



## **Seminar Paper**

**on**

# **Effectiveness and Challenges of E-mutation in Bangladesh**

**Submitted by:**

**Mst. Nazmoon Nahar**

**Deputy Secretary**

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**Participant ACAD 129 Batch**

**Roll no: 116**

**Module no:**

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**Dr. Mohosin Hossain**

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## Land Administration System in Bangladesh

Bangladesh has been loaded by the United Nations as well as the other developed countries for the outcome achieved under Millennium Development goals. The country has overcome its defamation as middle income country for its higher per capita income in recent years. Like other sectors we strive to unfold easy, prompt, reliable and high quality e-mutation service that improves the lives of citizens and decrease time, cost and visit. Any disruption to mutation is calculated very seriously by the service seekers. Being the prime institution at the root level of Ministry of Land the Assistant Commissioner (Land) has been serving a series of public services. Among them e-mutation is a gigantic task.

### Introduction:

People of all walks of lives are benefitted by e-mutation. A circular is notified by the Ministry of Land for e-mutation. Recently Bangladesh has got United Nations Public Service Award 2020(first June 2020). According to The State Acquisition and Tenancy Act, 1950 rule: 143 and 116/ 117, Revenue Officer is responsible for mutation. They complete their work after getting L.T. notice from sub-register office and on the basis of the application of the service aspirants. It is noticed that in the field level, the circular is not followed. As a result, the service seekers are deprived of getting services as per of their expectation. The Cabinet Secretary presided over a meeting which was held on the 12<sup>th</sup> December 2018. A decision was taken to complete all mutation process within a stipulated time without any hassle. Service simplification and online service with innovative way is to be ensured for all citizens. The time of mutation is amended:

| Sl. no: | Subject                         | Previous Time Frame | Changed Time |
|---------|---------------------------------|---------------------|--------------|
| 1.      | General application of mutation | 45 days             | 28 days      |
| 2.      | L.T. notice                     | -                   | 28 days      |
| 3.      | Expatriate                      | 12 working days     | unchanged    |

## **Background:**

Divisional Commissioner is the highest post of land administration in the field level. The history of land administration was founded mainly on history of land management. From the Hindu tenure to the modern period, the concept of land administration came from the income of land. Sher Shah brought some change in land management during his tenure. The history of land management can be divided into some parts. They are:

1. Ancient period
2. Hindu period
3. Muslim period
4. British period
5. Modern period (Pakistan and Bangladesh period)

### **Ancient period:**

The period before the Hindu period is called ancient period. At that time the people did not need land revenue management system. In the ancient period, men lived jungle and cultivated land. They hunted animals, and follow one kind of cultivation named 'Jum'. At that time, there was no king or government. The leader went to new placed and used to distribute cultivable land.

### **Hindu period:**

During this period, combined social system was introduced. The people or family cleaned the jungle and cultivated crops in the land and became the owner of the land. The king was the head of the kingdom and got one part of the crops as an owner of the whole kingdom. Some representatives of king were employed to collect the share of the crops of the king. The employees were the elite persons of the society or the village. They collected revenue and were responsible to maintain discipline of the society. For this, they got a share of the crops from the share of the king. In this period, middle men were created. The farmers were bound to cultivate the land and produce crops. If there is any damage of the land, the farmers had to compensate the king.

### **Muslim period:**

The power of the Muslims existed till 1765. The zamindar tenure existed during Muslim reign. During Muslim reign, zamindars collected revenue as the representative of Emperor. But the zamindars could not fix the land revenue. The owner of the land owned the land one after another. The most renowned tenure was at the time of Todor Mol. He was the Land Reformer. At that time land record was initiated. At that time land-settlement was given to the farmers. Emperor Akbar initiated Dewoni system. 1765 was the shameful year of the Mughal Revenue Administration. In that year, Emperor Shah Alam gave Bangla, Bihar and Urisha to East India Company for only 26 lacs taka. For this reason, curse was laid on the fate of the farmers.

