



SaZhi

“Securing the priceless land for prosperity and happiness”



National Land Commission's quarterly newsletter

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On 16th January, 2016 His Majesty the King granted an Audience to the participants of Annual National Land Commission Workshop, which was underway in Phuentsholing. The participants consisted of land record personnel, survey engineers, surveyors and planners from all dzongkhags, drungkhags, thromdes, and the NLC Secretariat.

Courtesy: His Majesty's Facebook page

New Lagthrams issued



Chief Land Urban Registrar handing over Lagthrams of Khitshang Town

Zhemgang & Tingtibi Towns:

On January 12, 2016 Secretary of NLCS handed over 57 Thrams of Tingtibi 153 Thrams of Zhemgang Towns to Zhemgang Dzongdag. Tingtibi

town has total of 119 Thramholders and there are total of 176 Thramholders in Zhemgang town.

Thimphu Thromde: The Secretary of NLCS handed over 820 Thrams with fine plots out of 1242 Thrams for Core area of Thimphu Thromde to Executive Secretary Passang Dorji on 11th February, 2016. 422 Thrams are yet to be released as they have issues such as structures encroaching on state land, occupying more than registered Thram area, etc. These Thrams would

be issued once the landowners and Thimphu Thromde jointly resolve the above problems.

Khitshang Town: On 19th February, 2016 102 Thrams out of 114 total thram of Khitshang town under Trashiyangtse Dzongkhag have been handed over to Dzongkhag Land Registrar, Mr. Jigme Tenzin by Head of Urban Land Division. For the remaining 12 business licence holders who don't own land in the town the land would be processed on User Right Certificates.

Guest Speaker for Friday Forum

The Honourable Governor of the Royal Monetary Authority, Dasho Penjor was invited to speak on 22nd Friday Forum on 29th January, 2016.

Dasho Penjor kindly assented to the invitation and presented on “Bhutan Economic situation & Monetary Policy”.

In his opening remark, Dasho stated that as much as land is important to the people it is the money. He presented the relationship between banking system, household and producers. The difference between job security and income security was made clear citing example of employees, businessmen and investors.

“While employees are those who seek job security, businessmen and investors are those who seek for income security” Dasho said.

He explained the Cashflow Quadrant of Robert T. Kiyosaki and also narrated a story of two bidders who were awarded a contract to supply water for a village for all times. The moral of the story was to differentiate between the ultimate success derived from using physical strength and intelligence.



More importantly Dasho highlighted importance of the value of money as it matters to everybody. He also presented the economic situation of our country and explained in detail on following 3 monetary issues.

- Issue of Ngultrum (supply of money)
- Why Bhutanese Currency is pegged with Indian Currency
- Financial deepening

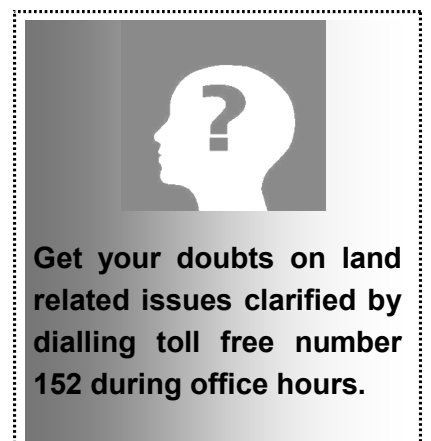
The Governor cited the Bhutanese habits in consumption of goods and the trend of savings. He also informed the house that the Royal Monetary Authority is currently undertaking in-depth study to assess the requirement of additional banks or financial institutes in a small economy like ours.

He also shared the recent initiative of RMA in establishing rupee exchange counters in Thimphu and Phuntsholing aimed at

facilitating Bhutanese visiting India on pilgrimage.

The Governor of the RMA was the first Guest Speaker in the history of the NLCS's Friday Forum.

The office will invite more prominent Guest Speakers in near future to speak on various subjects which would impart ideas beyond land and survey. According to the NLCS Secretary the idea behind inviting Guest Speakers for Friday Forum is to enhance knowledge of the NLCS staff in keeping up with the country's development in various fields.



Exploring ways to deliver faster services to the public

The National Land Commission Secretariat requested for consulting service from DHI to study the possibility of NLCS functioning in a “Corporate Style.” Subsequently, DHI consultants met with the senior management team, including Secretary of NLCS on 1st January, 2016 to discuss the possibility and scope of work. The outcome was the initiation of a study intended to find out to what extent can NLCS could operate in a corporate manner within the current legal and governance environments and mandates.

