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Seminar Paper

On

**Land Ministry and E-mutation in Bangladesh: A Study on  
Ramna Circle, Dhaka.**

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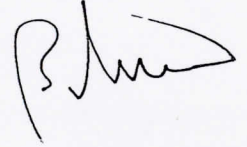
**Bangladesh Public Administration Training Centre**

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**To whom it may concern**

This is to certify that Mr. Arun Kumar Mondal , Deputy Secretary, Ministry of Land bearing roll number 111 of 126<sup>th</sup> Advanced Course on Administration and Development (ACAD) has prepared this seminar paper title on ,” Land ministry and E-mutation in Bangladesh: A Study on Ramna Circle , Dhaka.” during the course starting from 21<sup>st</sup> July to 28<sup>th</sup> September 2019. He has done this seminar under my direct supervision for the partial fulfilment of the course. He has followed all my instructions during his work.

I wish him every success.



Professor Dr. Basir Ahmed  
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&  
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# Land ministry and E-mutation in Bangladesh: A Study on Ramna Circle, Dhaka.

## Abstract

The study seeks to pursue the impact of e-mutation to the service seekers in the Ramna circle land office being implemented by the Ministry of Land and also seek the role of Land Ministry in this regard. Secure tenants right to land for all with legal documents is one of the key indicators to measure the achievement of Goal 01 of SDGs. Mutation is a process of updating record of rights due to changes in the ownership in between two land surveys. Previously mutation was done manually on a paper which is very time consuming, costly and process oriented. A2i programme under ICT Division and Land Reforms Board under Land Ministry developed e-mutation software jointly in order to save time, cost and visit of the service recipients. The all officers and staffs of AC (L) office, Ramna circle and some service recipients were asked to respond to an open –ended questionnaire. Questions were prepared to divulge the challenges face by the service providers as well as the service seekers. The main objectives of the study were to observe the impact of e-mutation compare to the conventional process of mutation and the role of Land Ministry in this regard. To unveil the impact this study was conducted in the Ramna circle land office. Primary data was collected through the Key Informant interviews and focused group discussion. Secondary data was collected from the disposed of mutation cases of both process kept in the record room of Ramna circle land office. The study explored that the time, cost and visit required of mutating land less in e-mutation to compare with the conventional process of mutation. Lack of digital data bases such as digital land record, land registration ,registered land transfer deeds, verdicts of competent civil courts judgments, statistics, awareness of the service recipients ,corruption in land sector, lack of training, shortage of resources, workload, lack of logistics and middleman were identified as major challenges to implement the e-mutation process. Due to time constraint, this study has not covered all corners and has completed the survey randomly. The findings of study can guide the implementation process of e-mutation in a better way.

**Keywords:** *Land Ministry, e-mutation, conventional mutation, time, record of rights, Ramna circle , AC (L) ,digital land record &time ,cost and visit (TCV).*

## Introduction

Bangladesh our beloved motherland is one of the most over populated countries of the world where more than 16.27 core people live in only 1,47,570 square kilometre (BBS2018). By the rapid population growth, this country has rendered the land- man ratio in a decreasing pattern. The rate of land transfer is very high in Bangladesh. The land is the recognition and identity for a person in rural social set up. The land is authenticated and recognized as a big asset. People believe that land ownership raises his/her social status. When anyone becomes owner of land, then he/she needs to complete the mutation process. Mutation is considered a very important piece of evidence for the title of the said land.

The State Acquisition and Tenancy Act 1950 mainly known as SAT Act 1950 provides for preparation, revision and maintenance of the record of rights. The SAT Act was enacted a very inclusive and proactive system of updating the record of rights (ROR) in section 143 which is the basis of mutation. The Tenancy Rules, 1955 requires the union land assistant officer formerly known as tahsilder to send a suo-motto report to the Assistant Commissioner (land ) regarding any changed in the ROR due to succession, intestate or testamentary. The provision of law is so progressive that stipulate mutation of land with minimum time, cost and visit of the interested person. In union land offices almost 100 years land record are kept manually. These records might have been tempered and copied for many reasons. It is happened in the land office only for manually record keeping. The manual mutation system is very complicated for getting quick service of the people.

The concept of digital Bangladesh was introduced in the election manifesto of ruling Bangladesh Awami League in 2008. After wining of that national election in 2009 Awami League government led by Honourable Prime Minister Sheikh Hasina has brought a revolutionary change in the public service delivery system through process simplification, innovation and use of ICT tools. The Ministry of Land has introduced e-mutation services to 64 districts of Bangladesh to serve the people appropriately in terms of time, cost and visit. Earlier e-mutation module has been developed and implemented jointly by a2i and Land Reforms Board under the direct supervision of the Ministry of Land. It is expected that the TCV of the service seekers has been decreased

remarkably and that is why the Land Ministry has reset the time for disposing a mutation case 28 days which was 45 days previously (Ministry of Land 2018).