### **British period:**

Nawab Siraj-ud-Daulah was defeated on the 23 June, 1757 in the field of Palashi. Mir Zafar was the Nawab. But, in fact East India Company was the main power holder. East India Company had to pay a lot of foreign exchange, gold and silver to the Britain kingdom. It was very difficult for the East India Company. So, it had to impose high revenue on the farmer. To collect revenue from the farmer, it employed Lessee. During the famine (Chiyattorer monnontor) in 1176 Bengali year, one-third people died. As a result, the revenue collection decreased. At that time, zamindars did not pay the revenue fully to the East India Company. Permanent settlement of Bengal was introduced by Lord Karno Walish. The farmers of the Bengal lost the ownership of land and zamindars and middle men became the owner of land. They dominated the farmers of Bengal for 190 years. The English introduced the Sunset Law to ensure revenue collection. After that the Sepoy Mutiny was held in 1857. Then, reign commission was formed in 1879. Then the Bengal Tenancy Act was passed in 1855 in place of Permanent Settlement Act, 1793. In 1947, zamindar system was abolished.

### **Modern period (Pakistan and Bangladesh period)**

In 1947, the country was divided into East Bengal and West Bengal. According to the East Bengal State Acquisition and Tenancy Act in 1950, the middle men system was abolished. According to this act every family will be the owner up to 375 bighas of land. After the liberation war in 1971, Bangladesh became

independent and the President's order 98 was circulated. According to this ordinance, the landowners had to surrender more than 100 bighas. Next, the Land Reform Ordinance was passed in 1984. According to this ordinance, the land ceiling was 60 bighas for per family. Now-a-days, this ordinance is present. Next, Khasland Management and Settlement Ordinance were passed.

This is the background of land management.

## **Literature Review:**

Empowering citizens particularly the underserved people is the most challenging issue for good governance. Weak Land Management system is also responsible for unethical imbalanced society. The following impediments are prime causes for weak management in this context digitization may turn the sufferings into blessings:

Registration of transferred land, corrections of land ownership and survey of land ownership have been done by three independent offices under two different Ministries like Ministry of Land and Ministry of Law.

A lot of documents are needed and access to online record by countryside people is often found difficult due to limited online services. Net is slow. Volume of Khatian is very old, sometimes they are torn, sometimes they are not found in the record room.

A lot of brokers are found around the land related offices. People have a very little knowledge about record, ownership, deed etc. Ministry of Land has taken initiative to complete mutation through online, Digital Record Management etc. Unfortunately, the employees of Union Leveled Land Offices are not skilled enough to follow digital service.

The countrymen remain unblessed with that kind of digital service in comparison with other digital achievements. To simplify e-mutation services E-Service Centers are established.

## **Problem Statement:**

The success of Assistant Commissioner Land depends on the expertness, dedication, time management, creativity, use of technology of his team. He/ She should follow rules, regulations and circular of the Ministry of Land and Land Reform Board. Assistant Commissioner Land should prepare citizen charter. Transparency and accountability should be ensured. A front desk should be opened during office time. The government fee of mutation should be ensured. ULSO should not receive any mutation case. Work distribution is a must among the employees of AC (Land) office. Full name of applicant, address, mobile number, E-mail number will be mentioned on the application. Serial number will be mentioned according to the application date. A composed sheet for every mutation case contains serial of order, date of the case and summary should be prepared by the mutation assistant. In the same date Assistant Commissioner writes down the order skeet and signs it and gives seal. After that ULAO or ULASO visited the spot along with surveyor/ Kanango visited the spot and gives report to Assistant Commissioner Land. Sometimes AC (Land) personally visited the spot. Kanango / surveyor/ ULAO/ ULASO have to submit report to AC (Land) within the stipulated date. In case of failure they have to apply for time. After getting the report AC (Land) fixes a date for hearing and gives notices to both parties. Both parties have to present before the court at the time of hearing. All records dolils are to be scrutinized. AC (Land) can call main Dolil at the time of taking decisions. AC (Land) must take personal hearing regularly. If he or she fails to take hearing he/she will inform the parties before the date. AC (Land) should follow every step of mutation. He or she should follow the existing rules, regulations act. A new holding number is given and DCR should be ensured. Approved mutation khatian should be given to the party and khatian should be sent to Union Land office and District Record Room. District Record room and Union Land office amend the record according to the order of AC (Land). To complete e-mutation digital technology is necessary for Land Offices. It will decrease time cost and visit for the service seeker. Sometimes AC (Land) is busy in his or her administrative work and did not hear the parties attentively. He or she fights shy the government interest. He or she should take initiative to build wall around the office. He or she should conduct mobile court to free his or her office from brokers. Entry path of

the office should be neat and clean. If possible flower garden should be made there. The office should be smoke free.