Government agencies around the world are transforming their approach from programmatic model of service delivery to citizen-centric approach by focusing service delivery to people. Governments are now focusing more on services based on citizen needs, rather than agency driven programs to meet citizens’ expectation of faster service delivery similar to commercial enterprises.

Delivery of services to citizens being at the heart of the NLCS, possibility of adopting strategies to improve efficiency and effectiveness of its service delivery through citizen-centric approach was explored. To this end, NLCS wanted to find out possibility of functioning in a corporate style inspired by good practices followed by the corporate sectors.

Therefore, it was very crucial to conduct an assessment to review NLCS’s needs whether it will be feasible to function in a corporate



Staff of DHI Consultancy Services and NLCS in a meeting

style or to adopt some best practices of the corporate sector within its current setup.

During the first meeting held between the DHI Consultancy Services and NLCS on 1st January 2016 it was decided that Consultancy would first carry out needs assessment and come up with the report. Within less than 3 months DHI Consultancy Services carried out thorough study of NLCS from the point of current structure, provisions of the Land Act 2007 and other rules and regulations in place as well as referring to BCSR 2012. The Consultancy team has also done a comparative study of NLCS functioning environment with Corporate setting. The comparison was made from the perspective of:

- Governance framework;
- Management responsibility, authority and autonomy;
- Effective performance management;
- Performance based rewards and sanctions; and

- Competitive neutrality.

On 11th March, 2016 the team from DHI Consultancy Services presented their findings report and recommendations to the NLCS staff. At the end of the presentation it was suggested that a committee for strategic decision-making be instituted as per the section 6 (m) of the Land Act 2007. The Committee could meet on need basis to plan, direct, supervise, monitor and evaluate the performance of NLCS. This would enable NLCS to become more strategic and focused towards its objectives.

The Consultancy team also suggested consulting other land related expertise with regard to service delivery, performance management and cost and pricing of products and services. However, the Secretariat doesn't wish to go for further consultancy as DHI has already done a comprehensive needs assessment and came up with valuable recommendations.

NCRP of Core area of Phuntsholing Thromde completed

Phuntsholing is one of the oldest towns and biggest commercial hub in the country. However, this bordering town was left un-surveyed and demarcated for several reasons. Surveying and land registration came much later than the structures and development on the ground. Over the years, some people occupied more than their registered area.

The total area of Phuntsholing Core is 457 acres. Thromde was extended to its current extent of 4141 acres (including core area) in 2006. There are 414 thramholders with 457 registered plots in Phuntsholing core. There are also 52 plots accounting to 25.334 acres of land occupied by various government agencies which are not yet registered.

The resurvey of Phuntsholing was started on 6th November, 2015 and completed in January



A Surveyor surveying Core area of Phuntsholing (just next to a building)

2016 as planned. A team comprising of a Survey Engineer, an Assistant Land Registrar and 6 surveyors carried out the resurvey work of Phuntsholing Core area. The survey was carried out in Drukref03 coordinate system following the latest rules and regulations for resolving excess and deficit in urban areas 2015. The plot boundary demarcation

had to be based on Phuntsholing town structural plan.

Out of 457 registered plots in Phuntsholing core area, 313 plots were found to be fine plots meaning 68% of registered plots had no issues of either excess or deficit land. It was also observed that 26.295 acres of state land had been leased out to corporate and private sectors.

4th Annual Land Workshop



Chief Guest, RCSC Chairperson addressing the opening of annual land workshop

The 4th Annual Land Workshop was organized in Phuntsholing at Tahscholing Dratshang's conference hall from 14th to 18th January 2016. This year's theme for workshop was "Embracing Standard Land Services". The opening of the workshop was graced by Hon'ble Chairperson of the Royal Civil Service Commission, Dasho Karma Tshetrim.

The conference was attended by the Land Registrars, Land Record As-

sistants and Surveyors of Dzongkhags, Drungkhags, Thromdes and Secretariat. The main objective of workshop was to streamline the working procedures and adopt a standard land services across different levels of governance.