Ramna circle land office is one of the important land office in the Dhaka city corporation. This study will mainly focus on the real scenario of the effectiveness of e-mutation in terms of time, cost and visits of the service recipient in mutating their land compared with the manual process of mutation. The study also will examine the challenges and find out pragmatic recommendations to make e-mutation more effective.

## Literature Review

Land administration in Bangladesh has a glorious history that was developed by the Hindu rulers of the ancient India. That carries a heavy imprint of land management for revenue collection purpose introduced by the British ruler. Literature has reviewed to develop basic concept of the study according to the objectives. Focus of literature has given on the concept of e-mutation, e-governance, ICT and its significance worldwide best practices, experiences of e-governance in Bangladesh, traditional land management. The transfer of land in Bangladesh is considered as time consuming, costly, more process oriented and hassle some job (Shafi and Payne 2007). The transfer of land requires prior land records in the name of the seller and correction of the same in the name of the buyer subsequently (Registration Act 1908 p.52A). Updating of land records may require due to ownership changes either by transfer of land or by inheritance is called mutation (LRB 2018). In the ancient time the ownership of land property was maintained by the Zaminders. The then British India government appointed this Zaminders for collecting land revenue. Zaminders started to collect revenue from farmers by forced. Farmers were struggling and gradually it turned into a mass movement. As a result of that mass movement the then British Government compelled to enact "The Bengal Tenancy Act 1885" to ensure tenants right to land (Islam 2013).

A2i report (2017) shows that e-Mutation management system of Upazila Land Office / Circle offices had been developed for providing services with less time, low cost, ensuring transparency and without hassle. Any citizen can apply for mutation and know the current status of case from home or from any Digital Centre via this link: <http://land.gov.bd/mutation>. By using this system, employees of the district land offices and local offices will be able to settle any mutation 'jamakharij' case easily by the automated

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method. Other than that, high officials can monitor all the related activities through Dashboards.

Asad (2013) states that use of ICT in land management is not new and both developing and developed world is reaping benefit of e-governance in land management. Islam (2009) revealed that people do not know the procedure of mutation, even application process. Among 45 interviewed citizens only 21 people know how to apply for mutation and 24 do not know the process.

Transparent and efficient government service to citizens can reduce corruption and empower them to challenge arbitrary bureaucratic action (Chawla and Bhatnagar 2014 ).It is found that a mutation case is disposed of in Kalna Mouzaof Savar Upazila took 90-120 days, 10000-15000 BDT and 3 procedures (Asad 2013) and a mutation case in Gazipur Sadar Upazilla took in some cases 180 days for disposal (Islam-2013).Government has circulated the procedure of e- mutation, but the circulars are not implementing accordingly in some land offices and citizen are deprived of getting appropriate services ( Islam 2013 ).

## **Statement of the Problem:**

Mutation is the recording of new owners name in the khatian who have become the owner by way of transfer, inheritance or by a civil courts decree in favour of the owner. In our country mutation is done by AC (land). The land owner can submit an application to the AC (land) for mutation. AC (land) revises or updates the land records through mutation process. After receiving the LT notice or application, AC (land) sends it the concern ULAO office for checking. Getting positive report from the ULAO, the proposal is further checked by the Surveyor and Kanungo. After hearing the both parties, the AC (L) updates the ROR through mutation. Earlier this mutation process was done by manually and the applicant will have to go physically in different land offices.

In this study, the researcher will discuss how e-mutation is works and how people will get benefit comparing to the manual system of mutation. The study will emphasize the impact of e-mutation in Ramna Circle land office in accordance with the government circular which affect the service seekers badly for getting services. E-mutation or e-

government service which can provide better services for the common people will be rarely discussed in this study. This study will find out is the e-mutation contributes to get quick service delivery of the citizen in comparison to the manual system? It is a very positive dimension of the initiatives of the Ministry of Land. So if the problems of manual mutation system is summarized, then the following points can be identified: a) Responsibilities of Tahshilders, Kanungos or other officials cannot be ensured through the old method as there is no way to find out the accountability, (b) Service delivery in the due time frame cannot be ensured because most of the mutation case files are signed backdated. c) A lot of risk involved due to the interference of middlemen which may cause an extra payment beyond the prescribed fees. (d) It includes several visits to office, it is costly in many senses and it requires a lot of time for the land owner. (e) Through manual mutation a service seeker cannot know the present situation of his or her application for mutation. It makes him or her depend on others. (f) No permanent record can be ensured because papers can be forged, tempered or destroyed.

