



**INSTITUTE OF LAND AND DISASTER MANAGEMENT
THIRUVANANTHAPURAM**

&

**INSTITUTE OF MANAGEMENT IN GOVERNMENT
THIRUVANANTHAPURAM**



REPORT ON

TRAINING NEED ANALYSIS

for

**DEPARTMENT OF REVENUE AND DISASTER MANAGEMENT
GOVERNMENT OF KERALA**



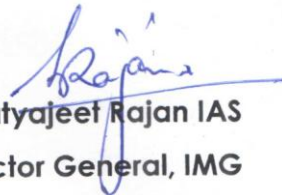
**GOVERNMENT OF KERALA
December 2016**

PREFACE

I am happy to note that the Institute of Management in Government (IMG) and Institute of Land and Disaster Management (ILDLM) are bringing out the Training Needs Assessment and Training Design of Revenue department under the aegis of the State Training Policy (STP). These Assessments and designs have been the outcome of a detailed consultative process between the departments and the Institutes. The reports capture the performance issues that can be addressed through training and non-training interventions.

While training designs have been made to bridge the performance problems, there is need to address non-training interventions and facilitate the training process more effectively. The Departments may use these reports as a beacon to gauge the non-training interventions that they need to instill to improve the service delivery. Effective citizen service delivery can be adequately delivered only through addressing both training and non-training interventions.

IMG will continue to partner with the line departments in its endeavor towards citizen-centric administration.



Sri. Satyajeev Rajan IAS
Director General, IMG

FOREWORD

Institute of Land and Disaster Management (ILDm), the Revenue and Disaster Management training institute for the State of Kerala was established in the year 1996 as an autonomous body under the Travancore- Cochin Literary, Scientific and Charitable Societies Registration Act, 1955 (Act XII of 1955). With our VISION of “Sensitizing the needy, for bettering land revenue administration and disaster management”, the Management Team of ILDM has decided to undertake a Training Need Analysis [TNA], for the first time, in association with Institute of Management in Government [IMG] the Administrative Training Institute [ATI] of State of Kerala. The outcome of this process would cater the training needs of officials of Revenue department cutting across various levels. The idea is to develop Course Designs and Course Modules as part of it and to finalise the Training Schedule for the period from 2016 to 2021. The idea of linking the “trainee database” with SPARK and the strategy to train all the Revenue officials in the age group of 18 to 45 on priority basis would definitely help in bettering the revenue administration in the State in the long run. The strategy to widen the scope of training on “Land” and “Disaster Management” matters to other departments and organizations through the newly formed “Centres” would also be “out of the box” scope for ILDM, in the training arena in the coming years. The conscious decision to impart “skill” trainings in Survey, Computer Application and Disaster Management in the afternoon sessions, to all the trainees from Revenue Department and also imparting “soft skill” trainings through the recognized faculty of IMG is also part of the training strategy for next 5 years.

Sri. C REGHU IAS [Retd.]

Director, ILDM

31.12.2016

TNA TEAM

Smt. Mini B Nair and Dr. Anishia Jayadev, Assistant Professors from Institute of Management in Government [IMG] and Recognized Trainers [RT] by Government of India for Training Needs Analysis, lead the workshop. The two resource persons were supported by the Secretary/Administrative Officer, Dr. D. Sajith Babu, Shri. Rajagopal, Programme Officer and a team of officers from Institute of Land Disaster Management [ILDLM]. The department resource team members were as follows;

Sl. No.	Name	Designation
1.	Sri. Jacob Sanjay John	Sr. Superintendent
2.	Sri. Renjith T.V	Spl. Tahsildar
3.	Sri. Muraleedharan Pillai P	spl. Tahsildar
4.	Sri. Abdul Rasheed A	Addl. Tahsildar
5.	Sri. Jayaprakash V.S	Sr. Superintendent
6.	Gopakumar R	Dy. Tahsildar
7.	Sri. Raveendran P.G	Jr. Superintendent
8.	Smt. Beena Anand	Jr. Superintendent
9.	Sri. E. Suresh Babu	Jr. Superintendent
10.	Sri. Muralimohan R	Jr. Superintendent
11.	Sri. Lalumon Joseph	Village Officer
12.	Sri. Jayachandran N	Village Officer
13.	Sri. Harikumar	Revenue Inspector
14.	Sri. Francis P	Village Officer
15.	Sri. Priyakumar	Village Officer
16.	Sri. Sunilkumar P	Village Officer
17.	Sri. Sasibhooshan K.C	Village Officer
18.	Smt. Bobimony M	Spl. Revenue Inspector
19.	Sri. Sajith P	Village Officer
20.	Arunbose K.S	Sr. Clerk
21.	Smt. Sasikala V	Sr. Clerk
22.	Sri. Madankumar	Sr. Clerk
23.	Sri. Akhil K.P	Clerk
24.	Sri. Pratheeshkumar V	VFA
25.	Sri. Viju D	VFA
26.	Sri. Anson A.J	VFA
27.	Sri. Sham Rahman A	VFA
28.	Sri. Biju George	Sr. Clerk

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ACKNOWLEDGEMENTS

We are very grateful to the sincere efforts and valuable support extended to us by the resource team members whose valuable contribution has helped us in assimilating the data collected.

We are also thankful for the unconditional support extended to us by the Secretary/Administrative Officer, Dr. D. Sajith Babu, Shri. Rajagopal, Programme Officer and the team of officers from Institute of Land Disaster Management [ILDm]

We also express our sincere gratitude to our Director General IMG Shri. Satyajeet Rajan and the commissioner Sri. AT James IAS and then Director of ILDM Sri. N Padma Kumar IAS for providing us a good forum to associate with ILDM in the TNA workshop.

TNA Team

INTRODUCTION

The benefits of training are many fold and it is by now a foregone conclusion that training is necessary to improve performance of an individual and the organization. Training –systematic training- helps in reaching the full job potential in a rapid and short time, there would be better utilization of manpower and machinery too.

Training can be described as “the acquisition of skills, concepts or attitudes that result in improved performance within job environment”. Training is widely perceived as perhaps the most cost effective method for improving the effectiveness of the personals in any organization. This is a process by which someone is taught the skills that are needed for an art, profession, or job.

Training analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the human elements of system can be effectively identified and appropriate training can be specified. Training analysis is most often used as part of system development process. Due to the close tie between the design of the system and the training required, in most cases it runs alongside the development to capture the training requirements. The role of training analysis is to build a formal bridge between the available design data training media and training objectives, in order to facilitate the transfer of training elements into the operational environment.

A comprehensive TNA study of this department has been done for the first time in 20 years of its inception. The Institute of Land and Disaster Management along with Institute of Management in Government will play a vital role in equipping the work force for a result oriented action.

The first step in the Systematic Approach to Training (SAT) cycle is the “needs identification” process - the training and non - training needs of the people, as individuals and members of organizations are identified, so that necessary interventions are taken up to improve performance. Training Needs Analysis (TNA) is defined as -“An examination of an organization's present and expected operation needs and the workforce necessary to carry them out, in order to identify the numbers and categories of employees needing to be trained or re-trained. It may also refer to the training needs of individuals to enable them to reach the required standard of performance in their current or future jobs.”

ABOUT DEPARTMENT OF REVENUE AND DISASTER MANAGEMENT

The Department of Revenue which came in to existence since the days of earliest known administrative systems, touches the life of everyone in Kerala in one way or other, thanks to its multitude of functions corroborated by more than 150 statutes, in the State. As general administration department at the field level, it is very difficult for anyone to fully list out the exact functions and roles of the officials of the department. However, the following functions of this Department have wider application in the day today public life;

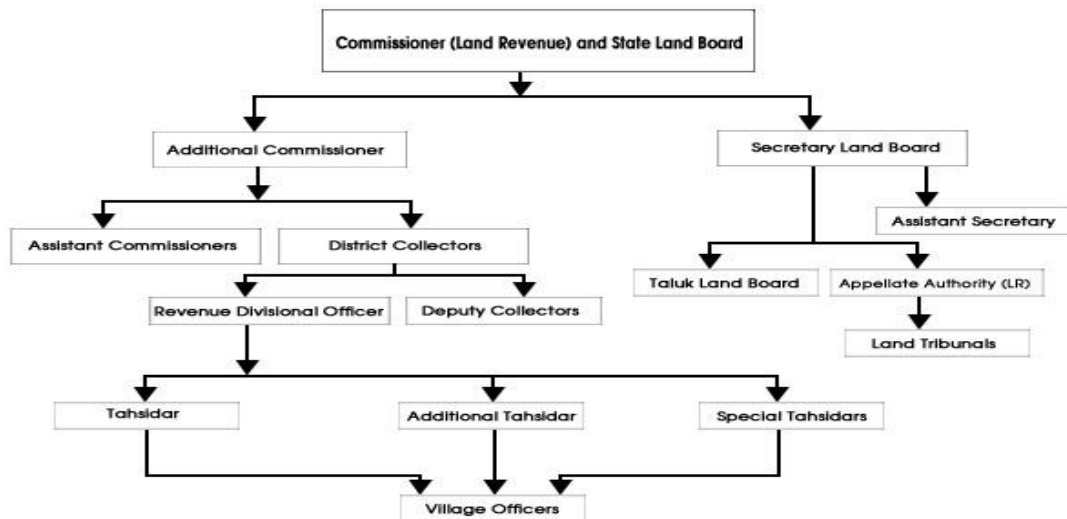
1. Issuance of various certificates for general public purposes
2. Collection of Basic tax, Plantation tax, Building tax etc,
3. Effecting Revenue Recovery
4. Maintenance and updation of land records
5. Conduct Elections including revision of electoral rolls and issuance of photo identity cards for the purpose of voting
6. Assignment of Government land to various categories
7. Acquisition of land for public purpose
8. Conservation of Government lands and trees on it.

9. Implementation of calamity relief operations and disbursement of funds to eligible persons.
10. Disbursement of Chief Ministers Distress Relief Fund to the needy.
11. Issuance of arms licence, explosive licence, etc.
12. Implementation of MPLADS and various other developmental schemes
13. Redressal of public grievances
14. Implementation of various pension schemes
15. Implementation of various housing schemes
16. Management and control of natural resources, regulation of sand mining etc
17. Conduct of census operations
18. Transfer of government lands between departments.
19. Security proceedings under Criminal Procedure code
20. Maintain Law and Order
21. Removal of public Nuisance.
22. Lease of Government land
23. Survey and demarcation of land
24. Issuing death compensation to the legal heirs of NRIs
25. Sanctioning of burning and burial grounds

Organizational structure of the Department

The Department is under the overall control of the Hon'ble Revenue Minister. In Secretariat, the department is headed by the Principal Secretary (Revenue) who is assisted by Special Secretary/Additional Secretaries/Joint Secretaries etc. The Revenue Department is headed by Commissioner of Land Revenue [CLR] who is assisted by Additional Commissioner/Deputy Commissioner/Joint Commissioner and five Assistant Commissioners. Administratively the State of Kerala is divided in to 14 districts, 21 Revenue Divisions, 75 Taluks and 1664 villages. Each district is headed by a District Collector who is assisted by Deputy Collectors among others. Each revenue division is headed by a Revenue Divisional Officer [RDO] and assisted by

Senior Superintendents among others. Taluks are headed by a Tahsildars and Additional Tahsildars who is assisted by Deputy Tahsildars [DT] among others. Each Village is headed by a Village Officer who is assisted by Special Village Officer [SVO], Village Assistants [VA] and Village Field Assistants [VFA].



SUB DEPARTMENTS UNDER PRINCIPAL SECRETARY, REVENUE AND DISASTER MANAGEMENT

Survey and Land Records

The Director of Survey and Land Records at Thiruvananthapuram is in-charge of Survey operations and updation of land records and is assisted by Additional Director, Joint Directors and Assistant Directors among others. Each district Office is headed by an Assistant Director. The officials of the Department functions as per the provisions contained in the Kerala Survey & Boundaries Act, 1961 and Rules of 1964.

Land Board

The State level Land Board located at Thiruvananthapuram is headed by Land Revenue Commissioner who is also the State Land Board and is assisted by Secretary for disposal of land ceiling cases under Kerala Land Reforms Act,1963. This district has Taluk Land boards headed by Revenue Divisional Officers/Deputy Collectors acting as Chairmen.

Institute of Land and Disaster Management (ILDM)

This autonomous institution located at Thiruvananthapuram imparts necessary trainings to the staff of Revenue Department also to all the needy on various aspects of land revenue administration and disaster management.

DEPARTMENT OVER THE YEARS

The exact year of inception of Land Revenue Department is unknown and it dated back to the earliest known administrative setup. A more organized Revenue Department had been in existence in the erstwhile princely states of Travancore, Cochin, and also in the Malabar region which was part of the old Madras province under the British rule.

In Travancore, Revenue administration got special attention during the reign of the great king Marthanda Varma. The earliest known settlement during the period was done by Mallan Sankaran of Palliyadi in 1736 AD. Preparation of land records or *ozhuku* containing survey number, name and extent of property, number of yielding trees, name and address of the assignee etc, was one of the most important works connected with then settlement. The classification of lands was done under the main heads of *Devaswom*, *Brahmaswom* and *Pandaravaka* was introduced by Mallan Sankaran. Every landholder was given a *patta* specifying the tax levied on each item of land. During the later revenue settlements each division or district in the state was divided into taluks called *Mandapathuvatukkals* which was further subdivided into *Kelvis* or villages. The *Mandapathuvathukkal* was under a *Karyakkar* and the *kelvi* under the *parvathikar*. The *Karyakkar* and the *Parvathikar* have evolved into the present day Tahsildar and the village officer respectively. A comprehensive survey and settlement of the lands was conducted during Visakam Tirunal's (1880-1885) regime. The settlement process which begun during the previous regime was completed with the settlement proclamation in 24.02.1886 and "Revenue Day" is celebrated to mark this historic day.