## **Objectives:**

The main objectives of this research are:

- 1) To assess the effectiveness of e-mutation;
- 2) To identify the challenges of e-mutation.

## **Research Question:**

1. What is the benefit or effect of e-mutation?
2. Does it decrease time, cost, visit of the service seeker?
3. What is better, e-mutation or previous system of mutation?
4. Are the stakeholders facing challenges of e-mutation system?

## **Rationale:**

Bangladesh is a middle-income country. It is a densely populated country. Land management system is very difficult in our country. Our government is trying its best to make the system easy with the help of a2i. For this reason, the Ministry of Land introduced e-mutation in 488 Upazillas in Bangladesh. Software is developed to monitor field offices. It has a lot of challenges but if the piloting project is successful our country will be able to ensure service easily.

## **Conceptual Framework:**

Developed countries like USA, UK, Australia, Singapore, Japan, Germany, and Malaysia are advanced in Land Management. Their technology is also developed.

The people of Bangladesh are afraid of land-related works. Land sector is not modernized. Trainings are not sufficient for officers and stuffs. Even the officers

are not eager to learn land-related services. Besides, land-related activities are divided among two ministries (Ministry of Land and Ministry of Law).

In Malaysia a main dolil can be identified very easily. A signature is hidden in the main dolil. So there is no scope of duplicity. It is quite absent in our country. Their record room management is extraordinary. They preserve both hard copy and soft copy. Every volume is preserved according to the alphabet. Their computer preserves the record where any book is kept. But the situation is quite opposite in our country. The record system is very bad in our country. Most of the record-related staffs work very slowly. There is a saying that "Land record makes a man poor." Common people are afraid of those staffs. A broker group is created in our country that aggravates the situation and brings miseries to them. This group earns money and misleads the common people.

At present Ministry of Land takes initiative to do land-related activities in online. They take decision to drone for land zoning. They initiate hotline in the Ministry of Land. Ministry of Land develops software in which all staffs and officers of the Ministry of Land from ministry to field level are connected. So the ministry can control field level sitting in an office room. There is a circular that officers from the Ministry of Land, Deputy Commissioner (DC), and ADC Revenue must visit AC (Land) Offices and give proper direction to the AC (Land) offices.

ULAO or ULASO maintains a register to write down the name of the dead owner. When an owner dies his successors inform the ULAO/ ULASO. The ULASO or ULAO investigates the matter and sends it to AC (Land) with recommendation. The successors submit the application for mutation. AC (Land) examines all papers and complete mutation process. The mutation process starts getting the application. After getting the report from ULAO/ ULASO he/ she gives the case number and notices the party. A new Khatian is created in the Upazilla and Union Land Offices and updates register 1, 2 and 9. Before completing mutation the following subjects are to be considered.

1. Application/ L.T. notice should be examined. The application must be within the Upazilla and the L.T. notice must contain the complete description of the land.

2. The applicant must be the owner of the land.
3. The proposed land tax should be paid and no certificate case of that land.
4. There will be no case against the proposed land.
5. The proposed land will not be the property of waqf state.
6. The proposed land must not be the land of government under "Land reform ordinance 1984."
7. The applicant must not exceed the ceiling of land ownership (60 bighas).
8. The applicant must submit dolils and BIA dolils.
9. The ULAO/ ULASO explained extra sheet.
10. His recommendation should be specific.
11. Every successor should be included.

The revenue officer can review his order according to the state acquisition and tenancy act 1950 and the rule is 150. To avoid complexity mutation should be completed on the basis of last land record.

### **Methodology:**

The research mainly adopted the process to interview the service seeker and the service provider. The methodology for this research was qualitative approach. Qualitative data was collected from both primary and secondary sources. The secondary data source was the previous mutation cases. Besides, primary data was collected from service seekers, service providers, and lawyer and also from focus group discussion. Service seekers were contacted by phone. In order to get all necessary information a check-list was prepared. Initially the interviews were recorded into a notebook. A discussion was held with stakeholders.