## **Objectives:**

The Ministry of Land has issued many circulars and instructions to serve the people for better governance. The study will focus on the impact of e- mutation system and to know is this system satisfying them to settle down the land related service in the Ramna circle land office? Management of land in Dhaka city corporation area is complicated than other parts of the country. The transaction of land is very high in the Dhaka City Corporation area especially in the Ramna Circle. People in this area may be more cautious and educated. Therefore the primary data that will collect from the study area would be reflected the impact of the e- mutation system. So, the objective of this research titled, "Land Ministry and E-mutation in Bangladesh; A study on Ramna Circle, Dhaka" are-

1. To examine the impact of e-mutation system to the land owners in the Ramna circle area.
2. To understand the loopholes of the e- mutation system in the Ramna circle area.
3. To understand the role of Land Ministry in e-mutation system in Bangladesh.

**Three research questions will be formulated for these studies are as follows**

- 1) Does the e- mutation system contribute in reducing time, cost at visit in delivering services in the Ramna Circle area?
- 2) What is the opinion of the service recipient about e- mutation system compare to the manual system?
- 3) What are the main problems to implement e- mutation system faced by the AC (land) office in Ramna circle?

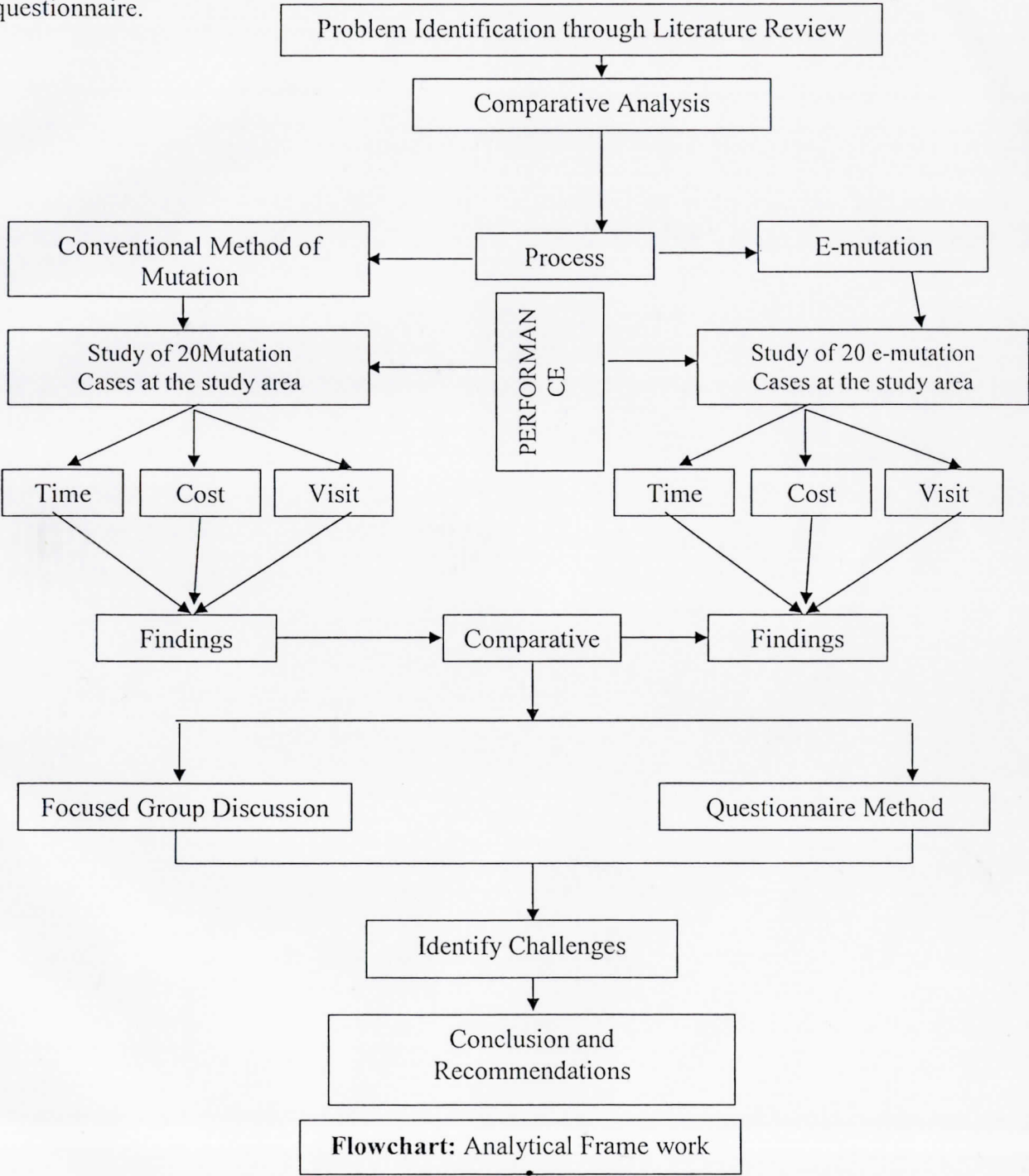
### **The rationale of the study:**

In order to have a place in the forefront of the world context in this digital age is our challenge in the coming days, our dreams are to implement the vision of Mujib year-2020, Digital Bangladesh -2021, SDG-2030 and the developed country-2041. If we want to achieve these targets, we must have run the government and non- government office in e-governance system. Implementing e-mutation is to for that reason. Online delivery of the land records and the e-mutation system was developed throughout the country but still those system are found in some parts of the country are complicated. Implementation of e-mutation system in a transparent and efficient manner can reduce corruption and harassment. For the better public interest, under the direct supervision of the Land Ministry, the Land Reform Board is implementing e-mutation system in all upazila/circle land office and also in all ULAO offices. Very few research works on e- mutation have been found so far. As this system is very recently introduced in the land management, the problems of implementing e-mutation system will be identified. For efficient and transparent land administration, an updated ROR is essential through e-mutation. So, this study will be a rationale to identify the e-mutation system serves a quick and appropriate service to the common people.

### **Conceptual framework:**

So far, it is found that the manual process of updating record of rights may require more time, more cost and visit of the service seekers. Some study recommends that the utilization of ICT in mutating land records can save TCV and improve the effectiveness and quality of the service ( Asad 2013). This study will examine both process of manually mutation and e-mutation. TCV involved in 20mutation cases already disposed of in the