The land governance in Cochin was similar to system in Travancore which basically stem on the *Keralolpathi* version. The King was the head of

the State, and had extensive crown lands for his maintenance, while the rest of his territory was divided into *nads* or districts ruled over by *Naduvazhi* chiefs, who exercised quasi-sovereign authority over them. The *nads* were again divided into *desams* or villages, some of which were reserved as the private property of the king or the *Naduvazhis*, while the rest were made over to and ruled by *Desavazhis*. The proprietary right in the lands comprising the latter class of *desams* was vested in the *Desavazhis*, while that of the other *desams* belonged to the *Naduvazhis*. The king enjoyed the same right in the lands comprising the crown villages. This right, to the extent limited to property in the soil, came to be known as the *janmam* right. Neither the *Desavazhi* nor the *Naduvazhi* had to pay any regular tax to the king for the lands in their possession, but they were directed, with all the fighting men in their *nads* and *desams*. In the midst of the community organized in this manner, Brahmans from the north began to establish themselves, and by their great superiority in knowledge and intelligence, they gradually acquired great ascendancy over the people and their rulers. For their valuable services, both spiritual and temporal, they obtained, as in the other kingdoms of Southern India, repeated grants of lands with libations of water from the king and chiefs of the country, and the religious institutions founded by them or at their instance also received similar grants of land. The granting of lands in the manner to *Brahmans* and *Devaswoms* was and is still considered to be an act of religious merit. Thus, in course of time, the lands became distributed among the King, the chiefs of *nads* and *desams*, the Brahmans and the *Devaswams*. Some of the landed proprietors among the Brahmans rose to the position of *Naduvazhis* and *Desavazhis*, and two of them even became rulers of petty kingdoms, but the great majority of the rulers and chiefs were always non-Brahmans. Land revenue, as it is now understood, began to be levied for the first time in 1762. Prior to that year, the produce of the land used to be shared exclusively between the *janmi* and the tenant in certain fixed proportions. In that year, however, it became necessary to provide additional funds for administrative purposes to be presently explained, and it was

decided to levy from land-holders a *rajabhogam*, or King's share, as distinguished from the *janmibhogam*, or the landlord's share. The *rajabhogam*, together with the *janmibhogam* of the lands which belonged to the *Sirkar* in *janmam*, constituted the land revenue of the State. "The chief sources of the King's revenue prior to 1762 AD were the *kandukrishi* or crown lands, customs and monopolies. The crown lands, which consisted eventually of 365 farms, were either leased to tenants at will or cultivated by the Raja's slaves under the supervision of officers appointed for the purpose. Owing to the large foreign trade which Cochin enjoyed from very early times, the customs revenue was considerable, and consisted of transit duties as well as duties on exports and imports. Since the advent of the Portuguese, pepper and other spices were treated as articles of State monopoly, which could be disposed of by the producers only to the State. The latter purchased them at fixed prices and sold them at a profit. A tax called *kettuthengu* was levied from the coconut gardens owned by *Madampi* chiefs at the rate of six *annas* and eight *paise* per tree on three per cent of the trees in every garden. There have been settlements of land revenue on several occasions, some general and others piecemeal" 'Jenmom lands' are classified in the *Sirkar* accounts as falling under one or other of the following heads; (I) *Devaswomvaga* (II) *Brahmaswomvaga* (III) *Madambimarvaga*. The essential distinction between the three classes of *jenmom* lands, from the land revenue stand-point, is that while the *jenmom* lands under the head of *Devaswomvaga* and *Brahmaswomvaga* are exempt from assessment so long as they remain un-alienated, the lands under *Madambimarvaga* are charged with *Rajabhogam* even in the hands of the original holders. Both classes of *jenmom* lands become subject to varying rates of *Rajabhogam* in cases of alienation. The exemption from assessment in respect of *jenmom* lands under the head of *Devaswomvaga* and *Brahmaswomvaga* was recognized throughout Kerala, including Cochin. In Cochin the old system was changed only after it came under the influence of Hyder Ali [Gazetteer of the Malabar District-p.308 and Cochin Manual-pp. 303-304].

Malabar was under the direct control of Madras presidency the system of land governance was unique from very early times, when compared with Travancore and Cochin. As per the findings of Sri. PK Balakrishnan [Tippu Sulthan – *Charithra Padanam*] prior to the systematic land revenue administration under Madras presidency, the Malabar region was under the control of Mysore Kingdom with 9 years of rule under Hyder Ali and nearly 7 years of rule by Tippu Sulthan during the period from 1766 to 1790 AD. After the initial settlement operations under Mr. Madhanna a well-known revenue officer of the time, Malabar was under the Governorship of Mr. Srinivasa Rao during most of the time. Under him the first survey and settlement started in Malabar. The most important aspect of this settlement was that, the land was settled in the name of *Kanapattom* holders and the rights of the jenmon holders were completely neglected making the real *ryots* the holders of land. This was one of the most revolutionary steps of the time. However, this was done only for paddy lands. After the treaty of Mangalapuram between Tippu Sulthan and the British, Sri. Arshad Baig was appointed Governor of Malabar by Tippu Sulthan. The tax assessment based on the produce was his method of tax assessment which was highly faulty and the returns to government came down drastically mainly due to pilferage on account of deliberate wrong accounting by corrupt lower level officials. The tax burden was high on small holders who were away from corridors of power. To redress these issues another survey and settlement was conducted during 1788 AD under Mr. Ramalingam Pillai by dividing Malabar in to four *Tukris* [Taluks]. During this settlement all unwanted *inams* were abolished and taxation became more scientific in nature. The intention of both Hyder Ali and Tippu Sulthan was to set up a centralized tax collection system on land by completely abolishing the concept of “*jenm*” and “intermediary” system. This in fact had helped the British later to introduce the “*Ryotwari*” system in whole of Malabar and to establish other rights of sovereign over all lands in the domain.

Consequent on the re- organization of states, Kerala State was formed on 01.11.1956 integrating Travancore- Cochin and Malabar areas. Since,

different set of Acts, Rules and procedures were in existence in Travancore, Cochin and Malabar and the administrative set up was also different; unified Acts, Rules and Regulations were framed after 01.11.1956, after the formation of the State of Kerala.

Integration of establishments

The Village Establishment and the Revenue Establishment were two distinctive services in the Revenue Department. Separate set of Rules governing the services of Village staff and Revenue staff were in existence. In the year 1984, the Village and Revenue services were integrated and a common Revenue service was formed. Lower Division Clerks and Village Assistants were integrated into one common unit and Upper Division Clerks and the Village Officers were integrated as another common unit. Unified Rules governing the services of various other categories were also framed.

Abolition of Board of Revenue

The Head of the Department in respect of the Revenue Department was the Board of Revenue and the Revenue hierarchy consisted of Secretary Board of Revenue, District Collectors, Revenue Divisional Officers, Tahsildars, *Firka* Revenue Inspectors and Village Officers. The Revenue Board was abolished with effect from 01.07.1998 and instead a Commissionerate of Land Revenue was formed. In the place of Member, Board of Revenue; Commissioner, Land Revenue was appointed. The post of secretary, Board of Revenue was re-designated as Additional Commissioner (LR). The posts of the Assistant Secretaries were re-designated as Assistant Commissioners. The post of *Firka* Revenue Inspectors was abolished and the post of Village Officers were upgraded to that of the Head Clerk/ Revenue Inspector and one post of Additional Tahsildar in each taluk was also newly created.

METHODOLOGY OF THE STUDY

The TNA TOOL KIT Developed by Thames Valley University, UK was customized for the study and the exercise was done at ILDM from 16th to 20th of August, 2016

ILDM brought together a team of 28 selected officers representing all categories of employees from the Revenue and Disaster Management Department. The members discussed in length on the Vision and Mission of Revenue and Disaster Management Department and the objectives and the felt functions of the department.

VISION: Ensure better land governance in the state and to serve the people in transparent, efficient, equitable and speedy manner as per Rules and regulations, in addition to proper conduct of other statutory functions including better Revenue administration

MISSION: Protection of public land, maintenance and updating of land records, implementing Land Reforms, bringing in transparency and speedy disposal of files, reduce landlessness among the poor and the marginalized, maximize revenue collection and adopt disaster mitigation measures, carrying out land survey of the State and other officially assigned survey and demarcation work.

OBJECTIVES: The various objectives of the Departments are as follows;

- I. Resurvey of Government lands in the State using modern technology
- II. To dispose off long pending files including applications for *Pattayams* in the Department in a speedy manner
- III. To protect public lands and strengthen the activities under the Land Bank project
- IV. To enhance revenue collection and achieve the targets

V. Streamline revenue administration through the introduction of IT applications

VI. Disaster mitigation and management

VII. Land acquisition

Based on the above secondary data the members were grouped category wise into five teams, the teams then did a detailed analysis using two important data collection tools SWOT analysis and EMB analysis.

I. SWOT ANALYSIS

An overall view of the organisation, its activities and the people being employed is necessary to have a holistic understanding of the department. The SWOT analysis focused on different areas of the organisation and was done with the people concerned, especially the stakeholders. Identification of strength and weakness which are internal to the organisation and opportunities for the advancement and threat that make the existence vulnerable are of extreme importance as it would make the strategic planning of the organisation more meaningful.

SWOT Analysis of Tahsildars

Strength	Weakness
1. Executive Magistrate	1. Lack of proper infrastructure facilities
2. Taluk Administrative head	2. Lack of legal and procedural awareness
3. Custodian of Land Records	3. Lack of administrative capacity
4. Experience in different category of works	4. Lack of proper training
5. Statutory powers under various laws	5. High volume of work (unscientific distribution of work)
6. Electoral registration work	6. Succumbing to political & social pressure
7. Census work	7. Lack of digitalized office records
8. Disaster Management	8. Lack of trained subordinates
9. Administrative Powers to coordinate different departments	9. Absence of modernization.

Opportunity	Threat
<ol style="list-style-type: none"> 1. Opportunity to interact with public, officials and political leaders 2. Opportunity to speedy disposal of public grievances 3. Effective management of all types of disasters 	<ol style="list-style-type: none"> 1. Politically biased transfer and postings 2. Outdated records 3. Non availability of old and existing survey and revenue records 4. Non availability of proper and dependable legal opinion 5. Lack of funds for meeting expenses for conducting various functions of Government. 6. Corruption of subordinate officers 7. Excessive unionism 8. Enforcement of implementation of various projects without proper practical study (eg: preparation of data bank, fair value fixation etc.) 9. Supply of poor quality computers and lack of proper guidelines of AMC. 10. Disciplinary reports not resulting in disciplinary action.

SWOT Analysis of Deputy Tahsildar

Strength	Weakness
<ol style="list-style-type: none"> 1. Middle level & Supervisory Officer 2. From the experience as Village Officer the DT/JS can suggest their remarks for proper decision making 3. Team Leader (being in charge of a section with number of clerks under him/her) 4. Can support and/or guide the subordinates to arrive at proper decisions and also to clear their doubts (Mentoring & Moulding) 5. Can act as a liaison officer between the higher officers 	<ol style="list-style-type: none"> 1. Lack of knowledge of laws and latest Government Orders. 2. Lack of Managerial and Supervisory skills. 3. Often files are forwarded to Higher Officers without giving any specific remarks/suggestions. 4. JS in Finance Section in collectorates are not well-trained in financial matters. 5. Proper records and registers are not maintained section-wise. 6. Being charge officers the DTs have to over check and inspect various villages and the present

and lower level officers	conveyance allowance is not sufficient.
<p style="text-align: center;">Opportunity</p> <ol style="list-style-type: none"> 1. Can share knowledge and experience to subordinates and improve their working skills and work culture. 2. As a middle level officer can avail and spare more time to study subjects deeply & thoroughly. 3. Being in charge of a small section can easily introduce innovative ideas and methods to improve efficiency. 4. Being charge officers play important role in improving the performance of VOs. 	<p style="text-align: center;">Threat</p> <ol style="list-style-type: none"> 1. The DT/JS are often forced to prepare notes and reports due to lack of updated knowledge on the parts of clerks subordinate to them. 2. Political pressure. 3. Frequent unhealthy transfers. 4. Superior officers may insist to submit favourable remarks/ opinions for interested parties/ with vested interest. 5. No centralized system for the segregation & aggregation of Government Orders.

SWOT Analysis of Village Officer

<p style="text-align: center;">Strength</p> <ol style="list-style-type: none"> 1. Power 2. Cutting edge mass contact 3. Disaster Management facilitator 4. Direct representative of Government in general administration 5. The authority to perform any activities not particularly assigned to any other department. 6. Civil verification. 7. Collection of Revenue. 8. Custodian of Land Records. 9. Revenue Recovery 10. Deals more than 100 Acts & Rules 11. Sector Officers of Election. 	<p style="text-align: center;">Weakness</p> <ol style="list-style-type: none"> 1. Poor/absent infrastructure 2. Lack of mobility. 3. Obsolete staff pattern 4. Lack of knowledge in Acts and Rules, procedures. 5. Absence of proper guidance and directions from the top 6. Improper knowledge of higher authorities 7. Absence of proper and timely training. 8. Negative attitude. 9. Converging of responsibilities exclusively on the VOs. 10. Disparity of pay in comparison with work load of other departments. 11. Lack of proper land records. 12. Outdated prescribed cash limit
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Opportunity	Threat
<ol style="list-style-type: none"> 1. Inter departmental coordination. 2. Chances of giving public awareness. 3. Redressal of public grievances on social issues. 4. Protection and utilization of government land with the help of public. 5. Environmental protection. 6. Utilization of poramboke land for earning revenue to Government. 	<ol style="list-style-type: none"> 1. Political interference. 2. Unnecessary transfer & postings 3. Forceful sale of stamp, lotteries and state festival tickets. 4. Compulsions from higher authorities. 5. Misuse of RTI Act. 6. Influence of former officers. 7. Lack of funds for meeting day to day events and functions of Government 8. Private land survey of village staffs.