Apart from discussing on resolving emerging challenges of land related issues such as encroachment on state land, land lease, land exchange and substitution, presentations were made on various innovation ideas beyond conventional style of delivering services to the public. For instance, a presentation on "Customer Care" emphasised not only delivering services but also meeting clients expectations of treating in polite and friendly manner.

During the four day workshop presentation was made on findings on human resource strength, office setup and ICT & internet facilities at the local government that was carried out



Participants of debate competition

by a team from the Secretariat after visiting to Dzongkhags and Thromdes. Human Resource Officer also presented the Human Resource succession planning of the NLCS which reported current strength and requirements in future.

Head of Legal Division made presentation on procedures of land dispute settlement & prosecution of offenders following the recent understanding reached between the Judiciary and NLC.

The introduction of User Right Certificate was also sensitized to all staff present during the workshop.

Beyond the current situation, presentation on reengineering land administration & management was also made to share the best practise around the world with regard to land governance system.

One of the most innovative ways of resolving issues at the real time between Dzongkhag Land Sector and NLCS could be achieved by using Team Viewer software. Presentation on installation and application of Team viewer was made during the workshop.

Unlike earlier Annual Conferences of NLCS, this years workshop had special programme to test the awareness of staff on various subjects by conducting quiz competition and debates.



Flash back of activities in 2015

Milestone 1

Enhancing service delivery

- Dzongkhag Survey & Land Sectors receive vehicle for faster service delivery.
- MOU signed between NLCS & Bhutan Telecomm on setting up of contact centre.
- Land dispute settlement clarified and delineated between Courts & NLCS



- Office website www.nlcs.gov.bt had been redesigned and re-launched
- Visitor Management System developed
- Division Heads reshuffled and some have been newly appointed

Milestone 2

Institutional development



Milestone 3

Enhancing Land Governance

- Land Lease Rules & Regulations had been reviewed
- Sensitization of provisions of Land Act through multimedia (cartoon)
- NCRP II commenced from Punakha Dzongkhag

Milestone 4

National Spatial data infrastructure development

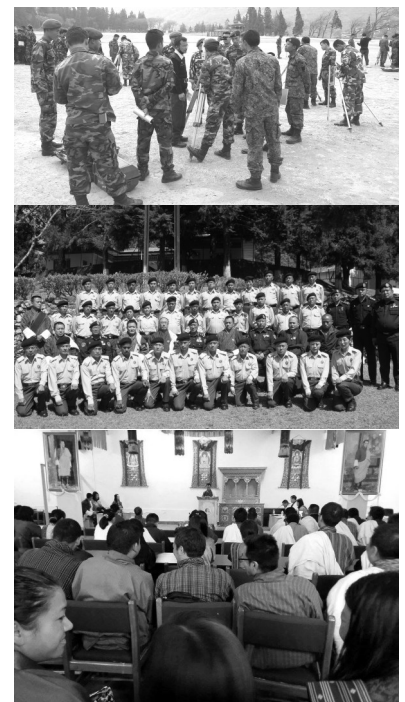
- Geospatial Data project under JICA implemented.
- Drafted National Geographical Information Policy under Dutch Project.
- Hon'ble Prime Minister of Bhutan graced the first ever National Geo-Conference "To promote GIS enabled Societies".



- Thrams were issued for Thromdes of Khuru, Samdrup-jongkhar, Trongsa, Gola, Paro and Phuntsholing.
- 7011 Thrams of 11 gewogs of Chukha Dzongkhag were released following granting of land Kidu to the people by His Majesty the King.

Milestone 5

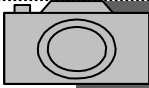
Issuance of New Lagthrams



Milestone 6

Special Capacity & Skill development

- 9 batches completed Integrated Training Programme from Tashigatshel,
- RBA personnel trained to read Thrams and carry out cadastral survey
- Friday Forum introduced to enhance skills and confidence in public speaking for NLCS staff



In Picture: NLCS Staff celebrated the Royal Birth of Gyalsey



Secretary's visit to gewogs of Zhemgang Dzongkhag

The Secretary and officials from HQ made an official visit to gewogs Zhemgang Dzongkhag from 24th March to 1st April 2016. During the visit Secretary met with all the officials of Zhemgang Dzongkhag Administration and 8 gewogs. The purpose of visit was to sensitize regarding the initiation of NCRP II phase of entire country. He clarified what kind of cases NCRP II phase would be taken up and how long this important task would take to complete in Zhemgang Dzongkhag.