Ramna circle from each process will be calculated and compared to find out the impact of e-mutation. Time will be calculated in terms of number of days spent to complete the process. The cost will be included the government fees plus the transportation cost from the resident of each applicant to the AC(land) office/circle office/ ULAO office multiplied by the number of visits with remuneration of the lawyer if any. The challenges of e-mutation may be identified from the key informant interviews (KII) and questionnaire.



[ Source: Seminar paper of 124<sup>th</sup> ACAD bearing roll 103]

There are 10 steps to be followed in disposing of a mutation case in both manual process and e- mutation. The process of e-mutation is almost same to compare with the manual process except some steps especially from 01 to 07. The difference is that in the steps 01 to 07 was done manually in the previous system are now being done using ICT tools through mobile short messages. The 10 steps are (1) submission of application with necessary documents to the AC(L) in the prescribed form, (2) if application with submitted documents are satisfactory then a mutation case is open and a notice is sent to the parties concern ; (3) report from the ULAO to the AC(L) is solicited examining the possession and title of land of the applicant ; (4) send report to the AC(L) by the ULAO with draft khatian; (5) the case is then forwarded to the Survayor/Kanungo for further scrutiny and opinion ; (6) After getting report from Kanungo/Surveyor, a notice is to be sent to the parties concern mentioning date and time fixed for hearing; (7) after hearing and considering all original documents, report and opinion , AC(L) approves the case; (8) the applicant pays government fees to the mutation assistant; (9) the proposed khatian prepared by the ULAO is checked by the Survayor/Kanungo and then signed by the AC (L); (10) the mutated khatian and DCR are issued in favour of the recipient.

## **Methodology:**

This study is a synergistic attempt to generate how e- mutation procedure impact on service delivery to the service seekers. Moreover, the conduction of e-government service is not so long. Comparatively a small number of studies might be conducted on e-mutation system. A research work may be classified into three categories. These are a) Quantitative b) Qualitative and c) Mixed method. In the present study my seminar paper will be a qualitative researchwork. The researcher will use his own observational method in this study. The present study will be more concern with how a citizen deals with a new service delivery and how they compare it to the manual service delivery system .The study on e-mutation in the Ramna circle area is exploratory. In this study, Ramna circle land office of Dhaka City Corporation is considered as a research area to find out the impact of e- mutation delivery system. To achieve objectives of the research, data collection techniques include (a) Primary data (b) Secondary data and from key informants.

- (a) Primary Data: Primary data are those data that will be collected through interviews of service providers, service seekers and higher authority of the officers who will be involved for implementing the e-mutation. A semi-structured and open-mined questionnaire will be developed for the service seekers to get information for e-mutation.
- (b) Secondary data: Secondary data will be used mainly to analyse the concept of policy formation of e-mutation in the field level. For this study, secondary resources will be the literature review of previous study, related documents, reports, newspapers, websites, government publication related to this study and international journals. Besides this, some disposal files of e- mutation and manually mutation cases will be examined during the field survey.