Similarly the check list of case studies of the stake holders was contained 13 to 15 questions. Check list will be used separately for each stakeholder.

### **Findings:**

The qualitative analysis of this research was done to gather qualitative information through focus group discussion. Time was very limited so primary data collection will be a little bit difficult to cover. So, secondary data was collected to complete the research activities. Case studies of the respective beneficiary stake holders were secondary data.

### **Previous vs. Present Mutation System:**

#### **Previous:**

- After getting the application of mutation, AC (Land) office examines all papers and writes down in register 9 part 1 or 2.
- The application will be sent to ULAO/ ULASO office maintaining register 14.
- After getting the application/ notice from AC (Land) office ULAO/ ULASO visits the place personally and fills up Form No.1079 and ends the report to AC (Land) office filing the Form No.1078.
- After getting report from ULAO/ ULASO, AC (Land) office gives a case number and sends notice of the applicant/ recipient.
- Court fee will be borne by the applicant. The date of the hearing will be written in the notice.
- The AC (Land) will hear the applicant/ recipient in the fixed date. He/ she will consider the papers, report of the ULAO/ ULASO, report, record, dolils and certificates.

- AC (Land) then approves the mutation case and orders Kanango or surveyor and ULAO/ ULASO to correct the record in the AC (Land) office and Union Land office.
- The party or applicant will receive porcha and Duplicate Carbon Receipt (DCR).
- Three copies of porcha or Khatian will be prepared to correct record in AC (Land) office, Union Land office and in District Record Room.
- The Khatian fee was 25 taka, but now it is 1150 taka.
- Khatian should be corrected after mutation on the basis of L.T. notice.
- After creating new khatian register no. 1, 2, and 9 should be updated.
- In case of the decree of the court, decree will be examined before mutation.
- In case of Heba, the correction copy of khatian will be sent to ASO office.
- In case of cooperative society, mutation should be in the name of cooperative society.
- At first, the mutation should be in the name of the cooperative society and then the alotee.
- In case of the cooperative society, holding number is a must.

#### Present System:

- In the e-mutation system, applicant has to apply electronically. He or she may apply it sitting in his or her room or with the help of UDC (Union Digital Centre) member.

- After the submission of the application, the applicant will get a number of mutations from the AC (Land) office. After examining all the papers, AC (Land) will give the number.
- Then, AC (Land) sends all the papers electronically to the ULAO/ ULASO office. Then, ULAO/ ULASO personally go to the place and prepare a report for recommendation and send it to the AC (Land) office.
- The applicant will get a date of hearing after getting the report.
- At the stipulated date, the applicant appears before the AC (Land) for hearing in the AC (Land) office.
- AC (Land) considers all the papers, recommendation of the ULAO/ ULASO, the recommendation of the surveyor or Kanango and takes decision within a short period of time.
- On the basis of mutation, register-9 part-1/2 will be corrected.
- After e-mutation, register-1, 2 and 9 of the AC (Land) office, Union Land office will be updated.
- The applicant will get a DCR (Duplicate Carbon Receipt) paying fees.
- All these process occur electronically.

There are a lot of differences between manual mutation and e-mutation. E-mutation removes corruption from Land office. It reduces time, cost and visit of the applicants. The AC (Land) office has to complete all mutation process serially. The revenue collection will increase due to e-mutation. Day by day, the data of the landowner will be preserved in the AC (Land) office but the system has a lot of challenges,

**Effectiveness of E-mutation:**

E-mutation is very effective and time befitting. People from all walks of life can apply for mutation from his mobile set. They need not go to the office. When a person sends his application with respective papers he or she will get response from AC (Land) office. The AC (Land) office accepts the application and sends a message to the aspirant of service. The aspirant will get a date in his or her mobile. Then AC (Land) sends this application to the ULAO/ ULASO for report. After getting this from AC (Land) ULAO/ ULASO visits the place and prepares a report and sends it to AC (Land) with recommendation. All these processes are time bound. AC (Land) has to finish mutation cases one by one serially and timely. There is no scope of corruption. The process decreases time cost and visit of the service seekers. The service seekers will get the message of hearing from the AC (Land) office. So he or she gets hassle free service from AC (Land) office. Then he or she has to collect DCR (Duplicate Carbon Receipt).