SWOT Analysis of Clerk [LDC/UDC/SVO/VA]

Strength	Weakness
<ol style="list-style-type: none"> 1. Major manpower in the department. 2. Fresh minded and innovative. 3. Decision path maker. 4. Timely execution of decisions in all matters. <p>Real situation analyst.</p>	<ol style="list-style-type: none"> 1. Lack of proper and effective guidance or the job induction training. 2. Skipping away from responsibilities due to bitter prior experiences. 3. Dealing with the clients in an improper manner. 4. Lack of involvement in work. 5. Lack of voluntary approach to do base/field level works. 6. Lack of timely consolidation of Government Orders & its updation. 7. Lack of guidelines for proper maintenance of prescribed registers. 8. Fear factor. 9. Lack of awareness in field/technical activities. 10. Lack of official vehicles at village level which leads to unwanted obligation to the clients. <p>Unavailability of office stationary (printing paper, cartridge etc.)</p>

Opportunity	Threat
<ol style="list-style-type: none"> 1. Proper knowledge of situation handling & field survey analysis can be achieved by working in grass root level offices (village offices). 2. The experience in dealing with court cases and land matters will give good exposure during similar situations in higher posts. 3. The involvement of Revenue Staff in developing IT solutions/ applications will facilitate the smooth and proper updation of the same in future needs. <p>Chance to learn various Acts & Rules.</p>	<ol style="list-style-type: none"> 1. Unrealistic target with pressure. 2. Management of time bound work. 3. Exploitation of hardworking clerical staff. <p>Compulsion / intervention from certain higher officials, like deviating the subject to meet their favoritism.</p>

SWOT Analysis of Village Field Assistant

Strength	Weakness
<ol style="list-style-type: none"> 1. The basic functionaries in the department. 2. The cadre of officials who are at the cutting edge level. 3. Can use the contacts with the public for speedy dissemination of the information of the general public. 4. The long experience at the village office. 5. Better understanding of the geography within the territorial jurisdiction of the village. 6. Better inform about the government/quasi 	<ol style="list-style-type: none"> 1. Ignorance, inefficiency, inability to learn. 2. Under training and lack of training. 3. Disinterested due to lack of promotion scope. 4. Lack of recognition from higher officials. 5. Hostile behavior from the general public. 6. Mental tension. 7. Lack of clarity on the class and cadre of the existence.

<p>government offices within the jurisdiction.</p> <ol style="list-style-type: none"> 7. Tax collection and tax remittance. 8. Enhanced service at times of disasters. 9. Better Liaison with higher officers. 	
<p style="text-align: center;">Opportunity</p> <ol style="list-style-type: none"> 1. Can perform better if pained better. 2. Can perform if promotion is given in time. 3. Better infrastructure facilities can bring better service. 4. Digitization of records can save time in the office. 	<p style="text-align: center;">Threat</p> <ol style="list-style-type: none"> 1. Law/procedure ignorant & inefficient higher officials. 2. Lack of transport/conveyance facilities. 3. Threat from general public due to ignorance of public while issuing the notice. 4. Show cause other disciplinary action due to mistake of officials of some other cadre 5. Lack of incentives for the service of notice and other physical activities. 6. Lack of supporting from higher officials. 7. The job may be re-described from "Helping the Village Officer" to "Help into village office functions".

II. ENVIRONMENTAL, BEHAVIORAL, MOTIVATIONAL [EBM] ANALYSIS

An analysis of the environmental, motivational and behavioral factors pertaining to the functioning of an organization is very essential to assess the current performance of the department. It gives an assessment of those performance factors directly linked to training needs and other non-training factors that also require attention. The tool gives an idea of the environment in which the organization/employee is performing, provides the tools, equipment, materials and logistical support necessary for successful performance; motivation to perform to a high standard; the behavior

(knowledge, skill and attitude) to carry out high standard task that is expected.

EMB analysis of Tahsildar

Environmental factors	Motivational factors	Behavioral factors
<ol style="list-style-type: none"> 1. Lack of proper infrastructure facilities, sufficient space, lack of repair and maintenance /up keep of records, special offices working in rented buildings. 2. Inadequate survey team for protection of Government land. 3. Non updating of revenue records. 4. Non digitization of records. 5. Issuance of unnecessary certificates 6. Procedural delay in auction 7. Lack of accommodation facilities 8. Lack of vehicle. 9. Lack of standardization of work procedure (Tahsildar / Addl.Tahsildar) 10.Lack of Software 	<ol style="list-style-type: none"> 1. Lack of appreciation and recognition from higher authorities 2. More work and less pay 3. Not getting promotions on due time 4. Delay in continuance sanction of special offices, which affects disbursement of pay and allowances. 5. Stress due to heavy volume of work 6. Unscientific transfer 7. Unscientific distribution of work 8. Non allotment of sufficient funds for meeting the expenses for conducting various programmes/functions of Government. 9. As head of the department at District level, District Collector is not appraising and reporting the actual work load and proposal for creation of posts, additional requirements etc to the higher authorities. 10.Insecure job atmosphere, while enforcing various laws (for eg: seizure of vehicles, conducting raids and 	<ol style="list-style-type: none"> 1. Lack of knowledge and skill 2. Low priority for protection of Government Land 3. Lack of proper training. 4. Corruption among officers 5. Resistance towards adopting modern technology 6. Inspection of offices not done systematically on time 7. Resistance in bringing transparency 8. Apathy of staff.

<p>development</p> <p>11. Non-creation of posts</p> <p>12. Absence of revenue yard for keeping seized attached items</p>	<p>attachment of properties etc)</p> <p>11. Financial limit is very low</p> <p>12. Non recognition of an act done in good faith.</p> <p>13. Misuse of RTI Act by the public</p> <p>14. Need for re-designation as;</p> <p>a. Tahsildar to Tahsildar (General)</p> <p>b. Addl. Tahsildar to Tahsildar (LR)</p> <p>c. Spl. Tahsildar (RR) to Tahsildar (RR)</p> <p>d. Spl. Tahsildar (LT) to Tahsildar (LT)</p> <p>e. Spl. Tahsildar (LA) to Tahsildar (LA) (Name of project)</p>	
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EMB analysis of Deputy Tahsildars

Environmental factors	Motivational factors	Behavioral factors
<p>1. Non-availability of reference books on Act & Rules, compendium of Government Orders.</p> <p>2. Non-availability of computers & stationaries</p> <p>3. Lack of effective system for file tracking for public</p> <p>4. Lack of digitalized Land Records</p> <p>5. Non-availability of funds from</p>	<p>1. DTs being charge officers, the PCA received is in sufficient. Either vehicles/petrol allowance or enhanced PCA needed</p> <p>2. Hardworking officers are entrusted with additional work. This leads to strain and stress.</p> <p>3. No appreciation for good performance</p> <p>4. Lack of Periodical confidential Internal Assessment (not the present systems of CR)</p> <p>5. Poor ethics, attitude and</p>	<p>1. Poor supervision leading to non-maintenance of PR and other Registers</p> <p>2. Poor supervisory and managerial skills in time management, work management etc.</p> <p>3. Poor communication skills</p> <p>4. Dissemination of</p>

<p>Government in LAR cases</p> <ol style="list-style-type: none"> 6. Lack of continuous sanction for special offices 7. Procedural delay in sale of attached vehicles, sand, wood etc. 8. Inordinate delay in issuing Land Tribunal Pattayam. 9. Man power deficiency. 10. Poor maintenance & presentation of records of defunct offices. 	<p>commitment.</p> <ol style="list-style-type: none"> 6. Pressure from superior officers to deviate from rule 	<p>best practices (case studies etc from other contexts) through workshops is to be in place</p> <ol style="list-style-type: none"> 5. Meetings- failure in preparation of notes, agenda and minutes. Maintaining protocol in meetings. 6. Lack of knowledge in legal matters (preparation of statement of facts, mahazar etc. 7. Training in all major Acts and Rules. 8. Need for imparting training to the right person in right topic at right time
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EMB analysis of Village Officer

Environmental factors	Motivational factors	Behavioral factors
<ol style="list-style-type: none"> 1. Absence of proper infrastructure - neat and tidy office with basic facilities, toilets 	<ol style="list-style-type: none"> 1. Restructuring of staff pattern according to work pressure and grading of staff 2. Bifurcation of village offices according to volume of work 	<ol style="list-style-type: none"> 1. Induction, orientation training in Act & Rules 2. Decentralized

<p>with water connection, electric connection, electronic equipments, furniture, including almirahs for keeping records.</p> <ol style="list-style-type: none"> 2. Timely issue of stationaries, electronic equipments like cartridges, CDs etc and timely maintenance and proper service. 3. No AMC 4. Vehicle facility or fuel allowances. 5. Disaster Management equipments (torch, emergency light, rope, ladder, cutting equipments etc) 6. Needed library and law books. 7. Record room with full facility to keep records. 8. Accountant should be posted in each village and cash chests. 9. Act and Rules should be in simple Malayalam language and Government 	<ol style="list-style-type: none"> 3. V.O should have 2 year village experience before being posted as Village Officer. 4. Cancellation of working arrangements by creating adequate additional posts in newly assigned projects. 5. Awards should be given purely on merits and strictly with definite criteria. 6. Incentive for RR collection 7. Adequate pay and allowances for Village Officers. 	<p>training courses.</p> <ol style="list-style-type: none"> 3. Soft skill training (stress management, public relations, time management, team building, leadership etc) 4. Necessary supervision 5. Case study oriented training should be given (not mere lectures) 6. Training on basic details of other departments related to revenue department like Judiciary, Police, registration, LSGD, agriculture etc. 7. Entire staff should be trained especially in Disaster Management by subject experts. 8. Staff should be trained subject wise before assigning
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<p>orders in Digital Form</p> <p>10. Immediate sanctioning of funds to meet expense in contingent situations by Village Officers.</p> <p>11. Enhancing the limit of cash in hand.</p> <p>12. Quarters/Hostel facility nearby all Village Offices.</p> <p>13. Digitalization of land records.</p> <p>14. E-mode or paperless office.</p> <p>15. No job charts/job description for village staff taking into consideration e governance service delivery norms</p> <p>16. Amend the Acts and Rules to suit the new service delivery platform to the technological advancements.</p> <p>17. Frequent supervision and monitoring by the higher officers.</p> <p>18. New systems and modalities for destruction of fold records</p> <p>19. Modification of</p>		<p>specialized jobs such as Land Acquisition, Revenue Recovery supported with simplified booklets, checklists etc.</p>
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destruction of grading of village offices according to the work load, area and population.		
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EMB analysis of LDC/UDC/SVO/VA

Environmental factors	Motivational factors	Behavioral factors
<ol style="list-style-type: none"> 1. Warm and welcoming office atmosphere 2. Working computer/UPS/ networking systems and its timely maintenance 3. Proper lighting and ventilation 4. Sufficient office stationary supply 5. Digital library (a centralized one) for up keep of various act & rules as well as government orders. 6. Sufficient number of usable field instruments in village offices. 7. A model village/taluk concept with all basic amenities as well as friendly /dependable/ 	<ol style="list-style-type: none"> 1. Hardworking staff being exploited by superior officers 2. Unhealthy or unethical pressure 3. Hesitation of junior staff to express his or her skill/ knowledge in a subject due to fear of burden/ pressure on them. 4. An effective moral backup by the superior/ supporting officers during a tensed situation. 5. Timely appreciation for good/exemplary work done 6. Identify the non performing group and give them the necessary input and mould them as a good performer. 7. When a newcomer put up a file with note/draft the superior officers should write his opinion and correct the draft before escalating to the next level, instead of blindly forwarding it to next level 	<ol style="list-style-type: none"> 1. Proper guidance/ on the job training should be given to the individual at right time and right place. 2. Training in core fields such as land matters, land acquisition, revenue recovery, village record maintenance. 3. Good working atmosphere at offices will supplement the individual's involvement in work. 4. A compulsory rotational job cycling will ensure each and every one being

<p>properly guiding superior officer.</p> <p>8. A seat manual (mandatory one) should be implemented in all offices which could be updated occasionally.</p> <p>9. Should provide sufficient time to prepare reports and factual notes, otherwise the result will not be reliable one (proper planning in all levels)</p> <p>10. Sufficient transportation facility especially in base level offices.</p>		<p>conversant in both field as well as office works.</p> <p>5. A person with a sound and sympathetic mind with an urge to learn and help others will definitely be an asset to the department when he is properly guided from the beginning.</p>
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EMB analysis of Village Field Assistants

Environmental factors	Motivational factors	Behavioral factors
<p>1. For timely execute the duties and functions of a VFA, vehicle is must.</p> <p>2. Prescribe clearly the proforma for issuing various certificates from the village.</p> <p>3. Due to ignorance</p>	<p>1. Staff pattern in the village office may be modifying in timely manner.</p> <p>2. A service manual may be created for the post VFA.</p> <p>3. The post VFA may be upgraded.</p> <p>4. The promotion of VFA may be done for all the VFAs who cross 50 years as in the case of clerks.</p> <p>5. The senior officials may give</p>	<p>1. Trainings on basic survey and file management.</p> <p>2. Maintain Personal Register, Current Register, Demand Notice Register and</p>

<p>about various government programmes and lot of misunderstanding among general public, that the delay/non receipt of the relief from government.</p> <ol style="list-style-type: none"> 4. Clear understanding about the eligibility for getting government relief. 5. Improve the infrastructure facilities at the village office including chairs, tables, computers, cabin, drinking water etc. 6. Make the basic qualification of VFA as SSLC. 	<p>correct and clear instruction for various aspects of administration.</p>	<p>Notice Register.</p> <ol style="list-style-type: none"> 3. Training for public. 4. Training on service matters. 5. Training on KBT, RR. 6. Training on personality development. 7. Practical training of Disaster Management. 8. Training to motivate/influence general public.
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COMPETENCY

After the detailed listing out of the environmental, motivational and behavioral factors, the data collected thus was further analyzed to find out the core functions and the competency which is required to perform the function. For effective brain storming the 5 teams were regrouped in such a manner that the newly constituted team had officers representing all the important categories of Revenue Department. This was done using the

techniques called Functional Analysis which is the study of the activities or tasks people do in order for them to make an effective contribution to the achievement of the key purpose or the key result. From this analysis the competency required for a particular function was culled out.

