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ADOPT A HERITAGE PROJECT: A FUTURISTIC MANAGEMENT APPROACH**Y.S THAKUR****HEAD****DEPARTMENT OF BUSINESS MANAGEMENT****Dr. HARI SINGH GOUR UNIVERSITY****SAGAR****MADHVI JHA****RESEARCH SCHOLAR****DEPARTMENT OF BUSINESS MANAGEMENT****Dr. HARI SINGH GOUR UNIVERSITY****SAGAR****ABSTRACT**

Importance of something can be understood by the care and attention provided to it, the vice-versa of it also mean the same. 'ADOPT A HERITAGE: APNI DHAROHAR, APNI PEHCHAAN' project initiated by the Government of India on 27 September by honorable President Shri Ram Nath Kovind for the proper management of heritage sites and monuments which in turn attracts more domestic as well as foreign visitors. This movement is an effective one as the structure of the project is not rigid but very flexible in terms of adoption of ideas and techniques from every possible entity for making our heritage sites a better and more attractive places for the visitors. Under this project proposals and bids are invited from various public and private sectors organizations and individuals with fresh, feasible and fruitful ideas, the best proposals are selected are Memorandum of Understanding will be signed with them. This research paper will analyze the entire project and find the future scope for this project.

KEYWORDS

heritage sites, heritage monument.

JEL CODES

L17, R39.

INTRODUCTION

This is the first time when Government of India has come out with an innovative project for the heritage sites of our country, when any organization whether public or private or an individual all are having equal opportunities to present their fresh and innovative ideas for the proper management of heritage sites and monuments, so as to enable all the facilities and amenities to the visitors which leads to increase in number of both domestic and foreign tourists. Adopt a Heritage: Apni dharohar, Apni pehchaan, project launched on 27 September 2017 by honorable president Mr. Ram Nath Kovind on the occasion of World Tourism Day as a gift to the heritage sites in the form of new paradigms of management practices which is having the capability to secure their future by their sustainable existence. Government of India in collaboration with Archeological Survey of India and Ministry of Culture has framed the guidelines and the overall structure of the project involving systematic and smooth procedures. The project has been started under the supervision of Ministry of Tourism with the aim "Project for Development of Tourist Friendly Destinations". A well managed and informed website has been created for providing all the necessary information related with the project as it is new for all, so a structured website with sufficient and required information is a great move to make the project accessible for every common person; the URL of the website is <http://www.adoptaheritage.in/>. There are many different and unique terms used for this project and it is really difficult for a common person to understand them. Some of the terms are described here

- Monument Mitras – The organizations whether public or private or an individual whoever selected by the process of vision bidding for adopting the heritage sites will be called Monument Mitras. These Monument Mitras are required to sign a Memorandum of Understanding with the Government of India, Ministry of Culture and Archeological Survey of India.
- Vision Bidding – A systematic process by which the proposals and bids presented by the bidders to be evaluated and the selection of Monument Mitras are done is Vision Bidding. The process will be carried out by different committees at different levels and the committees will involve the eminent and experienced persons of intelligence.
- Asset Service level Guidelines – These are the series of necessary guidelines provided by the project instructors for providing an idea and limitations under and according to which the Monument Mitras are supposed to work and perform their responsibilities. These are the standards set for the Monument Mitras.
- Expression of Interest – There is a predefined format designed for the bidders for submitting their proposals and bids for fighting in the race of becoming monument Mitras. They are supposed to follow the process systematically and submit their proposals. This complete process of submission of proposal is known as Expression of Interest.

RESEARCH OBJECTIVES

1. To study the feasibility of the project "Adopt a Heritage".
2. To analyze the project by means of SWOT analysis.

RESEARCH METHODOLOGY

Nature of research - The research is descriptive in nature.

Data – The type of data used in the research is secondary which is mostly collected from the official website of the project of the project "Adopt a heritage".