### **Challenges of E-mutation:**

E-mutation has a lot of challenges. Many of our inhabitants are illiterate. They do not feel it as comfortable as manual mutation. Internet service is very slow in our country. Sometimes electricity is also not available in the villages. Server sometimes does not work properly. Some e-service centers try their best to help the illiterate people but fail. Now and then AC (Land) offices do not feel comfortable to serve the people. So it becomes very much difficult for the needy people to buy or sale their property. Besides these some wicked man or woman gets certificate from chairmen of Union Parishad or Municipality which are not correct. It becomes difficult for AC (Land) to complete mutation process if the certificate is not correct. Some main do not want to give any share to his sisters and his mother. Then the situation becomes very difficult to tackle.

When the people fail to apply online they become very frustrated. They come back home with a heavy heart. If the electricity is not available they fail to apply. Thus they have to try again and again.

Mutation on the basis of L.T. notice is also very difficult because most of the notices are illegible. AC (Land) office fails to identify the Zell number and also the owner of the land. The owner of the land does not feel interested to get DCR (Duplicate Carbon Receipt) on the basis of L.T. notice. But the AC (Land) office

is under pressure to complete mutation on the basis of L.T. notice. So it is a burden for them. So a lot of L.T. notices are gathered in AC (Land) office but the task is incomplete. Sometimes the Sub-Register office does not send L.T. notice timely and they collect a lot of notices and send them to AC (Land) office.

### **Case Study-1: Md. Mominur Rahman:**

Md. Mominur Rahman a banker works in Sonali Bank Jessore. He got a lone from his bank and wanted to get the mutation porcha. He went to AC (Land) office Jessore and wanted to apply for mutation. But the server of AC (Land) office did not work. Next day again he went to AC (Land) office but failed. He became very worried. Without mutation he will not get the sanctioned lone. But he was informed that the AC (Land) office is helpless. Then he requested them to docket his case manually. But they told him that they will not entry his case manually. In this way the banker went to AC (Land) office three times in a week for application of mutation. At last he was successful.

E-mutation places a great role in digitization of land management system. If the internet or server is not available, it is very difficult to continue e-mutation service easily. Besides, there is a shortage of manpower in the root level of land administration. A few of them know how to use computer and solve a case digitally. They are not well-trained in computer. They are over burden and do not feel interest in learning computer.

### **Management of smooth service:**

By giving training of the root level officers and staffs land management system can be more effective and efficient.

### **Timely Completion of the E-mutation:**

For timely completion of the e-mutation services AC (Land) office follows some rules and regulations and uses a mobile phone

More meaningful incentives to service seekers for getting service smoothly:

According to AC (Land) service seekers would be more benefitted if they apply properly with stipulated papers. And they should response our messages and come to our office for hearing. If they help us we will try our best to serve them properly and timely.

### **Case Study-2: Amena Akthar at Jessore:**

Amena Akthar works in a Government High School at Jessore. She got 2 bighas of land from her father. Her father wants to give it to her after registration. So he went to AC (Land) office for mutation. At that time he found no one to help him. He requested them to take his papers but they refused to receive the papers. He was informed that he should apply online. He came back home with a heavy heart. Two days later, he went to the AC (Land) office again. At that time server was not working. He was hopeless. After two days he again went to the AC (Land) office. That day he was able to apply for mutation with the help of e-service center. He got a message in his phone. After getting the message of personal hearing, he went to the AC (Land) office with his papers. That day AC (Land) was not present in the office. He was in a meeting. So he (Amena's father) had to wait for a long time in the AC (Land) office. At 4:00 pm, Amena's father met AC (Land) and his hearing was held.

Amena's father had to have lunch and spoiled his working hours for 3 days in the AC (Land) office.