KEY RESULT AREAS or KRAs refer to general areas of outcomes or outputs for which a function is responsible. A typical function targets three to five KRAs. In the department of Revenue the key result areas evolved out of the analysis are the following;

1. Land Assignment to the landless
2. Land Acquisition for public purpose
3. Conduct of election
4. Census operation
5. Land Record Maintenance
6. Protection of government land
7. Assessment and collection of Plantation tax
8. Collection of Basic tax
9. Disaster management
10. Assessment and collection of Building tax
11. Revenue recovery
12. Issuance of certificate

Each Key Result Area [KRA] was further analyzed to decode the functions which are to be under taken to achieve it.

Functionary	Functioning/ Activity	Competency Required Knowledge and skill	Competency Gap	Non Training Gap
Assignment of Government land to the landless				
1. Tahsildar	Preparation of assignable list in triplicate (vide Government decision). Collecting list from village	a) attitude b) knowledge in Act and Rules and preparation of records c) Neat and	a) Negative attitude b) Lack of knowledge in LA Act and Rules c) Inability to	a) Supporting Staff b) Infrastructure c) funds for conducting pattayamela

	officers. Tahsildar should verify and identify the sites.	tidy preparation of files	withstand political pressure and compulsion d) Lack of trained staff.	
2. Tahsildar	<p>a) Submit the list to District Collector for approval.</p> <p>b) Approved list forwarding to Village Officers for preparing sketch mahazar and records.</p> <p>c) Applications called for by Tahsildar from public.</p> <p>d) Scrutiny of applications.</p> <p>e) Preparation of records for assignment.</p> <p>f) Panchayat consent</p> <p>g) 12(1) publication.</p> <p>h) NOC receiving or not</p> <p>i) Preparation & issue of assignment order.</p> <p>j) Preparation of records as per the directions of Tahsildar.</p> <p>k) Beneficiary identification, information.</p> <p>l) collection of</p>	<p>a) attitude</p> <p>b) Knowledge in Act and Rules and preparation of records</p> <p>c) Neat and tidy preparation</p>	<p>a) Negative attitude</p> <p>b) Lack of knowledge in LA Act and Rules</p> <p>c) Inability to withstand political pressure and compulsion.</p> <p>d) Lack of trained staff.</p>	a) Supporting staff and fund

	land value & survey charge j) issue of pattayam in Annexure II			
Land Acquisition for public purpose				
Land Revenue Commissioner	Examination		Unscientific valuation	a) Son of the soil -project
Collector	Scrutiny & examination		Case study: practical experience sharing.	a) Speedy post award action.
Tahsildar	Verification social impact study, ecological survey. Over all supervision and sanctioning of award	a) attitude b) knowledge in Act and Rules and preparation of records c) Neat and tidy preparation	a) Negotiation skills b) Negative attitude c) Lack of knowledge in LA Act and Rules d) PWD & forest assessment e) Inability to withstand political pressure and compulsion f) Lack of trained staff/ survey knowledge	a) a) Special office b) Special trained staff, time bond fund releasing. c) Attractive package. d) Permanent LA set up for every district vehicle should be provided.
Dy. Tahsildar/ Jr. Supdt/ Valuation Assistant	Notification preparation, objection call for, land taken in possession and handover to requesting authority. Valuation of acquiring land, office management,	a) attitude b) knowledge in Act and Rules and preparation of records c) Neat and tidy preparation	a) Escapism b) Negative attitude c) Lack of knowledge in LA Act and Rules d) Inability to withstand political pressure or compulsion.	a) Avoiding frequent transfer. b) Ensure continuity of the team.

	report verification, overall supervision, preparation of award records, mutation.		e) Lack of trained staff.	
Revenue Inspector	Site verification, preparation of sketch, mahazar, other connected records, valuation and BVR documentation. Documentation verification, post award functions and mutation.			a) Avoiding frequent transfer. b) Ensure continuity of the team.
Surveyor	Survey and demarcation	a) Attitude b) Timely action.	a) Negative attitude b) Lack of knowledge in LA Act and Rules c) Inability to withstand political pressure or compulsion d) Lack of trained staff.	a) Avoiding frequent transfer. b) Ensure continuity of the team.
Clerks	Compiling reports and records from various officers received correctly.	Time bound file submission	a) Negative attitude b) Lack of knowledge in LA Act and Rules d) Lack of trained staff.	a) Avoiding frequent transfer. b) Ensure continuity of the team.

Land Transfer				
1. District Collector	a) Request receiving from a requisitioning authority. Examine the request and forwarding to concerned Tahsildar for feasibility, study and detailed report	a) Knowledge in Assignment Act and Rules b) Attitude c) feasibility of the request	a) Lack of Training b) Time Management	a) Supporting staff b) infrastructure
2. Tahsildar	a) Receiving directions from District Collector. b) Tahsildar himself should verify the need if necessary. c) Environmental study d) Public opinion and interest. e) Need of the request. f) Beneficiary of the project g) future plan.	a) Knowledge in Assignment Act and Rules b) Attitude c) Scrutiny of records: reports and verification in all aspects. d) feasibility of the request e) Knowledge on environmental impact	a) Negative attitude b) Lack of knowledge in LA Act and Rules c) Inability to withstand political pressure of compulsion. d) Non-training staff.	a) Supporting Staff b) infrastructure
3. Village Officer	a) Preparation of Mahazar after site identification b) Public interest c) Valuation report d) FMB and group sketch e) Preparation of records	a) attitude b) knowledge in Act and Rules and preparation of records c) Neat and tidy preparation	a) Escapism b) Negative attitude c) Lack of knowledge in LA Act and Rules d) Inability to withstand political pressure or compulsion	a) Supporting Staff b) infrastructure

			e) Lack of trained staff.	
4. Surveyor	a) Survey and demarcation of the plot. b) Approval should be obtained from Survey Superintendent and Asst. Director, Survey	Modern survey techniques	Modern survey techniques	

Election				
DEO/ District Collector	a)Preparation of electoral roll and issuance of EPIC	a) Knowledge of election Rules and procedures b) Supervisory/ co-ordination skill c) Trust & communication skill	a) Knowledge of election Rules and procedures b) Communication Skill	a) Shortage of staff b) Infrastructure c) Time factor d) vehicles
EDC/ Deputy Collector (Election)		a) Knowledge of election Rules and procedures b) Supervisory/ co-ordination skill c) Trust & communication skill	a)communication skill b) Knowledge of election Rules & procedures	a) Shortage of staff b) Infrastructure c) Time factor d) Vehicles
ERO/ Tahsildar		a) Knowledge of Election Rules & procedures b) Supervisory/ co-ordination	a) Knowledge of election Rules of procedures b) Computer knowledge.	a) Shortage of staff b) Infrastructure c) Time factor d) vehicles & e) Adequate supply of

		<p>skill</p> <p>c) Trust, communication skill</p> <p>d) computer awareness</p>		<p>EPIC printing machines</p> <p>f) non receipt of sufficient fund</p>
AERO/ Dy. Tahsildar (E)		<p>a) Knowledge of Election Rules & procedures</p> <p>b) Supervisory/ co-ordination skill</p> <p>c) Trust, communication skill</p> <p>d) computer awareness</p>	<p>a) Knowledge of election Rules of procedures</p> <p>b) Computer knowledge.</p>	<p>a) Shortage of staff</p> <p>b) Infrastructure</p> <p>c) Time factor</p> <p>d) vehicles &</p> <p>e) Adequate supply of EPIC printing machines</p> <p>f) non receipt of sufficient fund</p>
Clerk		<p>a) Knowledge of election procedures</p> <p>b) computer knowledge</p> <p>c) communication skill</p>	<p>a) Knowledge of election Rules of procedures</p> <p>b) Computer knowledge.</p>	
VO/ Sectoral Officer		<p>a) Knowledge of election procedures</p> <p>b) computer knowledge</p> <p>c) communication skill & trust.</p>	<p>a) Knowledge of election Rules of procedures</p> <p>b) Computer knowledge.</p>	<p>a) Shortage of staff</p> <p>b) Infrastructure</p> <p>c) Time factor</p> <p>d) vehicles &</p> <p>e) non receipt of sufficient fund</p>
SVO/VA/ VFA		<p>a) Knowledge of election procedures</p> <p>b) computer knowledge</p> <p>c) communication skill & trust.</p>	<p>a) Knowledge of election Rules of procedures</p> <p>b) computer knowledge.</p>	
DEO/ District Collector	b) Conducting of Election	<p>a) Knowledge of election Rules of procedures</p>	<p>a) Knowledge of election Rules of procedures</p>	<p>a) Infrastructure arrangement of basic minimum</p>

		<p>b) Management, supervisory, co-ordination and decision making skill</p> <p>c) Adequate & proper utilization of available resources</p> <p>d) Trust, positive attitude</p> <p>e) Capacity to build cordial relation with polling officials (being persons from other departments)</p>	<p>b) Management, supervisory, co-ordination and decision making skill</p> <p>c) No gap</p> <p>d) Trust, positive attitude</p> <p>e) Capacity to build cordial relation with polling officials (being persons from other departments)</p>	<p>facilities in polling stations</p> <p>b) availability of sufficient funds</p> <p>c) ensuring welfare well being of supporting polling staff</p> <p>d) Adequate financial planning.</p>
EDC/ Deputy Collector (Election)		<p>a) Knowledge of election Rules of procedures</p> <p>b) Management, supervisory, co-ordination and decision making skill</p> <p>c) Adequate & proper utilization of available resources</p> <p>d) Trust, positive attitude</p>	<p>a) Knowledge of election Rules of procedures</p> <p>b) Management, supervisory, co-ordination and decision making skill</p> <p>c) Trust, positive attitude</p>	<p>a) Infrastructure arrangement of basic minimum facilities in polling stations</p> <p>b) availability of sufficient funds</p> <p>c) ensuring welfare well being of supporting polling staff</p> <p>d) Adequate financial planning.</p>
ERO/ Tahsildar		<p>a) Knowledge of election Rules of procedures</p>	<p>a) Knowledge of election Rules of procedures</p>	<p>a) Infrastructure arrangement of basic minimum</p>

		<ul style="list-style-type: none"> b) Management, supervisory, co-ordination and decision making skill c) Adequate & proper utilization of available resources d) Trust e) positive attitude 	<ul style="list-style-type: none"> b) Management, supervisory, co-ordination and decision making skill c) Trust, positive attitude 	<ul style="list-style-type: none"> facilities in polling stations b) availability of sufficient funds c) ensuring welfare well being of supporting polling staff d) Adequate financial planning.
AERO/DT (E)		<ul style="list-style-type: none"> a) Knowledge of election Rules of procedures b) Management, supervisory, co-ordination and decision making skill c) Adequate & proper utilization of available resources d) Trust, positive attitude 	<ul style="list-style-type: none"> a) Knowledge of election Rules of procedures b) Management, supervisory, co-ordination and decision making skill c) Trust, positive attitude 	<ul style="list-style-type: none"> a) Infrastructure arrangement of basic minimum facilities in polling stations b) availability of sufficient funds c) ensuring welfare well being of supporting polling staff d) Adequate financial planning.
VO/ Sectoral Officer		<ul style="list-style-type: none"> a) Knowledge of election Rules of procedures b) Management, supervisory, co-ordination and decision making skill c) Adequate & proper utilization of available 	<ul style="list-style-type: none"> a) Knowledge of election Rules of procedures b) Management, supervisory, co-ordination and decision making skill c) Trust, positive attitude d) Capacity to 	<ul style="list-style-type: none"> a) Infrastructure arrangement of basic minimum facilities in polling stations b) availability of sufficient funds c) Adequate financial

		resources d) Trust, positive attitude e) Capacity to build cordial relation with polling officials (being persons from other departments)	build cordial relation with polling officials (being persons from other departments)	planning.
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Census				
District Collector/ District Census Officer	Census operations	a) Knowledge of census laws and procedures b) Supervisory & co-ordination skills c) Trust & positive approach	a) Knowledge of census laws and procedures b) Supervisory & co-ordination skills c) Trust & positive approach	a) Availability of adequate fund b) shortage of staff c) Infrastructure
Tahsildar/ Charge Officer		a) Knowledge of census laws and procedures b) Supervisory skill, skill to co-ordinate enumerators (enumerators being staff from other departments)	a) Knowledge of census laws and procedures b) Supervisory & co-ordination skills c) Trust & positive approach	a) Availability of adequate fund b) shortage of staff c) Infrastructure
Village Officer		a) Knowledge of census laws and procedures b) Supervisory & co-ordination skills	a) Knowledge of census laws and procedures b) Supervisory & co-ordination skills	a) Shortage of staff

			c) Trust & positive approach	
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Land Record Maintenance [LRM]				
a) Deputy Tahsildar/ Tahsildar b) Village Officer c) Village Asst/SVO	a) Maintenance and updation of land records (a) Transfer of Registry	a) Knowledge in TR Rules, Survey boundaries Act, Registration Rules, TP act, Succession Acts (personal laws), survey skills	a) Lack of knowledge in laws b) Lack of field experience in survey c) Omission of relevant details	a) Providing software for survey and computation
a) Tahsildar b) Village Officer	(b) Taking possession & assignment of Excess land	Knowledge in KLR Act & Rules	a) Lack of knowledge in laws b) Lack of field experience in survey c) Omission of relevant details	a) Providing software for survey and computation
a) Tahsildar b) Village Officer	(c) Land Relinquishment	a) Survey skills b) Knowledge in Relevant laws and survey	a) Lack of knowledge in laws b) Lack of field experience in survey c) Omission of relevant details	a) Providing software for survey and computation
a) Village Officer	(d) Land Acquisition	a) Survey skills b) Knowledge in Relevant laws and survey	a) Lack of knowledge in laws b) Lack of field experience in survey c) Omission of relevant	a) Providing software for survey and computation

			details	
a) Tahsildar b) Village Officer	(e) Assignment on registry of Land	a) Knowledge in assignment Acts & Rules b) Identification of trees	a) Lack of knowledge in laws b) Lack of field experience in survey c) Omission of relevant details d) Training to identify the trees	a) Providing software for survey and computation
a) Tahsildar b) Village Officer	(f) Transfer of land	a) Mahazar preparation & Knowledge of Rules	a) Lack of knowledge in Rules & procedures	a) Providing software for survey and computation
a) Tahsildar b) Village Officer	(g) Escheat/ Abandonment of land	a) Mahazar preparation b) knowledge in Rules	a) Lack of knowledge in Rules and Procedures	a) Providing software for survey and computation
a) Tahsildar b) Village Officer	(h) Bought in land	a) Knowledge in RR Act	a) Lack of knowledge in RR laws and procedure.	a) Providing software for survey and computation