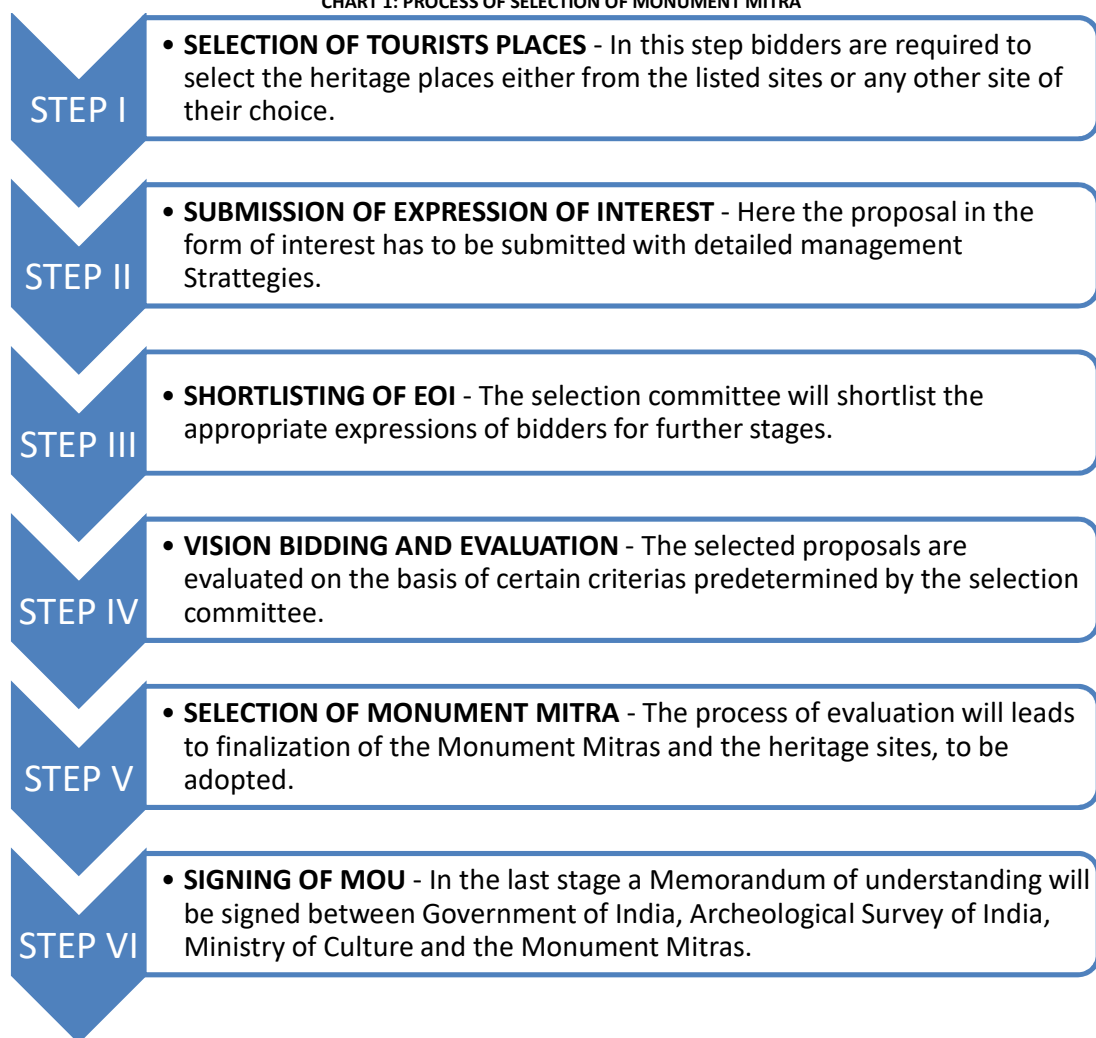
Archeological Survey of India has identifies 93 heritage sites and Monument for this project which will be adopted by the Monument Mitras. These heritage sites are selected from the whole India and have been categorized in three categories Green, Blue and Orange. The classification has been done on the bases of number of visitors visiting the sites in a year and for the calculation latest figures has been used. The heritage sites put under Green belt are having greatest amount of visitors, Blue belt heritage sites are having lesser visitors than Green and the orange belt heritage places are having the least number of visitors. The complete list of 93 heritage sites and monument is presented in the table below:

TABLE 1: CATEGORIZED LIST OF SELECTED HERITAGE SITES

GREEN	BLUE	ORANGE
TAJ MAHAL, AGRA	AKBAR'S TOMB, SIKANDRA, AGRA	ITIMAD-UD-DAULA, AGRA
FATEPUR SIKRI, AGRA	MEHTAB BAGH AGRA	RAM BAGH, AGRA
AGRA FORT, AGRA	DAULATABAD FORT, DAULATABAD, AGRA	MARIYAM'S TOMB AGRA
ELLORA CAVES, AURANGABAD	AJANTA CAVES, AURANGABAD	CAVES, TEMPLES AND INSCRIPTIONS, BHAJA, PUNE
BIBI KA MAQBARA, AURANGABAD	KARLA CAVES, KARLA, PUNE	KOLABA FORT, MUMBAI
ELEPHANTA CAVES, GHARAPURI, MUMBAI	AGA KHAN PALACE, PUNE	LENYADRI CAVES, PUNE
BUDDISHT KANHERI CAVES, MUMBAI	SHANIWARWADA, PUNE	BUDDIST MONUMENTS, SANCHI, RAISEN
DARIA DAULAT BAGH, SRIRANGAPATNAM	TIPU PALCE, BANGALURU	ROYAL PALACES, MANDU
WORLD HERITAGE SITE, HAMPI	ZANANNA ENCLOSURE, VITTALA TEMPLE, HAMPI	RAJA RANI TEMPLE BHUBANESHWAR
WESTERN GROUP OF TEMPLES, KHAJURAHO	GWALIOR FORT, GWALIOR	RATNAGIRI MONUMENTS, JAIPUR
SUN TEMPLE, KONARK	UDAYAGIRI AND KHANDAGIRI SITES, BHUBANESHWAR	FRONT MUSEUM, THIRUMAYAM
GROUP OF MONUMENTS, MAMALLAPURAM	SHEIKH CHILLI'S TOMB, THANEAR	ROCK-CUT-JAIN TEMPLE, SITTANASAL
QUTUB MINAR, DELHI	SURAJKUND, FARIDABAD	KHAN-I-KHANA, DELHI
HUMAYUN'S TOMB, DELHI	GINGEE FORT, VILLUPURAM	KOTLA FIROZ SHAH, DELHI
RED FORT, DELHI	JANTAR MANTAR, DELHI	AHOM RAJA'S PALACE, GARHGAON
GOL GUMBAZ, BIJAPUR	SAFDARJUNG TOMB, DELHI	GROUP OF FOUR MAIDANS, CHERIODEO, SIBSAGAR
JAINA AND VAISHNA CAVES, BADAMI	PURANA QILA, DELHI	RAJA MAHAL AND RANI MAHAL, CHITTOOR
KARENGHAR OF AHOM KINGS, SIBSAGAR	GROUP OF MONUMNETS, PATTAKADAL	NAGARJUNAKONDA HILLTOP, NALGONDA
GOLKONDA FORT, HYDERABAD	DURGA TEMPLE, AIHOLE	CAVES AND STUPA, GUNTUPALLY, PREKASAM
CHARMINAR, HYDERABAD	RANGHAR PAVILION, SIBSAGAR	BUDDIST STUPA, AMRAVATI
CHITTAURGARH FORT, CHITTAURGARH	WARANGAL FORT, WARANGAL	REMAINS OF PATLIPUTRA, PATNA
KUMBHALGARH FORT, RAJASAMAND	ROCK CUT HINDU TEMPLE, GUNTUR	PALACE COMPLEX AT RAMNAGAR, UDHAMPUR
HAZARDUARI PALACE MUSEUM, MURSHIDABAD	DEEG PALCES, BHARATPUR	GROUP OF TEMPLES, KIRAMCHI
RESIDENCY, LUCKNOW	COOCH BEHAR PALACE, COOCH BEHAR	OBSERVATORY AN SINGH, VARANASI
MONUMENT OF SRAVASTI, SAHET-MAHET	BISNUPUR GROUP OF TEMPLES, BANKURA	LORD CORNAWALLIS TOMB, GHAZIPUR
EXCAVATED REMAINS NALANDA	RANI JHANSI QILA, JHANSI	
LAXMAN TEMPLE SIRPUR	KALINJAR FORT, BANDA	
MATTANCHEERY PALACE MUSEUM, ERNAKULAM	SHERSHAH SURI'S TOMB, SASARAM	
SUN TEMPLE, MODHERA, MAHSANA	ANCIENT SITE OF VAISHALI, KOLHUA	
RANI-KI-VAV, PATAN	BEKAL FORT, PALLIKKARE	
KANGRA FORT, KANGRA	CHAMPANER-PAVAGARH ARCHEOLOGICAL PARK, PANCHMAHAL	
BUDDISHT SITE, SARNATH	BUDDIST CAVES, JUNAGARH	
	AVANTISWAMI TEMPLE, AVANTIPUR	
	LEH PALACE, LEH	
	ROCK CUT CAVES MASRUR	
	JAUNPUR FORT, JAUNPUR	
TOTAL : 32	TOTAL : 36	TOTAL : 25