### **Case Study-3: Tuhin Ahmed a NGO worker:**

Tuhin Ahmed, a NGO worker bought a piece of land for building a house for his family. He went to the AC (Land) office for mutation. He went to the e-service center situated at the AC (Land) office. Luckily, he found the worker of e-service center. He gave him his papers and requested him to apply for mutation for him (Tuhin Ahmed). He did the work smoothly and effectively. He became very pleased with the e-service system. He got a message in his mobile phone. He left the AC (Land) office with pleasure. After a few days, he got another message for personal hearing for his mutation. At that day, he went to the AC (Land) office with his papers but the opponent party was absent. He met the AC (Land) at 2:00pm for hearing. Then he went away. He got another message in his mobile phone for collecting DCR (Duplicate Carbon Receipt).He collected it on the

stipulated date. He became very happy with the service. The service was hassle free which reduces time cost and visit of Tuhin Ahmed.

#### **Case Study-4: Mrs. Rahima a Service holder:**

Mrs. Rahima work in a government high school. She applied for mutation 2 years ago. But, her application was rejected without any reason. She became hopeless and was anxious of her son's future. At last, on 18<sup>th</sup> January, 2020, she went to AC (Land) Office with a heavy heart. She talked to the AC (Land) of Jessore Sadar and became elated with joy hearing that the mutation process has become very easy for the stakeholders. The stakeholders or applicants need not come to office personally leaving all his/her duties. He/she can apply for mutation sitting in the drawing room with his/her electronic devices. After applying for mutation, he/she will get a message from the AC (Land) Office. Day by day he/she will get update information. Even an applicant may pay the fees of mutation through his/her electronic device. Mrs. Rahima returned home and day by day she got the update message. At last, she was able to get the mutation porcha and DCR (Duplicate Carbon Copy). She became very pleased and sold her property, got money and sent her son to UK.

#### **Mechanism and tools to make the e-mutation sustainable:**

- Accurate verification of the beneficiaries
- Using apps like Bkash or Rocket for money transaction.
- All people should be covered under e- mutation program.

#### **Recommendation for Better Implementation:**

- Internet connection should be available under this program.
- Mobile banking like Bkash (provided by BRAC Bank Limited) or Rocket (provided by Dutch-Bangla Bank Limited) need to be arranged in money transaction process.
- Software should be developed for quick service.

- Time management should be scrupulous.
- The staffs of the AC (Land) office should be trained properly.
- The number of the staffs should be increased.
- They should be given land related training.
- Government should provide foreign training for all staffs and officers who are related to AC (Land) office.
- Record should be collected on the basis of alluvium land or abundant property.
- Mutation on the basis of L.T. notice should be ensured.
- Mutation notice should be cleared and illegible.
- Mutation should be allowed on the basis of certified copies.
- The ULAO/ ULASO should record the death of landowner and inform AC (Land) about the death.
- He or she should be responsible to send mutation case to AC (Land) office.
- ULAO/ ULASO should preserve death register strictly.
- ULAO/ ULASO should take steps for mutation of the successors of dead landowner.
- On the basis of application mutation case will be finished within stipulated time.

## **Strengths of the E-mutation Program:**

- E-mutation is a praiseworthy step of the present government.
- It reduces not only corruption but also time, cost and visit of the applicant.
- The process (e-mutation) makes the nation expert in technology.

## **Weakness of the E-mutation Program:**

- E-mutation needs internet connection. But in our country, internet is very slow.
- Sometimes a lot of papers need to be copied for mutation. Most of the scanners are not updated. It takes a lot of time to scan papers. Sometimes, many papers are torn. So, it becomes very difficult to scan.
- Most of the land offices have scarcity of staffs. They cannot maintain time to complete their work.
- The Ministry of Land does not employ staffs for a long time. Most of the staffs are old and some of them completed their service time.
- The rest of them are not expert in computer. They do not know how to give entry of a mutation case. They have to manage their work with the help of the outsiders. It is very bad for a government office to run works with the help of the outsiders.
- The outsiders do not maintain secrecy of the government office.
- It may cause great danger for the office. Sometimes, important registers, documents and volume may be stolen.

## **Suggestions for Improving the E-mutation System:**

- E-mutation system should be developed for the betterment of the country.