He also informed that unlike previous re-survey NCRP II phase is being carried out in-



The visit to Zhemgang Dzongkhag end with visit to Buli gewog crossing Manas

volving RBA personnel. The reason for having to involve RBA personnel is to cut down the expenditure of this important pro-

gram. Having known the importance of the land the meeting gathered impressive number of publics.

Managing for Excellence (MaX) to determine performance

Performance Management System (PMS) was one of the key five reforms that the RCSC initiated last year. It is also known as Performance appraisal system. Under the PMS all employees are required to develop Individual Work Plan (IWP) and submit to the concerned Human Resource Officer and soft copy to Resource Person. The Resource Persons were Ms. Gaki Wangmo and Mrs. Sonam Yangzom.

The Resource Persons from RCSC conducted hands on training on preparation of IWP to the staff of NLCS on 16th February 2016. The team has come to facilitate development of IWP of all employees of the agency and collect them at the end of the training. They assisted individuals to frame their activities, checked and verified activities and targets.

Individual Work Plan is **“a clear plan of action of an individual to organize and manage daily work activities to effectively contribute to achieving the objectives of the agency”**.

The performance appraisal system aims to:

- Enhance performance of employees through continuous and objective performance planning, monitoring, reviewing and recognition;
- Enhance productivity by



Resource person presenting the revised IWP format

aligning employee job responsibility to the organizational goals; and

- Provide an objective basis for HR actions including incentives, rewards and managing poor performance.

They pointed out that in the past all civil servants were rated outstanding and the average PE rating was 3.82 while there was no culture of individual work planning. There was lack of objective performance output and weak or no linkages to organizational objectives. Besides, there was no system to differentiate performers from non-performers.

Therefore, Managing for Excellence has been initiated as a necessary intervention by the Royal Civil Service Commission that seeks to achieve;

- Alignment

- Accountability
- Differentiation

The Resource Persons presented the change in the revised IWP and helped the staff of NLCS in preparing their IWP in the revised form.

Thram's Corner

Unlike in the past new lagthrams contains not only the landholding details but also cadastral maps along with coordinates of plot boundaries. There five types of lagthrams with different cover colors to differentiate them on just seeing covers of lagthrams as following:

1. Individual land (yellow cover)
2. Family land (white cover with brown corners)
3. Joint land (faded brown)
4. Religious institutions & Gerab Dratshang (Dark red)
5. Others (Brown)

Ap Drugyel's comic

1 Ap Wang Drukgyel meets an stranger on the way when he is leaving for Thimphu from his village.

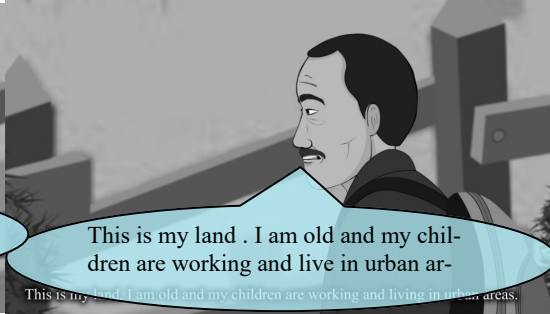


Kuzuzangpola
Where are you going?

Kuzuzangpo
I am going to Thimphu to stay with my children.



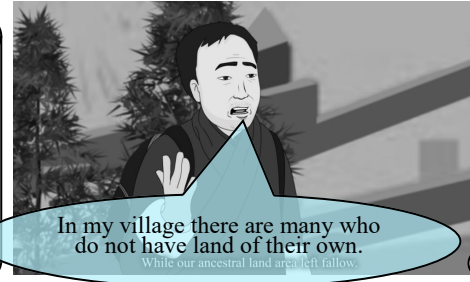
Wow such a good land! It's unfortunate that it's left fallow.



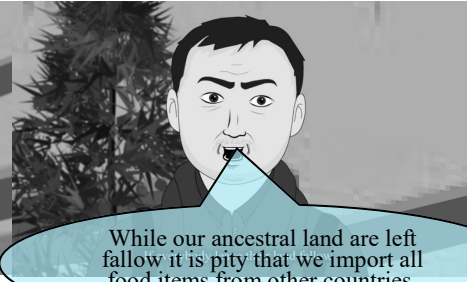
This is my land . I am old and my children are working and live in urban ar-

The stranger is surprised to see beautiful and fertile land being left fallow in Ap Wang Drukgyel's village.