Land conservancy				
a) Govt./ CLR b) District Collector, c) RDO, d) Tahsildar, e) Special Tahsildar, f) Special Dy. Tahsildar, g) Village Officer, h) Village Asst. i) Other officers designated	(a) Land	a) KLC Act & Rules, b) Assignment Act & Rules c) Municipalities Act, 1994 d) KPR Act (1994) e) Preparation of mahazar/ sketch f) Preparation of A form g) Knowledge on revenue	a) Lack of knowledge in the relevant acts/Rules and procedural matters. b) Ignorance of quasi judicial powers. c) Lack of knowledge on identification	a) updating of details in land bank b) Standard Operating Procedure for joint survey & demarcation of boundaries, identification of revenue and forest boundaries.

<p>as Collector U/S 15</p>		<p>records h) Survey & field knowledge i) Preparation of Report to the Chief Judicial Magistrate's court. j) Experience in evicting unauthorized occupants.</p>	<p>of trees/ valuation, minerals/ valuation d) Survey and demarcation of Government land.</p>	<p>c) issuance of government notification declaring Municipal & Panchayat Secretaries & Collector (U/s 15) d) Introduction of Rules based on amendment of KLC Act in 2009 e) Introduction of Public Land Protection Force (PLPF) in all districts f) Identify and reserve high value government land from being assigned to individuals or private institutions. g) Government policy to assign government land to individuals through e-auction other than to homeless.</p>
<p>a) Govt./ CLR b) District Collector,</p>	<p>(b) Trees</p>		<p>a) KLC Act & Rules, b) Assignment</p>	<p>a) How the registers listing</p>

<p>c) RDO, d) Tahsildar, e) Special f) Tahsildar g) Special Dy. Tahsildar h) Village Officer i) Village Asst. j) Other officers designated as Collector U/S 15</p>			<p>Act & Rules c) Municipalities Act, 1994 d) KPR Act (1994) e) Preparation of mahazar/ sketch f) Preparation of A form g) Knowledge of revenue records h) Survey & field knowledge i) assessment of age and market value of trees. j) classification of trees (royal trees, reserved trees) k) Preparation of AA form or report to JFCM court</p>	<p>valuable trees are maintained securely in Taluks and Villages.</p>
<p>a) Govt./ CLR b) District Collector, c) RDO, d) Tahsildar, e) Special Tahsildar, f) Special Dy. Tahsildar, g) Village Officer, h) Village Asst. i) Collector U/S 15</p>	<p>(c) Minerals</p>		<p>a) KLC Act & Rules, b) Assignment Act & Rules c) Municipalities Act, 1994 d) KPR Act (1994) e) Preparation of mahazar/ sketch f) Preparation of A form g) Report to JFCM, Court h) Knowledge on revenue records i) Survey & field</p>	<p>a) Lack of knowledge in laws b) Lack of field experience in survey c) Omission of relevant details while preparing sketch and mahazar.</p>

			<p>knowledge</p> <p>j) Identification & valuation of minerals</p> <p>k) MMDR Act</p> <p>l) KMMC Rules & transportation Rules (2015)</p> <p>m) updation of government orders.</p> <p>n) Ignorance of Jurisdiction/ sand mining Act & Rules</p> <p>o) Preparation of AA form.</p> <p>p) Procedure for seizure of vehicles/ vessels</p> <p>q) Attitude: Low priority for protection of government land.</p>	
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Plantation tax				
<p>a) Revenue Divisional Officer</p> <p>b) Tahsildar</p> <p>c) Dy. Tahsildar (Plantation tax)</p>	<p>a) Assessment of Tax</p>	<p>a) Knowledge - Plantation Tax Act & Rules, up to date GO, circulars.</p> <p>b) Attitude for collecting maximum tax.</p>	<p>a) Training in Rules & procedures</p>	<p>a) Proper maintenance of registers</p> <p>b) Transportation</p> <p>c) Adequate staff</p> <p>d) ready reckoner for future assessment</p> <p>e) Rules & Acts with up to date amendments and circulars, tariffs.</p>

<ul style="list-style-type: none"> a) V.O b) SVO c) VA 	<ul style="list-style-type: none"> a) Preparation of the list of Tax Payers 	<ul style="list-style-type: none"> a) Knowledge - Plantation Tax Act & Rules, up to date GO, circulars. b) Attitude for collecting maximum tax. 	<ul style="list-style-type: none"> a) Training in Rules & procedures 	<ul style="list-style-type: none"> a) Proper maintenance of registers b) Transportation c) Adequate staff d) ready reckoner for future assessment e) Rules & Acts with up to date amendments and circulars, tariffs. f) Forms & registers.
<ul style="list-style-type: none"> a) Revenue Divisional Officer b) Tahsildar c) Village Officer d) SVO/VA/VFA e) Dy. Tahsildar f) Clerk 	<ul style="list-style-type: none"> a) Collection & remittance of Plantation Tax 	<ul style="list-style-type: none"> a) Accounting skill 	<ul style="list-style-type: none"> a) Interest calculation b) Basic accounting 	<ul style="list-style-type: none"> a) Provision for online remittance b) Accounts & registers c) Chalan d) LR receipt e) Required

Basic tax				
<ul style="list-style-type: none"> a) Jamabandhi Officer b) Tahsildar/ Addl. Tahsildar c) DT/JS d) VO/SVO/VA e) Clerk 	<ul style="list-style-type: none"> a) Fixing the demand of Basic Tax 	<ul style="list-style-type: none"> a) Thorough knowledge of LR and skill of accounting knowledge for preparing Jamabandhi records 	<ul style="list-style-type: none"> a) Adequate training in LR Rules & preparation of Jamabandhi records 	<ul style="list-style-type: none"> a) Non availability of Rules & Acts. b) Government Orders amendments and circulars.
<ul style="list-style-type: none"> a) Tahsildar b) DT/JS c) VO d) SVO/VA 	<ul style="list-style-type: none"> a) Transfer of Registry 	<ul style="list-style-type: none"> a) TR Rules b) Basic knowledge of Registration 	<ul style="list-style-type: none"> a) Adequate training in TR Rules, basic awareness 	<ul style="list-style-type: none"> a) Adequate computer and peripherals.

e) Clerk		Acts & Rules, c) Succession Acts, accounting	training of Registration Acts & succession Acts and Rules. b) Data entry training in Malayalam & English	b) Proper timely maintenance c) Registers and stationery d) Digitalised records e) Enhancing server capacity for easy and uninterrupted access to internet. f) Rules & Acts g) Adequate storage system for keeping the records h) Proper disposal.
a) Tahsildar/ Addl. Tahsildar b) DT/JS c) VO d) SVO/VA e) VFA f) Clerk	a) Collection & remittance of Basic Tax	a) Knowledge for preparing and verifying accounts. b) Knowledge of metric system	a) Skill for computing	a)proper maintenance of revenue records such as BTR/TP/ settlement register b)Accounts (daily book) c)remittance register (village & taluk) d)Provision for online remittance e)LR receipt & account 18 f) Chalans & receipts.

Disaster management

<p>a) District Collector</p>	<p>a) Information received at control room at collectorate b) from DEOC; message passing to police; c) fire force: Revenue, factories and boilers urgently, DMO also should be informed. d) In emergency situations District Collector and team rushes to the emergency spot. e) DC orders evacuation: if needed urgently with the help of police f) Ambulance service- if needed g) Casualties to hospital - urgently.</p>	<p>a) Well-equipped and systematic control rooms b) conveying urgent messages c) Awareness of Rules d) Training of staff at control rooms for handling the situations smoothly. e) Passing messages in time.</p>	<p>a) Training for handling the equipments. b) Necessary funds c) Mock drills d) Training for staff of Line departments. e) Lack of materials and equipments. f) Lack of awareness to handle the situation of various disasters. g) Lack of knowledge of Line departments.</p>	<p>a) Lack of equipments especially to Revenue staff b) Before entering into a disaster area; precautions should be taken like life jackets, masks, rope, searchlight, aska lights, Walkie Talkie etc. c) VHF: Walkie Talkie d) Proper conveyance of casualty.</p>
<p>b) Police</p>	<p>a) Evacuation: Public information: casualty etc. b) Avoiding</p>	<p>a) Well equipped and systematic control rooms</p>		

	<p>mass public. Transfer of casualties to hospital.</p> <p>c) Avoid spreading of disaster.</p> <p>d) Sealing of the affected area.</p>	<p>b) conveying urgent messages</p> <p>c) Awareness of Rules</p> <p>d) Training of staff at control rooms for handling the situations smoothly.</p> <p>e) Passing messages in proper time.</p>		
c) Fire and Rescue	<p>a) Key role in transfer of the casualties.</p> <p>b) Diminishing the disaster using various methods.</p>	<p>a) Well equipped and systematic control rooms</p> <p>b) conveying urgent messages</p> <p>c) Awareness of Rules</p> <p>d) Training of staff at control rooms for handling the situations smoothly.</p> <p>e) Passing messages in proper time.</p>	a) Skill	
d) Factories & Boilers	<p>a) Key role in chemical disasters</p>	<p>a) Well equipped and systematic control rooms</p> <p>b) conveying urgent</p>		

		<p>messages</p> <p>c) Awareness of Rules</p> <p>d) Training of staff at control rooms for handling the situations smoothly.</p> <p>e) Passing messages in proper time.</p>		
b) Tahsildar & Village Officer	<p>a) Act as per order of District Collector.</p> <p>b) Issues urgent compensation to casualties.</p> <p>c) If death occurs; the dead body must be transferred to the concerned district after all legal procedures.</p>	<p>a) Well equipped and systematic control rooms</p> <p>b) conveying urgent messages</p> <p>c) Awareness of Rules</p> <p>d) Training of staff at control rooms for handling the situations smoothly.</p> <p>e) Passing messages in proper time.</p>		

Building tax				
<p>a) Village Officer</p> <p>b) SVO</p> <p>c) VA</p> <p>d) VFA</p>	<p>a) Booking & preparation</p>	<p>a) Skill of surveying</p> <p>b) knowledge of KBT Acts & Rules.</p>	<p>a) Training on Survey, KBT Acts & Rules, preparation of registers.</p> <p>b) Understanding about</p>	<p>a) Adequate staff</p> <p>b) Transportation</p> <p>c) Measuring tape</p> <p>d) Registers & Forms</p>

			building approved plan, CAD training	e) List from LSGD
a) Tahsildar b) Dy. Tahsildar/ JS c) Clerk	a) Assessment	a) Skill of surveying & knowledge of KBT Acts & Rules. b) Skill for verification of area computing	a) Training on Survey, KBT Acts & Rules, preparation of registers. b) Understanding about building plan	a) Adequate staff b) Transportation c) Measuring tape d) Registers & Forms e) List of buildings from LSGD
a) Tahsildar b) Dy. Tahsildar, c) VO, SVO d) VA e) VFA f) Clerk	a) Collection & remittance of Building Tax	a) Skill of accounting		a) Registers b) Accounts c) Chalan d) Provision for online payment e) Awareness of public about building tax and identification mark to the assessed building.