- Internet system should be developed otherwise, this system will collapse.
- Ministry of Land should employ staffs of the land offices to run e-mutation system.
- Government should arrange training program for the staffs and employees of the land offices.
- Scanners, computers, photo copy machines, internet should be available in the land offices. Besides these, the staffs of the land offices should be interested in these jobs. They should have to own the system.
- The land offices should maintain e-mutation system properly.
- They should prepare a data base of all registers.
- Then, they should send it to the record room of the district office and the Ministry of Land.
- For permanent record of this register, they should keep a hard copy of the register in their record room.
- They should maintain a master computer so that they can be able to know where the registers are kept.

## **Recommendations**

### **Screening of 'Application Form'**

- The 'Application Form' of e-mutation should be updated.
- All information should be included in the form.
- Data-base on the owner of the land should be maintained in the ~~the~~ office and also in the ULAO/ ULASO office (Union Land Office).

- The AC (Land) office should play strong and effective role in preliminary screening of the 'Application Form' submitted by the applicant or the owner of the land.
- The design of the application form should be approved by the Ministry of Land.
- The selection committee should be formed with expert officers and staffs. The data-base of the owner of the land should be preserved in the AC (Land) office, district office and also in the Ministry of Land.
- Besides, all the land such as khas lands, enemy properties, and vested properties should be included in the data-base.
- The owner of the land will be able to see the amount of land sitting in his or her drawing room. He or she may be able to see the land tax without going to the land office.
- Thud he or she will be able to save time, cost and visit.

### **Money for E-mutation Program:**

- The amount of the e-mutation program should be incer5ased because to materialize this program, training of the staffs and officers are needed.
- Instruments like computer, scanner, and photo copy machine are needed. So a big amount of money is needed to fulfill the dream.
- A number of young staffs are needed to work in the land offices. Old staffs are not expert in computer and they do not accept new system.
- Internet system should be uninterrupted. Electricity should be available to the root level.

## **Payment of DCR (Duplicate Carbon Receipt) Money:**

- The DCR (Duplicate Carbon Receipt) money should be smooth.
- Mobile banking like Bkash (Provided by BRAC Bank Limited) or Rocket (Provided by Dutch-Bangla Bank Limited) or Nagat (GPO) need to be incorporated in money disbursement process.

## **Feedback system:**

- There should be an easy feedback system to the project authority in the field level.
- The piloting system of this project will be able to find out the fault of this project. After the amendment of this system, the e-mutation process will be successful.

## **Monitoring of the E-mutation system:**

- Strong and close monitoring of the e-mutation system is necessary for existing of this project.
- A data-base should be developed in the Ministry of Land to monitor this program (e-mutation system) so that the authority of the ministry can supervise e-mutation process from the Ministry of Land.
- The pending list of the e-mutation, the serial number, the decision of the AC (Land) will be monitored by the ministry of land.
- If any case is rejected, the authority will be able to know the reason so that any officer or staff will fail to reject any mutation case without any reason.
- If the monitoring system is strong from the Ministry of Land, the AC (Land) office will not show courage to adopt any unfair means. Thus, the corruption of the land offices will be removed forever.

- The authority should form a monitoring team to monitor the system.
- The monitoring team should submit a monitoring report monthly to the authority. The team also should visit AC (Land) offices to observe the actual situation of the offices, what is necessary for e-mutation smoothly and the opinion of the stake holders correctly.
- If the team visits the AC (Land) office and other land offices frequently, they will be able to make specific report.
- The monitoring team should conduct meeting with the authority to represent the situation of the field. If there is any problem which should be presented before the authority they should present it.

### **Assurance of Quality of E-mutation:**

The e-mutation system increases quality service of the AC (Land) office, reduces corruption, expenditure of stake holders and hassle. It is easy because the stake holders will get message from the AC (Land) office time to time. So he or she gets up to date messages of his or her mutation case.

### **Assurance of youth employment of e-mutation:**

- The e-mutation system will increase youth employment of Bangladesh
- Young people are expert in IT knowledge. If they are engaged in this work, they will be encouraged to perform better. If they are trained, they will be able to get more knowledge and their performance will be better. That will help to fulfill the dream of the dream of the government. They may share their knowledge with the experts of the other countries, which will help them to update the e-mutation system.