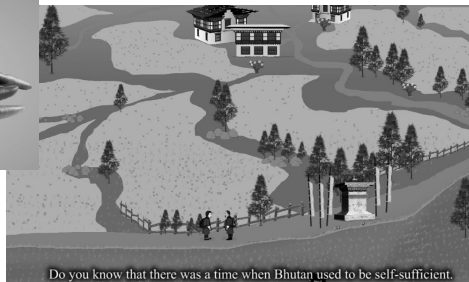
2 The stranger compares landless people of his village and wishes they owned land of their own.



In my village there are many who do not have land of their own.



While our ancestral land are left fallow it is pity that we import all food items from other countries.



3 The stranger narrates to Ap Wang Drukgyel that in the past our ancestors used to produce food items and export rice, chillies and fruits to Tibet and India.

4 The stranger concerned about the country's future emphasises on everybody not to leave their land fallow.



If everybody leaves their land fallow it can seriously affect security and well being of our country.



In order to ensure the sovereignty, self reliance and happiness it is important for every Bhutanese to make best use of scarce land.

NCRP II completed in Trongsa Dzongkhag

The National Cadastral Resurvey phase II in Trongsa Dzongkhag has been completed on 5th March 2016 which began on 12th December 2015.

The resurvey team surveyed 1,728 plots in five gewogs of Tasgsibji, Nubi, Korphu, Langthel and Drakteng. 90% of the total plots surveyed were Z plots. Z plots are those plots which were surrendered and reverted as Government land by those landowners who couldn't pay the excess land cost during the New Sathram Compilation (NSC) time. The NSC exercise was carried out from 1985 to 2005 using plane table survey method.



RBA personnel surveying land and downloading data into computer

NCRP II is being carried out by trained Army personnel, Land Registrars and Survey Engineers from NLCS. The team

also survey the pending cases and absentee landowners during the first NCRP, and verify kasho land area.

Plots under LAP III & IV of Gelephu Thromde demarcated

Although the National Cadastral Resurvey Programme has been completed for Gelephu extended area in 2012, the LAP of the extended area was prepared recently. On completion of LAP preparation the registered land of private individuals falling within had to be resurveyed and demarcated as per the LAP after applying land pooling for development purposes.

There are total of 343 thram-

holders with 413 registered plots in LAP III. 128 plots are designated for service plots such as for open space, Demkhong office, Children's park, Green area etc. LAP III covers 152.669 acres of land.

There are total of 574 thramholders with 411 registered plots in LAP IV and 266 plots for service plots.

In course of plot demarcation

total of 4384 pegs were used out of which 799 pegs were to demarcated to state land.

The demarcation of plots under LAP III & IV began on 4th November last year and completed by end of March 2016. A team comprising of a Survey Engineer, one Land Registrar and 3 Surveyors carried out the demarcation task.

KNOW YOUR LAND ACT

The Land Act of Bhutan 2007

Entitlement to own land

Section 58: The juristic persons who are entitled to own land in the Kingdom of Bhutan are:

- a) Institution of Monarchy
- b) Family
- c) Individual person
- d) Government institutions including corporations belonging to Government
- e) Gerab Dratshang (Gedeon and Rabdeys)
- f) Civil Society Organizations, corporations, community for social and religious purposes, and religious institutions recognized by the laws of the Kingdom of Bhutan.

Section 59: The juristic persons in Section 58 of this Act shall fall under one or more of the following broad categories of registered landowners.

- a) Crown Property
- b) Individual person
- c) Family land
- d) Joint owners
- e) Government Institutions
- f) Gerab Dratshang
- g) Religious Institutions
- h) Civil society organizations
- i) Coprorations
- j) Community for social and religious purposes

Section 60: An individual person may own land either in his name and/or in the name of joint ownership other than family land, the total of which shall not exceed the land ceiling according to Sections 64 to 66

Know the definition

1. Dominant land means any land entitled with a right of easement over a servient land.
2. Dominant owner means the land owner or any person who has custody over a dominant land.
3. Easement means an area of land, being a part of plot or unit, over which a party other than the registered landowner, has the right of use for a specific purpose, but does not imply ownership of the land

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