## **Data analysis and Results:**

This study was conducted to explore the present consequence of e-mutation system in the Ramna land circle office. Data were collected from primary and secondary sources. Primary data was collected from 20 service seekers, experts and from those who had working experiences in both manual and e-mutation system by key informant interviews (KII) and questionnaire method. Secondary data was collected from 20 case records of both processes already disposed of that were kept in the record room of Ramna circle land office. From that 20 case records secondary data regarding time, cost and number of visits already made by the service seekers were collected. Data were analysed by using descriptive method, quantitative method and qualitative method. The population of this study were officers of Deputy Commissioner's office, officer and staffs of Ramna circle land office and also from officers of Land Ministry as well as the service seekers whom researcher met during the field visit.

## **Required Time for Mutation process:**

Data collected from 20 disposed of mutation case records of each category of mutation by AC (L) Ramna circle land office reveals that time taken in manual procedure is comparatively higher than e-mutation. Table below shows the number of days required both in the manual system and e-mutation system for mutation purpose.

Table-01:Comparison between manual system and e-mutation system.

| Process    | Number of days |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|------------|----------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Manually   | 28             | 30 | 24 | 25 | 40 | 35 | 27 | 32 | 26 | 36 | 31 | 45 | 42 | 41 | 30 | 31 | 38 | 34 | 28 | 30 |
| e-mutation | 26             | 22 | 28 | 25 | 27 | 24 | 28 | 26 | 23 | 22 | 28 | 31 | 23 | 25 | 26 | 27 | 28 | 24 | 26 | 24 |

The table 01 shows those 24 to 45 days are required to update record of rights through manual process whereas 22 to 31 days are required to update record of rights through e-mutation process which is less from the previous process. . The mean time (no. of days) for manual process 33 days and the mean time (no. of days) in e-mutation are 26 days which is 7 days less compare to the previous process.

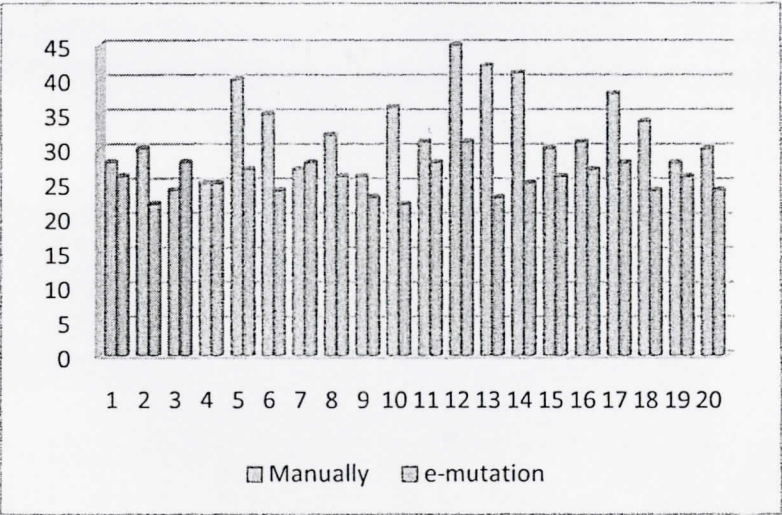


Figure 01: Graphical representation of time needed for each process.

Cost needed for Mutation process

For the cost needed to complete the said 20 mutation cases in both category the researcher found that more money is spent to get a copy of record of right in manual process to compare with that of e-mutation process. For manual process it is range from 1700 BDT to 10,000 BDT and in e-mutation process it is range from 1150 BDT to 7500 BDT. The average taka needed to get a khatian in manual process is 3738 BDT and the taka needed to get a khatian in e-mutation is 2640 BDT which is 1098 BDT less compare to the manual process. The cost includes the government fess with transportation cost from

service seekers residence to UALO office or AC(L) office and scanning charge plus in some cases the advocate honorarium. The table below present data found.

Table-02: Comparison between manual and e- mutation regarding cost.

| Proc<br>ess        | Money spent |          |          |          |            |          |          |          |               |          |          |          |          |          |          |          |          |          |          |          |
|--------------------|-------------|----------|----------|----------|------------|----------|----------|----------|---------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Man<br>ually       | 10,<br>000  | 15<br>00 | 17<br>00 | 20<br>00 | 10,<br>000 | 32<br>00 | 21<br>80 | 80<br>00 | 28<br>80      | 33<br>50 | 17<br>50 | 25<br>00 | 24<br>50 | 45<br>00 | 50<br>00 | 55<br>00 | 42<br>00 | 19<br>00 | 20<br>00 | 21<br>50 |
| e-<br>muta<br>tion | 180<br>0    | 11<br>50 | 24<br>00 | 34<br>00 | 170<br>0   | 16<br>00 | 17<br>50 | 20<br>00 | 10<br>00<br>0 | 11<br>50 | 16<br>50 | 14<br>50 | 20<br>00 | 20<br>00 | 14<br>50 | 75<br>00 | 55<br>00 | 11<br>50 | 17<br>00 | 14<br>50 |