### **Area Coverage:**

- Ministry of land started e-mutation system as a pilot project of 24 districts of Bangladesh.
- It is observing the pros and cons of this system.
- Ministry of Land is receiving some complains such as slow internet, lack of experts, modern scanner, lack of staffs, ignorance of staffs lack of electricity, and generator.
- Day by day, Ministry of Land is trying its best to update e-mutation system. It is planning to start e-mutation system all over Bangladesh.
- If this project becomes successful, our country will be able to reduce corruption from the field level.

### **Sustainability of E-mutation program:**

- E-mutation program is a gigantic task of the present government.
- Every year, our country wastes a lot of papers for manual mutation system.
- These papers contain a lot of dust which causes Asthma and many other heart diseases.
- Every offices of the field level have to maintain a lot file which consumes a lot of spaces, which is very difficult to arrange.
- Sometimes, files are lost, stolen or gutted. So, it becomes very difficult to maintain these files.
- Sometimes, court calls files and certified copies for civil suit. Then it becomes very difficult for the land offices to find out files from a large number of files.
- Sometimes the court gives warning for files of certified copies.

- So, the land offices apologize for their delay.
- The papers of the files may be wasted.
- It may be rotten. Sometimes, it becomes very difficult to carry documents from one place to another because the papers become very weak. Thus, a lot of important documents are lost.
- Land related disputes become very acute day by day.
- If the opposite party is strong, the legal party will be a loser.
- Sometimes, false documents are created by the opposite party to harm the owner of the land.
- Sometimes wicked people or employees of the land offices or sub register's offices cause duplicity.
- They rub or cut some documents of the documents, which is very harmful for the society and also harmful for the country.
- Sometimes, they take away some documents from the offices, which is very harmful for the party.
- There is a united group which is always trying their best to harm others. They always try to harm others by stealing some documents from the offices.
- When a person fails to understand anything and goes to these people, they do not give them correct answer and betray him or her.
- Thus, a dalal group becomes affluent and day by day, they ruin the land offices.

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- But, the e-mutation system destroys all the corruption, dalal group and also the space crisis of the land offices.
- All the documents may be preserved in the software of the computer.
- The password of the computer is preserved by some employees and officers of the related system.
- He or she can be able to preserve it in their homes so that if the document of the offices falls, they will be able to discover it.
- They may compare it to the other countries so that they become able to update the system.
- They may share the ideas with the developed countries so that their system will be updated.
- As the documents are preserved by the confidential officers and staffs, the wicked persons of the offices and outside of the offices cannot possess it to ruin the system.
- So, the official documents can be saved.
- The corrupted persons and the wicked persons fail to flash the secrecy of the offices.
- E-mutation system also reduces employees of the offices.
- It makes the offices paperless because mutation system needs a lot of paper which needs a lot of money to buy papers, pens, pencils, erasers, etc. and other stationeries that are needed in offices.
- These things also make the offices dirty.
- So people are needed to employ to clean the wastes.

## Conclusion:

E-mutation is a gigantic task of the government to digitalize Bangladesh. Our government with the help of a2i has taken initiative to digitalize Bangladesh. Ministry of Land on behalf of the government at first took pilot program of e-mutation. But, from 20<sup>th</sup> March 2020, all AC (Land) office began to do e-mutation program without any fail. Sometimes, they fall in problem. They consult with the Ministry of Land about their problems and get the solution. They are contributing to the development of the country by collecting revenue from the landowners on behalf of the government. So, the corruption of land offices and the dalals of the land offices are removed. People get hassle free services from the land offices. They become happy by reducing their time, cost and visits for this purpose. This system reduces expense of the government also because this system needs software only. Papers pens, ink, pencils, erasers, sharpeners etc. are excluded from the e-mutation system. Sometimes, it is common in the villages to snatch away the ownership of the land. But, e-mutation system destroys this system. So the people are happy and are not afraid of losing their rights. Thus, e-mutation system is blessed for the people of Bangladesh. If we maintain this system strictly, all land litigations will be removed from the society. Bangladesh is going to be a middle income country. We have a 2021 vision and a 2040 plan. All the sectors are developed to reach the target and e-mutation program is one of them. If we complete this program strictly, we will be able to help the country to reach the zenith of glory.

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