It depends upon the Monument Mitras that how many heritage sites they want to adopt and from which category but those who are opting heritage sites from green belt, they are also required to adopt some sites from blue and orange belt as well; and the Monument Mitras who are opting heritage sites from blue or orange belt are not bound to adopt any sites from green belt as the Heritage sites from green belt required comparatively less attention as compared to blue and orange. Adopting heritage sites from blue and orange belt will provide more weightage to the Monument Mitras which means it is beneficial to adopt sites from these belts but only when the Monument Mitras are having very effective strategies to manage these sites as they are comparatively less famous and attracts less visitors. The adoption of heritage sites or monuments is not restricted to this list of 93 sites but if the Monument Mitras wants to adopt any other heritage site and are having good planning for it then they can adopt the heritage sites of their choice also. The entire process is a systematic one including several stages and each stage has its own importance. The competing bidders have to fill the form available on the website on the link of submission of interest where there are much needed and detailed information is enquired from them based on which the selection committee will decide to convert the bidders as Monument Mitras.

CHART 1: PROCESS OF SELECTION OF MONUMENT MITRA



The entire process of the selection of Monument Mitras consists of these six stages which selects the deserving Monument Mitras. The selected Monument Mitras will be appreciated by including their names under this project in the website of Incredible India and by showing their presence by various means at their adopted heritage places; the aim here is to achieve the goal with synergy which in turn benefits all the Heritage Sites on the first place, the Government at the second place and the Monument Mitras also.

Instructions in the form of Guidelines are essential while moving for a new work as they provide an idea and a path ahead; all you need to do is to process the idea and make a way to move on the path of success. Adopt a heritage project has issued some Guidelines which are collectively known as Generic Guidelines for Accessible Monuments under ASI (GAMASI) for facilitating the Monument Mitras with the basic parameters of the all the management activities which have to be considered as standards while performing the work. The guidelines cover following areas

- Guidelines for Accessible website, Information/ Communication services.
- Guidelines for Access route to premises and site entrance gate.
- Guidelines for Tactile Guiding path, Warning Tiles and Tree Gratings and Guardrails.
- Guidelines for Accessible Parking.
- Guidelines for Ticket and Service Counter.
- Guidelines for External pathways/ Circulation and landscape areas.
- Guidelines for Internal Circulation.
- Guidelines for Toilet Facilities.
- Guidelines for Drinking water facilities.
- Guidelines for Publication counter.
- Guidelines for Torch Tour.
- Guidelines for Light and Sound Shows.
- Guidelines for Signage/ Wayfinding.
- Guidelines for Interpretive Information.
- Guidelines for Emergency Evacuation.
- Guidelines for Managing Accessibility.