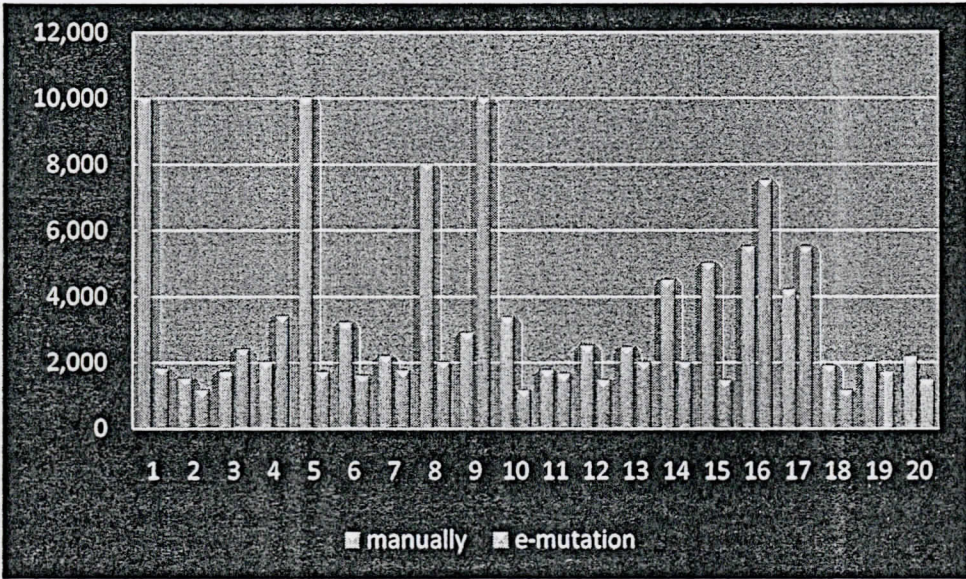


Figure 02: Graphical representation of time needed for each process

### No. of Visits made by service seekers to have khatian

In the manual process, it takes more number of visits to get a new khatian compare to the e-mutation process. It takes 3 to 7 number of visits. On the other hand, a service seeker need only 2 to 5 number of visits in e-mutation system for updating ROR. Table below shows the number of visits required both in the manual system and e- mutation system.

Table-03: Comparison between manual and e- mutation process regarding no. of visits

| process        | Number of visits |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|----------------|------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| manually       | 5                | 5 | 6 | 7 | 7 | 7 | 5 | 6 | 4 | 7 | 3 | 4 | 6 | 5 | 6 | 5 | 6 | 6 | 6 | 7 |
| e-<br>mutation | 2                | 5 | 3 | 4 | 4 | 3 | 3 | 4 | 2 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 3 | 3 | 5 | 4 |

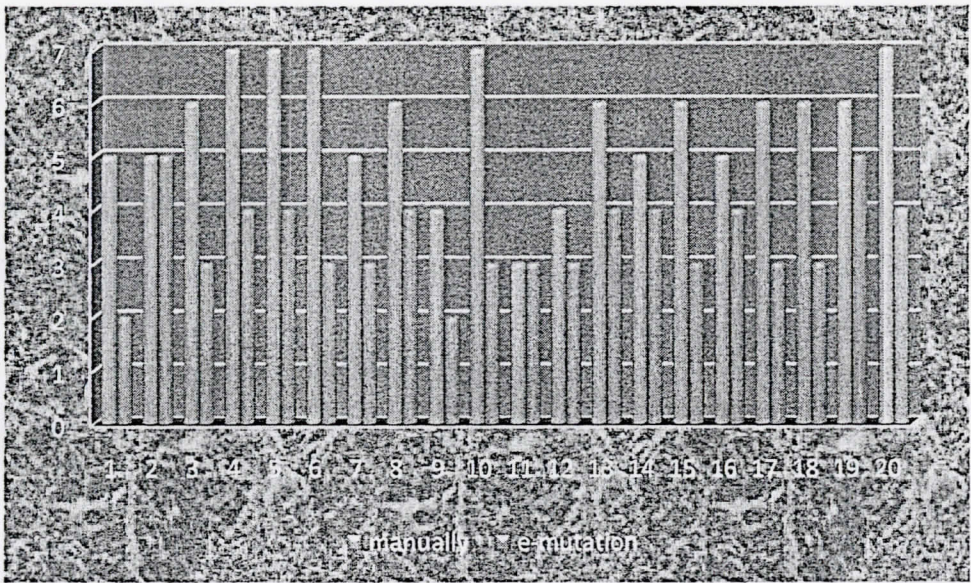


Figure 03: Graphical representation of no. of Visits need for Mutation purpose

Challenges facing by the service seeker:

Bangladesh is a populated country where there is a scarcity of land. Therefore, land management is very important for overall development of the country. Land mutation indicates ownership of the land. Existing land automation especially e-mutation has some key challenges. During the interview of the service seekers, the researcher reveals some of those challenges from the service receiver’s point of view. These are:

- Necessary documents must be needed to attach with the online application. Almost all the applicant have no scanning machine, they have the dependency on the UDC and computer shops. The owner of the computer shop or the entrepreneur of the UDC charge moneyas much as they can from the service recipient. As a result the cost of getting a khatian is increased.

- The applicant are asked to submit a number of papers like khatians, rent receipt, DCR etc. which they collected from the same office or district record room spending additional time, cost and visits.
- Most of the service seekers said that they are not aware of the land related laws. For that reason they have to depend on advocate or third party.

## Opinion of service seekers with e-mutation:

Among 20 respondents those who got services from the land office Ramna circle were talked about their opinion of service received from the land office. The survey reveals that no one is highly satisfied with service they got earlier. However 11 respondents said that (55%) the present system is easy and less time taking and they are happy. Only 4 of them (20%) respond that they are poorly satisfied with the e-mutation process and 3 of them (15%) said that they are not satisfied with the process. Out of 20 respondents 2 (10%) service seekers were unwilling to answer the question. The table below shows the opinion of the service recipient about e-mutation.

Table-04:opinion of the service recipient about e-mutation.

| Service seeker | Highly satisfied (%) | Satisfied (%) | Poorly satisfied (%) | Dissatisfied (%) | Do not answer (%) |
|----------------|----------------------|---------------|----------------------|------------------|-------------------|
| 20             | 0                    | 55            | 20                   | 15               | 10                |

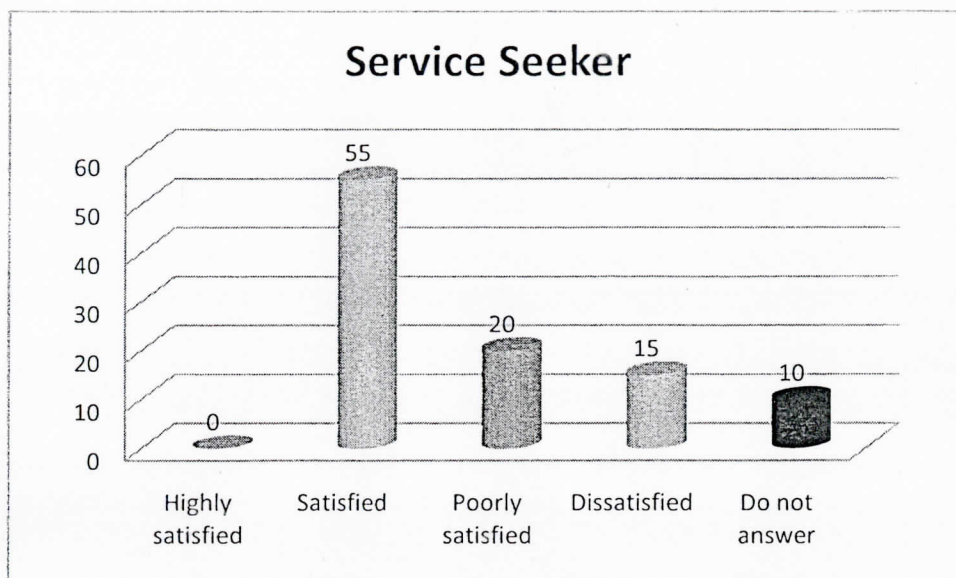


Figure 04: Graphical representation of the opinion of the service recipient about e- mutation

### Opinion of service providers with e-mutation:

With a view to identify the challenges facing to implement the e-mutation system a focused group discussion was arranged with 15 respondents who are now directly involved to provide services in the Ramna circle land office and its UALO office as well as Deputy Commissioner office ,Dhaka . The challenges are:

- Verification of identity of the transferor, transferee, successor and predecessor, authentication of deeds regarding possession and title, correction of land records and mouza maps, payment of fees etc. still are operated manually.
- Do not have own and equipped office building/ space and do not have spacious record room with modern record keeping mechanism.
- Same and common TO&E for every upazila/circle land office irrespective of rural and urban area and also with of work volume. Shortage of manpower even as allocated.
- The online service is not secured. Sometimes it is out of order, then no function can be continued; as a result the service cannot be provide with due time.
- There is no authentic,inclusive and up-to-date digital database of judgments and decrees of civil courts and other competent courts declaring right and title capable of being verified through online.