Revenue recovery				
a) District Collector b) Dy. Collector (RR) c) Dy. Tahsildar/ JS d) Clerk	a) Requisition & RRC	b) RR Acts and Rules	a) Training - Revenue Recovery Act and Rules b) Procedural steps	a) Proper reconciliation with requisition authority whether the amount has been remitted or any stay on it.
a) Tahsildar b) Dy. Tahsildar c) VO	a) Issuance & serving of notices	a) RR Acts and Rules, knowledge of area	a) Training in Revenue Recovery Act and Rules	a) Adequate staff b) Fund or allowance

d) SVO/VA/ Clerk e) VFA		b) skill in computer application	b) Procedures c) Computerization (lack of online connectivity in village) d) Attitude and public relation e) legal aspects in connection with RR	c) Transportation d) Registers & accounts e) Computers & accessories f) unscientific transfer
a) Tahsildar b) Dy. Tahsildar c) VO d) SVO/VA/ Clerk e) VFA	a) Attachment and recovery of revenue	a) RR Act & Rules	a) Training in Revenue Recovery Act and Rules b) Procedures c) Attitude and public relation d) legal aspects in connection with RR	a) storage space for keeping attached movables and vehicles to be provided by requisition authority b) fund for coolie expenses should be born by requisition authority c) Computerization (lack of online connectivity in village) d) An additional staff for Revenue Recovery e) unscientific transfer policy
a) Tahsildar b) Dy. Tahsildar c) VO	a) Collection & remittance	a) Accountin g skills	a) Interest calculation b) Basic	a) Register b) Accounts c) Chalan

d) SVO/VA/ Clerk e) VFA			accounting	d) receipts e) LR receipt & TR5
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Certificate				
a) Village Officer (VA/SVO)	a) Caste Certificate and community certificate	a) Knowledge about the list of castes, communities approved by state and central governments and computer awareness b) Necessary enquiry, collecting statements from neighbours, in case of the applications in which no documents produced. Gathering details from approved institutions like KIRTADS c) If the caste of the applicant is ensured by any source in the case the applicant is not produced certificate, may be issued to the applicant	a) Absence of updated information and documents b) Insufficient knowledge of computer application c) Difficult to collect details and reports from outer state and in the case of migrated persons. d) immigrants report preparation	a) Issuance of updated information timely. Lack of information structure (in case of online certificate) b) Insufficient sources and unreliable and fraudulent documents. c) Insufficient staff pattern. d) Networking problems e) Delay in maintenance of electronic equipments

a) Tahsildar		a) Knowledge same as above		a) Non-training gap same as above & workload of Tahsildar.
a) Village Officer (VA/SVO) b) Tahsildar	a) Income Certificate	a) Knowledge about the applicant and his/her income sources b) Verification of documents, credentials and tactic enquiry on the income sources of the applicants c) quick issuance of certificate after collecting the details of the income of the applicant		a) Lack of manpower and vehicles.
a) Village Officer (VA/SVO) b) Tahsildar	a) Non-creamy layer Certificate	a) Knowledge about status, caste, income and land of the parents of the applicants b) Correct verification of essential document and the	a) Lack of knowledge about issuance of non-creamy layer certificate	a) Lack of manpower and vehicles to conduct enquiry

		conduct of enquiry on the status of the parents of the applicants		
a) Tahsildar / VO	a) Possession & Location certificate and Non-attachment certificate	a) Knowledge about the documents of land and site inspection b) thorough knowledge about the land matters, registered documents and legal aspects concerned.	a) Lack of knowledge about the land laws, registered documents	a) Total digitilisation of land records. b) Issuance of the amendments on BTR timely.
a) V.O b) Tahsildar	a) Legal Heirship certificate	a) Knowledge about the succession laws of all religions. Gathering of relevant records for the proof of legal heirs of the deceased. b) Ability to collect information about all the legal heirs of the deceased by correct enquiry.	a) Lack of knowledge about the succession laws in various religions.	a) Issuance of necessary books describing the related Acts & Rules on the legal heirs (in digitalized form)

		Knowledge about the succession laws of all religions and know to correct scrutinisation of the report from the Village Officer	Lack of the knowledge about the succession laws in various religions	Issuance of necessary books describing the related Acts & Rules on the legal heirs (in digitalized form)
a) V.O b) Tahsildar	a) Nativity, b) Domicile c) Residence Certificates	a) Collecting the proofs for these and the Government Orders and Circulars which deciding the residence and nativity of the applicant.	a) Rules, which deals with the residence and nativity of the applicant	a) related Government Orders and Circulars on the Residency and Nativity (in digitalized form). related in the residence and nativity
a) V.O (up to 5 lakhs) b) Tahsildar (Above 5 lakhs)	a) Valuation certificate b) solvency certificate	a) Knowledge of relevant Acts and Rules on the valuation of the land. b) Field enquiry, site inspection, extracting of village records, thorough scrutiny of records.	a) Lack of knowledge about the documents of the land sale deeds etc	a) Issuance of necessary directions from higher authorities

Over and above the certificates mentioned in the analysis above various certificates have been issued for various purposes by the Village Officers and Tahsildars following the same procedure mentioned above.

Non-training intervention or policy intervention is required as far as certificate issuance which includes the following,

1. Rationalization of certificates (especially in the case of Income certificates)
2. Awareness of "Right to Service Act"
3. Authority of issuance of certificates in revenue department is to be streamlined.

CAUSE AND EFFECT ANALYSIS

Purpose of the tool

This tool enables you to analyse a particular performance problem in more detail. People, closely associated with the problem can be invited to contribute to the analysis to ensure that all factors have been taken into consideration. The tool is especially useful to supplement the analysis done by means of other TNA tools, for example, Environmental, Motivational and Behavioural.

DESCRIPTION

Cause and Effect diagrams are also known as "Fishbones" (because of their shape) or Ishikawa diagrams (after their inventor, Dr Ishikawa, the Japanese Quality Control Statistician).

Cause and Effect analysis for the purposes of TNA, is a systematic way of looking at effects and the causes that create or contribute to specific performance problems.

The problem being analysed can be expressed as a deficiency or as "desired state". The analysis focuses attention on either a detailed analysis of the causes of the problem, or seeking ideas for its solution.

To provide a useful framework for analysis, the causes are being represented on a cause and effect or a fishbone diagram. Related causes are grouped together on bones of the fish which have been labelled with the common factor.

The process followed in producing a Cause and Effect Diagram is:

- Identified the problem area or "effect" to be analysed or the desired state to be reached.
- Held a brainstorming session with people associated with the problem to establish all the major possible causes.
- Wrote the effect/desired state in a box at the end of the main spine of the fishbone. Add several bones, drawn at an angle.
- From the results of the brainstorming session form groups of causes under several headings comprising the main factors contributing to the effect were analysed.
- On each of the major bones, wrote the contributory factors which the group considered to be part of each cause.
- Then decided whether we need to collect additional data to further understand the relationships of cause to effect.

PERFORMANCE REPORT FORM

PURPOSE OF THE TOOL

Having analysed performance problems and identified areas where training is needed, this tool can be used to summarise your findings. The form can be used to present these to your client and stakeholders in order for them to discuss your findings and recommendations.

PERFORMANCE PROBLEM -1	
Delay in processing of land transfer applications for the various developmental activities of different Departments in State and Central Government	
Symptoms	Most of the Government offices are still functioning in rented buildings by paying huge rents annually
	Funds earmarked for the asset creation for the various departments by the State Planning Board has been lapsed
	State of Kerala is not getting the due share of capital investments from Government of India owing to dearth and speedy disposal of requests
Causes	Lack of information and knowledge of revenue officials
	Lack of seamless information on the status of availability of public lands for the revenue officials as well as user departments
	Lack of Standard Operating Procedures [SOPs] for such activities
	Enhanced grabbing of available Government lands
	Lack of proper records at Village Offices about the land to be transferred
TRAINING	NON TRAINING
COLLECTORS a) knowledge in LA Act and Rules b) Time Management	Trained Supporting staff Sufficient infrastructure Speedy post award action.

TAHSILDAR a) knowledge in LA Act and Rules b) Inability to withstand political pressure of compulsion. c) eco management and sustainable development.	Lack of standard operating procedure Trained Supporting staff Sufficient infrastructure.
VILLAGE OFFICER a) Department vision mission orientation b) positive thinking/attitude c) Lack of knowledge in LA Act and Rules d) Lack of trained staff.	Modern survey equipment
SURVEYOR a) Modern survey techniques	

PERFORMANCE PROBLEM -2	
Delay in processing of Government land assignment applications of citizens	
Symptoms	Lot of agitations against the officials and Government due to delayed processing and issuance of pattayam in time
	The time lag is too large between the date of application to the date of disposal of application
	The unmanageable file heaps in land assignment offices
	Allegations of corruption and misdeeds
	Governments fail to deliver against the promises
	The non eligible are getting priority in assignment at least at times
	Causes
Incomplete applications from the assignees	
Lack of information on availability of Government land for assignment	
Unethical dealings in the offices	

	No time lines and Standard Operation Procedures [SOPs] in place, for clearing the requests
	Reluctance of the assignees to move out of their native place
TRAINING	NON-TRAINING
TAHSILDAR a) Lack of knowledge in LA Act and Rules	<ul style="list-style-type: none"> ➤ political pressure. ➤ Untrained supporting staff

PERFORMANCE PROBLEM -3	
Delay in processing of Land Records Maintenance [LRM] and Transfer of Registry [Pokkuvaravu] applications of land holders in the State	
Symptoms	Lot of pending files in offices
	Long queues in front of revenue offices
	Agitation against offices causing stress in officers
	Peer group pressure and intimidation for selective solution
	Corruption at all levels of private land governance
Causes	Lack of information on the connected Rules and procedures
	Lack of proper guidelines from the top hierarchy
	Unachievable targets
	Incompetent and corrupt survey officials
	Peer group pressure
	Intimidation
	Non maintenance of seniority in dealing the LRM and PV requests
	Shortage of staff considering the pendency of requests
TRAINING	NON TRAINING
a. Knowledge in TR Rules, survey and boundaries act, registration Rules, TP act, NT act, succession acts (personal laws),	proper guidelines to be issued from top hierarchy

survey skills	
b. Knowledge in KLR Act & Rules	Providing software for survey and computation.
c. Survey skills	Realistic target setting maintenance of seniority in dealing with LRM and PV requests
d. Relevant laws, survey	Staff allotment to be more scientific.
e. Knowledge in assignment Acts & Rules	
f. Identification of trees	
g. Mahazar preparation & Rules	
h. Mahazar preparation	
i. Knowledge in Rules	
j. Knowledge in RR Act	

PERFORMANCE PROBLEM -4	
Delay in taking action against encroachments in Government land	
Symptoms	More and more reported cases of encroachment by media and press
	Dwindling of Government land reserves
	Pressure to evict the encroachments even illegally due to pressure groups
	Pressure not to evict the encroachments by groups with vested interests
	Increased number of cases at various levels of judiciary
	Lack of support for doing timely curative actions
	Not in a position to evict the encroachments within the desired time
	Allegations of corruption and inaction against the encroachments
Causes	Lack of knowledge on the extant statutes and procedures
	Deliberate and/or ignorant actions to help the encroachers within the system
	Non availability of records within time
	Incomplete and faulty reports including mahazar and sketch from lower levels of

	officials
	Lack of follow up action from the counsels at various courts including High Court
TRAINING	NON TRAINING
<ul style="list-style-type: none"> ❖ KLC Act & Rules, ❖ Assignment Act & Rules ❖ Municipalities Act, 1994 ❖ KPR Act (1994) ❖ Preparation of mahazar/sketch ❖ Preparation of A form ❖ Knowledge on revenue records ❖ Survey & field knowledge ❖ Preparation of Report to the Chief Judicial Magistrate's court. ❖ Experience in evicting unauthorized occupants. ❖ Assessment of age and market value of trees. ❖ classification of trees (royal trees, reserved trees) ❖ Preparation of AA form or report to JFCM court ❖ Report to JFCM, Court Identification & valuation of minerals ❖ MMDR Act ❖ KMMC Rules & Transportation Rules (2015) ❖ updation of government orders. ❖ Ignorance of Jurisdiction/ sand mining Act & Rules 	<p>updating of details in land bank</p> <p>Standard Operating Procedure for joint survey & demarcation of boundaries, identification of revenue and forest boundaries.</p> <p>issuance of government notification declaring Municipal & Panchayat Secretaries & Collector (U/s 15)</p> <p>Introduction of Rules based on amendment of KLC Act in 2009</p> <p>Introduction of Public Land Protection Force (PLPF) in all districts</p> <p>Identify and reserve high value government land from being assigned to individuals or private institutions.</p> <p>Government policy to assign government land to individuals through e-auction other than to homeless.</p> <p>Transfer the responsibility of maintaining the royal trees standing on government land to the Forest & Wildlife department.</p> <p>Issue common guidelines for issue of NOC for mining lease or permit to extract minerals from government land.</p> <p>Introduce single window online public auction of minerals available in government land or reserved in assigned land.</p> <p>Carryout village wise mineral mapping including sand, clay, granite etc.</p>

<ul style="list-style-type: none"> ❖ Preparation of AA form. ❖ Procedure for seizure of vehicles/ vessels ❖ Attitude: Low priority for protection of government land. 	
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PERFORMANCE PROBLEM -5	
Delay and non collection of various taxes due to Government	
Symptoms	Mounting demand against flimsy collection of money from public
	Pressure from top officials
	Enhanced stress on all levels of employees
	Irrational fixing of targets and unprecedented collection status
Causes	Lack of information on the basic functions of the Department
	Lack of awareness on the duties and prime responsibilities attached to each post and category
	Diversion of activities from the core functions
	Fear of action on wrong doings of demand and collection
	Lack of information on the assessment, demand and collection of taxes like Basic Tax, Building/Luxury Tax and Plantation Tax
	Lack of recognition for the good work done
TRAINING	NON TRAINING
<ul style="list-style-type: none"> a. Knowledge - Plantation Tax Act & Rules, b. Attitude for collecting maximum tax. c. Accounting skill 	<p>Latest GOs & circulars to be made available (digitized)</p> <p>Proper maintenance of registers Transportation. Adequate staff ready reckoner for future assessment Rules & Acts with up to date amendments and circulars, tariffs. Forms & registers.</p>

	Provision for online remittance Accounts & registers Chalan LR receipt required
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PERFORMANCE PROBLEM -6	
Delay and inaction against violation of statues under various Acts and Rules for regulation and control of paddy/wet land filling, extraction of rock/ sand/ ordinary earth, breach of peace and tranquility etc.	
Symptoms	Growing unrest among the environmentalists and affected people
	Sensationalism of media due to competition among media houses
	Enhanced activity of mafia associated with such illegal activities
	Pressure on the officials to remain silent
	Enhanced offers for keeping silent
	Threat and intimidation for making silent
Causes	Lack of understanding on the powers and functions under various statutes
	Lack of information on the regulatory laws
	Pressure from various quarters in Government and political parties
	Fear /threat from mafias for taking/not taking action f
	Lack of clarity and interoperability of statutes
	Lack of interdepartmental co-ordination and co-operation
	Enhanced levels of corruption at various levels of governance
	Unwanted political interference on the officials due to ignorance of statutes
	Lack of single window systems
	Bitter past experiences of the non corrupt officials
TRAINING	NON-TRAINING
Training on relevant statues and laws	Availability of regulatory laws in the digitized form Revisit of statues to ensure inter operability