These are general headings under which there are several sub-headings and each with defined instructions. These guidelines are very specific in nature and clear in terms of meaning and understanding. These will provide support to Monument Mitras for letting no scope for mistakes and imperfections; even very small things are being taken care of while forming them as the objective is very clear i.e. making the heritage places a visitor friendly place with the facilities and amenities. The Monument Mitras are required to do a survey and submit the report informing about the problems with the management of heritage sites and various reasons for their non-performance, this will be considered as their homework which will definitely reflects the sincerity and efficiency of the Monument Mitras as solutions are only appropriate when the problems are taken in the correct manner and form. This survey will help the Monument Mitras to design the correct strategies for their work.

ANALYSIS**SWOT ANALYSIS – ADOPT A HERITAGE PROJECT****CHART 2: SWOT ANALYSIS OF ADOPT A HERITAGE PROJECT****PROGRESS SO FAR**

Well the pace at which the project is moving, progress is the right word to represent its present state of affairs. Till now 57 expressions of interest have been received, all from reputed and efficient organizations and the proposals were very impressive and appreciable. Out of these 57 responses only 7 organizations have been selected as Monument Mitras, the reason is obvious, very focused and strict procedure of the screening committee for the selection of well deserved Monument Mitras, these organizations are

- SBI Foundation
- TK International Limited
- Yatra Online Pvt. Ltd.
- Travel Corporation of India Limited
- Adventure Tour Operator Association of India
- Special Holiday Travel Private Limited(with) Rotary Club of New Delhi
- NBCC

The interesting fact about the selection of these organizations is that their primary business is far different from each other including Hospitality, travel and Banking and reason for being a Monument Mitra can also be different, corporate social responsibility can be one reason, brand extension is also a prominent one and there can be many more. The number of responses received by the project is ensuring one thing that the future of this project is really bright since organizations from various sectors are showing interest with satisfactory home work, in the same way the selection of these seven organizations is ensuring that their strategies and ideas are really effective for the overall development, conservation and management of the heritage sites. There is shocking news among all this that Taj Mahal has not been adopted by any organization rather other sites are adopted and these are

- Jantar Mantar
- Qutub Minar

- Sun Temple
- Hampi
- Ajanta Caves and many more

CONCLUSION

A new initiative is always difficult to implement smoothly but the well defined and structured Guidelines with detailed and systematic procedures and efficient organizations and ministry's associated with the project; these are the three strong pillars for providing the foundation support which is the backbone of any project of such large scale and future-oriented. The success of this project depends a lot on proper monitoring with regular and much needed modifications in the functioning according to the consequences and the changing environment.

- The project can be considered as feasible as the arrival of 57 expression of interest signifies that organizations are considering this project as a bright opportunity through which dual can be accomplished; the heritage sites of Government will be managed successfully and the objective of corporate social Responsibility of the organizations will also be fulfilled.
- The SWOT analysis of the project represents that the project is having more opportunities and strengths in comparison to the weaknesses and threats, which will, makes it a fruitful and profitable affair in near future.

RECOMMENDATIONS

- There are only few organizations in India, which are having expertise in dealing with the heritage sites, in such circumstances the selection of Monument Mitras needs to be done with utmost care i.e. each stage of the selection procedure requires to be completed satisfactorily before moving towards the next level.
- The heritage sites listed under this project are categorized in three categories which will be selected by the Monument Mitras according to their choices but some sites from those are already having proper management system and some sites which are important from historical and architectural point of view but not having proper facilities and are not listed under the project also deserves to be there in the list, so there has to be a mechanism for amendments in the list of heritage sites.
- Proper monitoring of any project whether small or large improves the chances of the project to be successful. The functioning of Monument Mitras also needs proper monitoring by a committee for controlling the project.
- The project also requires an International vision; proposals can also be invited and accepted from overseas organization depending upon the effectiveness and reputation of the concerned organizations.
- Website of the project needs to be improved by involving more information related with the accepted proposals, the organizations which are involved in the race of being Monument Mitras and much more which is asked or inquired.

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