- No authentic, inclusive and up-to-date digital data base of registered deeds to check the ownership and title.
- In some cases , land records keeping in the district record room and Circle/ Upazilla land office are still paper based and those records are so antiquated, fragile and disorganized that are not useable.
- There is lack of integration among AC (L), sub-register and upazila settlement offices to ensure inclusive and effective updating of land records and mouza maps automatically when the land ownership changes.

## **The role of Land Ministry regarding e-mutation:**

Mutation is a crucial step which will help establish one's proprietary rights. Also, if anyone has bought a property for renting out, he is required to have a new holding to avoid complications when receiving rent payment and for asserting his rights over his property.

Someone may have come across the property through buying, selling, will, inheritance or from Government. However, unless he/she has possession of mutation documentation, he/she will not be able to claim ownership. Moreover, if anyone bought a property and have not done mutation, the person someone bought it from, may scam him by selling the property again to another person. Also, it is essential to get mutation of his/her property done for the purpose of transfer, registration as well as payment of tax. At present, three different Ministries practice land administration and management in Bangladesh, namely Ministry of Land (MOL); Ministry of Law, Justice and Parliamentary Affairs (MLJPA); and Ministry of Public Administration (MOPA). Ministry of land undergo different circular about land mitigation, especially on mutation process. By the help of a2i and Land reform board mutation process simplification has been done successfully. So both Ministry and a2i finally remove the difficulties about mutation process they undergo through e- mutation. Land Ministry has great role about e- mutation such as to avoid manual mutation need some logical ground and act's permission. Ministry of Land different times circulate the circular about e-mutation process. Lastly Ministry of Land reduce the mutation time by the circular. Monitoring is another key role of Land Ministry. Inspection, evaluation and performance of land office monitoring is also the another key role of Land Ministry.

## Recommendations:

The study got some recommendations to enhance the present situation of e-mutation to achieve the better service to the service seekers. These recommendations are mainly based on the analysis of primary and secondary data and with the conversation between the service seekers, service providers and high-ups.

- To make identification of land owner and their legal representatives easy and comfortably through online, an authentic, inclusive and up-to-date data base of civil rights and vital statistics of all citizen of Bangladesh within the next shortest possible time should be made.
- Digitalization of land record all over the country must be ensured.
- The registration office should be under the Ministry of Land and also the land registration process is needed to be linked to the e-mutation process.
- Connectivity of high speed internet to all UALO office and Upazilla/Circle land office should be ensured.
- Ensure departmental and criminal proceedings and legal actions against the corrupted staffs and officials. On the other hand, reward and appreciation should be maintained strictly for the staffs and officials with best performance.
- Strict supervision and frequent effective inspection by the superior officials to the land office can be developed service delivery system.
- An authentic, inclusive and up-to-date digital data base of all registered land related deeds can be prepared within shortest possible time.
- E-mutation system requires technically skilled manpower, so structure of manpower and TO&E should be reorganized according to work volume of the land office. Also proper technical training should be arranged for the staffs and officials of land offices for better performance.
- Successful implementation of citizen charter, government order and circulars must be insured. Easy accessibility of the service seekers to the land office should be ensured. Advertisements regarding e-mutation can be published in the newspapers, weekly, billboards and hand-outs to make peoples' awareness.
- Allocation of budgetary resources to avail digital equipment and logistics should be increased as the land offices need to implement e-mutation successfully.

- Feedback meeting with the service seekers can be arranged so that the valuable suggestions of the interested persons may be consider for better service delivery in future.

## **Conclusion:**

This research was focused to assess the factors that affect the successful implementation of the e-mutation and the problems facing the concerned field office. The researcher identified some loopholes on implementing of the e-mutation process. Digitalization of land record is a fundamental issue to mitigate the challenges of e-mutation. The Department of Land Records under the supervision of Land Ministry already started the digitalization process. The service recipient will be benefited after completion of digital land record. Public awareness and the attitude of the service provider is other important factor that is needed to make the e-mutation service delivery faster, efficient and transparent. Land-related problems in our country are deeply rooted and multidimensional that affects every citizen and development initiative of the government of Bangladesh. If we want to achieve the targets of SDGs by 2030 , the status of a developed country by 2041 and to achieve Delta Plan by 2100 we must ensure secure tenure rights for all citizens through effective and inclusive integrated digital land management system. The use of modern technology will greatly save the time and human effort to accomplish any task. Finally this study has been given emphasized especially on the loopholes of the implementation policy of service providers and service recipient. In future if further research is done, then it would be beneficial for common people.

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