	<p>In order to prevent undue political interference, all administrative operations to be e- enabled</p> <p>Internal vigilance committee should be strengthened by organizing sting operations</p>
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PERFORMANCE PROBLEM -7	
Delay in acquisition of land	
Symptoms	The projects of Government requiring huge extents of land are being delayed especially the NH widening and GAIL pipeline projects
	The officials posted for land acquisition are idling at various offices
	The funds allotted are lapsed due to lack spending in time
	The strikes and similar agitations of the interested groups
	Lack of scope getting for big projects from Government of India due to lack of performance on land acquisition
	Harassment of officials by the public and higher officials
Causes	Lack of clarity on the latest Act and Rules
	Lack of awareness among public resulting in resistance
	Pressure from stakeholders including religion institutions
	Non-availability of sufficient and timely fund towards compensation and resettlement
	No assurance on the completion of project due to prior negative experiences.
	Lack of supply of sufficient modern survey equipment
	Lack of skilled survey staff
	Low morale of revenue staff due to lack of continuous sanction of post leading to non-receipt of salary
	Non-cooperation from requisitioning department

	Non-cooperation from allied departments (Forest, PWD, Agriculture, LSGD, Registration)
	Lack of sufficient number of revenue staff
	Lack of training in Land Acquisition
	Frequent transfer of experience staff
	Poor maintenance of land records in Village Office
	Lack of clarity leading to increase ambiguity regarding the land acquisition Act 2013
	Non availability of office equipment and stationery
	Lack of Standard Procedure in fixing land value leading to Unscientific valuation Poor media support
TRAINING	NON TRAINING
<ul style="list-style-type: none"> ❖ Scientific and procedural training on maintenance of village records ❖ Team building skills to improve intra department coordination ❖ Lack of knowledge in LA Act and Rules ❖ PWD & forest - assessment criteria ❖ Stress management ❖ Record maintenance in village office ❖ Case study ❖ Methodology ❖ Practical experience sharing ❖ Negotiation skills 	<p>High level meeting with requisitioning authority and other departments</p> <p>System to ensure salary through continuous sanction of offices.</p> <p>Ensure sufficient funds for compensation as advance.</p> <p>Allotment of survey equipments planned well in time .</p> <p>Lack of Standard Procedure in fixing land value</p> <p>Non availability of office equipments and stationery</p> <p>Avoid frequent transfer of experience staff</p> <p>Sufficient post to be created in Land Acquisition Offices</p> <p>Cooperation to be ensured from requisitioning department and allied departments (forest, PWD, Agr., LSGD, Registration)</p> <p>Media to be briefed by Collector before land acquisition procedure starts</p> <p>Trained survey staff to be posted</p>

TRAINING PLAN

Training is one of the effective and tested tools for performance enhancement, as well as up-gradation of knowledge and skills of the employees in the organisation. A conscious training plan for the development of human resource available with the Department is suggested for meeting the challenges of social, economic and political development. Training is suggested to all categories starting from the lowest and cutting edge to the highest in policy making. Training plans proposed for the Department shall strive to achieve the following objectives:

- Keeping up-to-date and enhancing professional knowledge and skills needed for better performance of individuals
- Promoting better understanding of professional requirements as well as sensitization to professional, socio-economic and political environment in which work is done and
- Bringing about right attitudinal orientation

Training plans proposed for all categories in the Department are the following

Target Setting and Training Plan

Priority	Job	Aim	Method	Target	Responsibility
1	Tahsildar	Assignment of Government land to the landless	Off campus training	3 Months	Director ILDM
2	Land Revenue Commissioner Collector Tahsildar Dy. Tahsildar/ Jr. Supdt/ Valuation Assistant Revenue Inspector Surveyor Clerks	Land Acquisition for public purpose	Off campus training	4 months	Secretary revenue & Director General IMG

3	District Collector Tahsildar . Village Officer Surveyor	Land Transfer	Off campus training	3 months	Land Revenue Commissioner
4	DEO/ District Collector EDC/ Deputy Collector (Election) ERO/ Tahsildar AERO/ Dy.Tahsildar (E)Clerk VO/ Sectoral Officer SVO/VA/ VFA	Election	Off campus training Mock conduct of election		Land Revenue Commissioner
5	District Collector/ District Census Officer Tahsildar/ Charge Officer Village Officer	Census	Off campus training Field training	6 months	Land Revenue Commissioner
6	District Collector, RDO, Special Tahsildar, Special Dy. Tahsildar, Village Officer, Village Asst. Other officers designated as Collector U/S 15	Land Record Maintenance [LRM]	Off campus training	5 months	Land Revenue Commissioner
7	Revenue Divisional Officer Tahsildar Dy. Tahsildar (Plantation tax) V.O SVO VA	Plantation tax	Off campus training	8 months	Director, ILDM
8	Jamabandhi Officer	Basic tax	Off campus	4 months	Director, ILDM

	Tahsildar/ Addl.Tahsildar DT/JS VO/SVO/VA Clerk		training		
9	District Collector Tahsildar & Village Officer	Soft Skills		6 months	Director General, IMG
10	Village Officer SVO VA VFA Tahsildar Dy.Tahsildar/Js	Building tax	Off campus training	6 months	Director, ILDM
11	District Collector Dy.Collector (RR) Dy.Tahsilar/JS Clerk VFA	Revenue recovery	Off campus training	8 months	Director, ILDM
12	Tahsildar Village Officer (VA/SVO)	Issuance of certificates	Off campus training	6 months	Director, ILDM

DESIGN BRIEF

Design Brief is brief script which would aid in the future designing of different training modules. It clearly states the positive and negative factors which could affect the deployment of an officer for the training so that the department can take appropriate steps for the proper conduct of the training programme

Design Brief 1

CLIENT

Government project Concerned/ Department of Revenue

PERFORMANCE PROBLEM

Delay in acquisition of land

Identified training needs

- ❖ Scientific and procedural training on maintenance of village records
- ❖ Team building skills to improve intra department coordination
- ❖ Lack of knowledge in LA Act and Rules
- ❖ PWD & forest - assessment criteria
- ❖ Stress management
- ❖ Record maintenance in village office
- ❖ Case study methodology, practical experience sharing. Negotiation skills

Non training initiatives

- High level meeting with requisitioning authority and other departments
- System to ensure salary through continuous sanction of offices.
- Ensure sufficient funds for compensation as advance.
- Allotment of survey equipments planned well in time .
- Lack of Standard Procedure in fixing land value
- Non availability of office equipments and stationery
- Avoid frequent transfer of experience staff
- Sufficient post to be created in Land Acquisition Offices
- Cooperation to be ensured from requisitioning department and allied departments (forest, PWD, Agrl., LSGD, Registration)
- Media to be briefed by Collector before land acquisition procedure starts
- Trained survey staff to be posted

Target group

Land Revenue Commissioner
Tahsildar
Jr. Supdt
Revenue Inspector
Clerks

Collector
Dy. Tahsildar
Valuation Assistant
Surveyor

Constraints

Time, fund, work load of the officers

Aim of the trainings

At the end of the training the officials concerned will be able to acquire the land for the purpose indented following the rules and procedures

Desired outcome

Motivated staff
Better conduct of the project
Minimal complaints

Evaluation of the process

Report by the authority

DESIGN BRIEF 2**CLIENT**

Department of Revenue

PERFORMANCE PROBLEM

Delay and inaction against violation of statues under various Acts and Rules for regulation and control of paddy/wet land filling, extraction of rock/ sand/ ordinary earth, breach of peace and tranquility etc.

Identified training needs

Acts and Rules for regulation and control of paddy/wet land filling, extraction of rock/ sand/ ordinary earth

Non training initiatives

- Proper maintenance of registers
- Latest GOs & circulars to be made available (digitized)
- Transportation.
- Adequate staff
- Rules & Acts with up to date amendments and circulars, tariffs.
- Forms & registers.
- Provision for online remittance
- Accounts & registers
- Chalan
- LR receipt required

Target group

Tahsildar

Dy. Tahsildar

Jr. Supdt

Valuation Assistant

Revenue Inspector

Surveyor

Clerks

Constraints

Time, fund, work load of the officers

Aim of the trainings

The officials will be able to enact the legal provisions against those who violate the acts

Desired outcome

Proper enactment of the act

DESIGN BRIEF 3**CLIENT**

Government of Kerala

PERFORMANCE PROBLEM

Delay and non collection of various taxes due to Government

Identified training needs

- ❖ Scientific and procedural training on maintenance of village records
- ❖ Team building skills to improve intra department coordination
- ❖ Lack of knowledge in LA Act and Rules
- ❖ PWD & forest - assessment criteria
- ❖ Stress management
- ❖ Record maintenance in village office
- ❖ Case study methodology, practical experience sharing. Negotiation skills
- ❖ Knowledge - Plantation Tax Act & Rules,
- ❖ Attitude for collecting maximum tax
- ❖ Accounting skill

Non training initiatives

- Proper maintenance of registers
- Latest GOs & circulars to be made available (digitized)
- Transportation.
- Adequate staff
- ready reckoner for future assessment
- Rules & Acts with up to date amendments and circulars, tariffs.
- Forms & registers.
- Provision for online remittance
- Accounts & registers
- Chalan
- LR receipt required

Target group

Village Officer	SVO
VA	VFA
Tahsildar	Dy.Tahsildar/Js
Jamabandi officer	

Constraints

Time, fund, work load of the officers

Aim of the trainings

The officials will be able to execute timely collection of various taxes for the government

Desired outcome

Timely payment of taxes

Evaluation of the process

Report by government

DESIGN BRIEF 4**CLIENT**

Government of Kerala

PERFORMANCE PROBLEM

Delay in taking action against encroachments on Government land

Identified training needs

- ❖ KLC Act & Rules,
- ❖ Assignment Act & Rules
- ❖ Municipalities Act, 1994
- ❖ KPR Act (1994)
- ❖ Preparation of mahazar/sketch
- ❖ Preparation of A form
- ❖ Knowledge on revenue records
- ❖ Survey & field knowledge
- ❖ Preparation of Report to the Chief Judicial Magistrate's court.
- ❖ Experience in evicting unauthorized occupants.
- ❖ Assessment of age and market value of trees.
- ❖ classification of trees (royal trees, reserved trees)
- ❖ Preparation of AA form or report to JFCM court
- ❖ Report to JFCM, Court
- ❖ Identification & valuation of minerals
- ❖ MMDR Act
- ❖ KMMC Rules & Transportation Rules (2015)
- ❖ Updating of government orders.
- ❖ Ignorance of Jurisdiction/ sand mining Act & Rules
- ❖ Preparation of AA form.

❖ Procedure for seizure of vehicles/ vessels

Non training initiatives

- updating of details in land bank
- Standard Operating Procedure for joint survey & demarcation of boundaries, identification of revenue and forest boundaries.
- issuance of government notification declaring Municipal & Panchayat Secretaries & Collector (U/s 15)
- Introduction of Rules based on amendment of KLC Act in 2009
- Introduction of Public Land Protection Force (PLPF) in all districts
- Identify and reserve high value government land from being assigned to individuals or private institutions.
- Government policy to assign government land to individuals through e-auction other than to homeless.
- Transfer the responsibility of maintaining the royal trees standing on government land to the Forest & Wildlife department
- Issue common guidelines for issue of NOC for mining lease or permit to extract minerals from government land.
- Introduce single window online public auction of minerals available in government land or reserved in assigned land.
- Carryout village wise mineral mapping including sand, clay, granite etc.

