museums may be varied and they may demand considerations of quality performance and effective output. If it can be achieved through spending minimum of money it would render effective management of finance. Economy is very much desirable but it should not sacrifice at any point quality, efficiency and result oriented performance. The reason is quality remains top consideration when you have to preserve precious treasure. Further, money is subsidiary to any scope of performance for growth of mind. Educational motives and research objectives stay much beyond any consideration of the business kind. Museums are not business organizations that are run for profit and monetary gain. The government undertakes its activities with a noble cause of carrying out social responsibility. It's a pious commitment on its part to preserve valuable cultural heritage that is handed down to its as cultural legacy. The government is a trustee of this treasure and so the administration has to be handled and the money has to be spent with such commitment and pious attitude. So it becomes a moral task on the part of the finance department to handle the public with care and honest concern. It becomes its duty to spend money with due economy that it yields the best possible return in the interest of cultural and mental growth among people and students- researchers.

Thus, it becomes clear that the department of museums is well set up by the Government of Gujarat and it is duly funded for its various activities. It is

needed to see whether it is tuned up properly with the changing times, their demands, expectations and implications. It is also necessary to see how far the administrative system of the museum department incorporates duly the trends of development, in knowledge and technical know-how and management skills to affect improvements and ensure efficiency for improved performance and better output. It should not be taken as routine business function but a responsible duty of trusteeship.

Thus, the discussion in the chapter shows that administration acquires lot of significance for efficient use of the museums for cultural development and mental growth among people and youths of the state. But that is not the only consideration about its management. The chief concern of the museum activity is collection of objects of cultural significance and their exhibition to general public and students to educate them about the cultural heritage and help them to understand its value. This activity has his cultural value and also it is taken seriously for educational purposes. This second kind of work involves another kind of aspect of management called the Curatorial aspect. This aspect is much different from the earlier one in the sense that it involves technical knowledge, know-how and skill to manage objects for their efficient conservation and preservation. The next chapter looks in to this aspect to review its present status in the interest of a clear view about the management of the museums under the Government of Gujarat.