Target group

District Collector	RDO
Special Tahsildar	Special Dy. Tahsildar
Village Officer	Village Asst.
Other officers designated as Collector U/S 15	

Constraints

Time, fund, work load of the officers

DESIGN BRIEF 5

CLIENT

Land revenue commissioner

PERFORMANCE PROBLEM

Delay in processing of Land Records Maintenance [LRM] and Transfer of Registry [Pokkuvaravu] applications of land holders in the State

Identified training needs

- ❖ Knowledge in TR Rules,

<ul style="list-style-type: none"> ❖ survey and boundaries act, ❖ registration Rules, ❖ TP act, NT act, ❖ succession acts (personal laws), ❖ survey skills ❖ Knowledge in KLR Act & Rules ❖ Survey skills ❖ Relevant laws, survey ❖ Knowledge in assignment Acts & Rules. ❖ Identification of trees ❖ Mahazar preparation & Rules ❖ Knowledge in RR Act 						
<p>Non training initiatives</p> <ul style="list-style-type: none"> ➤ Proper guidelines to be issued from top hierarchy ➤ Providing software for survey and computation ➤ Realistic target setting ➤ Maintenance of seniority in dealing with LRM and PV requests ➤ Staff allotment to be more scientific. 						
<p>Target group</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">District Collector</td> <td style="width: 50%;">RDO</td> </tr> <tr> <td>Special Tahsildar</td> <td>Special Dy. Tahsildar</td> </tr> <tr> <td>Village Officer</td> <td>Village Asst.</td> </tr> </table>	District Collector	RDO	Special Tahsildar	Special Dy. Tahsildar	Village Officer	Village Asst.
District Collector	RDO					
Special Tahsildar	Special Dy. Tahsildar					
Village Officer	Village Asst.					
<p>Constraints</p> <p>Time, fund, work load of the officers</p>						
<p>Aim of the trainings</p> <p>Up to date processing of Land Records Maintenance [LRM] and Transfer of Registry [Pokkuvaravu] applications of land holders in the State will be ensured by the successfully trained officials</p>						
<p>Desired outcome</p> <p>Updated records</p>						
<p>Evaluation of the process</p> <p>Inspection by senior officials</p>						

DESIGN BRIEF 6

CLIENT
Revenue Department
PERFORMANCE PROBLEM
Delay in processing of Government land assignment applications of citizens
Identified training needs
Lack of knowledge in LA Act and Rules
Non training initiatives
<ul style="list-style-type: none">➤ Political pressure.➤ Untrained supporting staff
Target group
Tahsildars
Constraints
Busy work schedule
Aim of the trainings
At the end of the training the Tahsildars will be able to process the Government land assignment applications of citizens without delay
Desired outcome
Issue of pattayams
Evaluation of the process
Assessment by superior officers

DESIGN BRIEF 7

CLIENT
Department of Revenue
Performance Problem
Delay in processing of land transfer applications for various developmental activities from Departments within the State and Central Government
Identified training needs
Collectors <ul style="list-style-type: none">❖ knowledge in LA Act and Rules

<ul style="list-style-type: none"> ❖ Time Management <p>Tahsildar</p> <ul style="list-style-type: none"> ❖ knowledge in LA Act and Rules ❖ Inability to withstand political pressure of compulsion. ❖ eco management and sustainable development <p>Village Officer</p> <ul style="list-style-type: none"> ❖ Department vision mission orientation ❖ positive thinking/attitude ❖ Lack of knowledge in LA Act and Rules ❖ Lack of trained staff. <p>Surveyor</p> <ul style="list-style-type: none"> ❖ Modern survey techniques 				
<p>Non training initiatives</p> <ul style="list-style-type: none"> ➤ Trained Supporting staff ➤ Sufficient infrastructure ➤ Speedy post award action. ➤ Lack of standard operating procedure ➤ Modern survey equipment 				
<p>Target group</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Collectors</td> <td style="width: 50%;">Tahsildar</td> </tr> <tr> <td>Village Officer</td> <td>Surveyor</td> </tr> </table>	Collectors	Tahsildar	Village Officer	Surveyor
Collectors	Tahsildar			
Village Officer	Surveyor			
<p>Constraints</p> <p>Time, fund, work load of the officers</p>				
<p>Aim of the trainings</p> <p>The officials will be able to process of land transfer applications for various developmental activities from Departments within the State and Central Government</p>				
<p>Desired outcome</p> <p>Reduction in complaints Reduction in pendency of cases</p>				

DESIGN BRIEF 8

<p>CLIENT</p> <p>Election commission</p>
<p>Performance Problems</p> <p>Conduct of general elections, elections for local bodies etc</p>

Identified training needs

- ❖ DEO/District Collector Knowledge of election Rules and procedures
Communication Skill
- ❖ Knowledge of election Rules of procedures
- ❖ Management, supervisory, co-ordination and decision making skill
- ❖ No gap
- ❖ Trust, positive attitude
- ❖ Capacity to build cordial relation with polling officials (being persons from other departments)

EDC/Deputy Collector (Election)

- ❖ Communication Skill
- ❖ Knowledge of election Rules & procedures
- ❖ Knowledge of election Rules of procedures
- ❖ Management, supervisory, co-ordination and decision making skill Trust, positive attitude

ERO/Tahsildar

- ❖ Knowledge of election Rules of procedures, computer knowledge.
- ❖ Knowledge of election Rules of procedures
- ❖ Management, supervisory, co-ordination and decision making skill
- ❖ Trust, positive attitude

AERO/Dy. Tahsildar (E)

- ❖ Knowledge of election Rules of procedures
- ❖ Management, supervisory, co-ordination and decision making skill

Trust, positive attitude VO/ Sectoral Officer

- ❖ Knowledge of election Rules of procedures, computer knowledge

Clerk

- ❖ Knowledge of election Rules of procedures,

SVO/VA/VFA

- ❖ Knowledge of election Rules of procedures
- ❖ computer knowledge
- ❖ Management, supervisory, co-ordination and decision making skill
- ❖ Trust, positive attitude
- ❖ Capacity to build cordial relation with polling officials (being persons from other departments)

Non training initiatives

- Shortage of staff
- Infrastructure
- Time factor
- Vehicles Adequate supply of EPIC printing machines

<ul style="list-style-type: none"> ➤ Non receipt of sufficient fund Adequate financial planning Infrastructure, arrangement of basic minimum facilities in polling stations ➤ Availability of sufficient funds ➤ Ensuring welfare well being of supporting polling staff ➤ Adequate financial planning
<p>Target group</p> <p>DEO/ District Collector EDC/ Deputy Collector (Election) ERO/ Tahsildar AERO/Dy. Tahsildar (E) Clerk VO/ Sectoral Officer SVO/VA/ VFA</p>
<p>Constraints</p> <p>Time and fund</p>
<p>Aim of the trainings</p> <p>The officers concerned will be able to conduct the elections smoothly</p>
<p>Desired outcome</p> <p>Conduct of election</p>
<p>Evaluation of the process</p> <p>Report by election commission</p>

DESIGN BRIEF 9

<p>CLIENT</p> <p>Government of India</p>
<p>Performance Problems</p> <p>Conduct of census</p>
<p>Identified training needs</p> <p>District Collector/ District Census Officer</p> <ul style="list-style-type: none"> ❖ Knowledge of census laws and procedures ❖ Supervisory & co-ordination skills ❖ Trust & positive approach <p>Tahsildar/ Charge Officer</p> <ul style="list-style-type: none"> ❖ Knowledge of census laws and procedures ❖ Supervisory & co-ordination skills ❖ Trust & positive approach <p>Village Officer</p> <ul style="list-style-type: none"> ❖ Knowledge of census laws and procedures

<ul style="list-style-type: none"> ❖ Supervisory & co-ordination skills ❖ Trust & positive approach
<p>Non training initiatives</p> <ul style="list-style-type: none"> ➤ Availability of adequate fund ➤ shortage of staff ➤ Infrastructure
<p>Target group</p> <p>District Collector District Census Officer Tahsildar Charge Officer Village Officer</p>
<p>Constraints</p> <p>Time and money</p>
<p>Aim of the trainings</p> <p>At the end of the training the officials will be able to conduct census smoothly</p>
<p>Desired outcome</p> <p>Conduct of census survey</p>
<p>Evaluation of the process</p> <p>Timely completion report</p>

DESIGN BRIEF 10

<p>CLIENT</p> <p>Government of Kerala</p>
<p>Context</p> <p>An event of disaster</p>
<p>Performance Problems</p> <p>Inability to manage the disaster event effectively</p>
<p>Identified training needs</p> <ul style="list-style-type: none"> ❖ Training for handling the equipments. ❖ Necessary funds ❖ Mock drills ❖ Training for staff of Line departments.

<ul style="list-style-type: none"> ❖ Lack of materials and equipments. ❖ Lack of awareness to handle the situation of various disasters. ❖ Lack of knowledge of Line departments
<p>Non training initiatives</p> <ul style="list-style-type: none"> ➤ Lack of equipments especially to Revenue staff ➤ Before entering into a disaster area; precautions should be taken like life jackets, masks, rope, searchlight, askalights, Walkie Talkie etc. ➤ VHF: Walkie Talkie ➤ Proper conveyance of casualty.
<p>Target group</p> <p>DEOC Fire force: Revenue officials Factories and boilers DMO District Collector</p>
<p>Constraints</p> <p>Interdepartmental coordination Fund</p>
<p>Aim of the trainings</p> <p>The trained officer will be able to play their role in an event of disaster as laid down by the rules and procedures</p>
<p>Desired outcome</p> <p>Managing a disaster effectively</p>
<p>Evaluation of the process</p> <p>Report from higher authority</p>

CONCLUSION

Human Resource Management is the function within an organisation that focuses on recruitment, management and providing direction for the people who work in the organisation. It is the organizational function that deals with issues related to people such as performance management, organisation development, safety, benefits, employee motivation, communication, administration and training. The most potential and valuable

asset of Department of Revenue is its manpower. The quality of the human resources is reflected in the performance and productivity of the organisation. Department of Revenue can become more dynamic if the competences of its human resource personnel are improved.

The methodology followed was to investigate and analyse the present performance of the organisation. The strengths and weaknesses within the organisation to the external threats and opportunities were analyzed. The organisation was looked in to understand its business and to find out the problems experienced. Critical analysis was done to draw recommendations to improve the performance by means of training and development. The department's services technologies and systems were looked into to identify significant performance problems. Based on the study the training designs and plan for different categories of employees in the Department are suggested for the improvement of the organizational performance.

Course code: ILDMCTPS01

GOVERNMENT PROCESS RE-ENGINEERING

Day 1	
Timings	Topic
9:30 - 10:30	Registration of the participants
10:30 – 11:15	Session 1: Introduction Welcome to the training course Getting to know the participants – Personal introductions and objectives Introduction to the training course objectives Understanding participant expectations
11:15 – 11:30	TEA BREAK
11:30 – 13:00	Session 2: Understanding Government Processes & Service Quality
13:00 - 14:00	LUNCH BREAK
14:00 – 15:30	Session 3: Expected quality Vs inefficient delivery of services Exercise on identifying Service Quality components <u>Identification of problems in service delivery in the Department – Group Activity by the Participants</u>
15:30 - 15:45	TEA BREAK
15:45 – 17:00	Session 4: Exercise on Service Quality & Defining a Problem Statement
Day 2	
10:00 – 10:15	Recap of previous day's sessions
10:15 – 11:30	Session 1: Preparation of Process Maps
11:30 – 11:45	TEA BREAK
11:45 – 13:00	Session 2: Defining the vision for GPR
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session 3: Process Mapping Workshop
15:30 - 15:45	TEA BREAK
15:45 - 16:30	Session 4: <u>Presentation by Groups – As is & To Be Processes on the identified problems, Advantages of To Be, Challenges for To Be & legal/administrative changes to bring in the change</u>
16:30 – 17.00	Feedback from trainees

Course Code: ILDMCTPS02

GOOD GOVERNANCE AND ETHICS IN ADMINISTRATION

Day 1	
Timings	Topic
9:30 - 10:30	Registration of participants
10:30 - 11:15	Session 1: Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Understanding the importance of Good Governance and Ethics in Administration
13:00 - 14:00	LUNCH BREAK
14:00 - 17:00	Session - 3 & 4 (with Tea Break between 15:30 - 15:45) Role of Officials in creating people friendly offices
Day 2	
10:00 - 10:15	Recap of Previous Day's sessions
10:15 - 11:30	Session - 1 Managing Stress and Time Management
11:30 - 11:45	TEA BREAK
11:45 - 13:00	Session - 2 Administrative ethics
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Zone wise Group Activity - "The office in my dreams". [South Zone: TVM, KLM, ALY, KTM Central Zone: PTA, IDK, EKM, TCR, PKD North Zone: MLPM, KKD, WYD, KNR, KSGD]
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Self evaluation by Trainees

INDUCTION TRAINING

Day 1	
Timings	Topic
9:30 - 10:30	Registration of Participants
10:30 - 11:15	Session - 1 Introduction Welcome to the training course Pre Training evaluation
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Understanding the importance of protection of public lands (section 3, 4, rule 4)
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Group Activity - preparation of mahazar & 'A' Form
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Presentation by the groups
Day 2	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 13:00	Session - 1 & 2 Step wise procedure for assignment of land on registry and lease (with a tea break between 11:15 - 11:30)
13:00 - 14:00	LUNCH BREAK
14:00 - 16:15	Session - 3 & 4 Chain survey training for determining area under assignment & preparation of mahazar, Village Officer's verification report (with a tea break between 15:30 - 15:45)
16:15 - 17:00	Presentation
Day 3	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 11:15	Session - 1 Basic Ethics in administration
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2

	Stress management in office environment through yoga
13:00 - 14:00	LUNCH BREAK
14:00 - 17:00	Session - 3 & 4 Management games (with a tea break between 15:30 - 15:45)
Day 4	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 11:15	Session - 1 Dealing cases under wet and paddy land
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Dealing cases under KMMC Rules 2015
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Assessment of Basic Tax and Plantation Tax
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Assessment of Kerala Building Tax
Day 5	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 11:30	Session - 1 Effective Revenue Recovery
11:30 - 11:45	TEA BREAK
11:45 - 13:00	Session - 2 Preparation, serving, affixing and publication of notices under various Acts & Rules
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Disaster Management
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Post Training evaluation of trainees Photo session and certificate distribution

REFRESHER TRAINING

Day 1	
Timings	Topic
9:30 - 10:30	Registration of Participants
10:30 - 11:15	Session - 1 Introduction Welcome to the training course Pre Training evaluation
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Conservation of public lands
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Preparation of different mahazars
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Chain survey practical
Day 2	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 11:30	Session - 1 Effective revenue recovery
11.30 – 11.45	TEA BREAK
11.45 – 13.00	Assessment of building tax
13:00 - 14:00	LUNCH BREAK
14:00 – 15.30	Session - 3 Assessment of basic tax and plantation tax
15.30 -15.45	TEA BREAK
15.45 – 17.00	Preparation, serving, affixing and publication of notices under various Acts and Rules
Day 3	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 11:15	Session - 1 Dealing cases under paddy and wetland
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Dealing cases under KMMC Rules, 2015
13:00 - 14:00	LUNCH BREAK

14:00 - 15:30	Session - 3 Transfer of registry
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Online PV - Practical
Day 4	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 13:00	Session - 1 & 2 Vigilant Kerala [with a tea break between 11.15 to 11.30]
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Disaster Management [Practical]
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Booking of Ceiling Rules and reports to Land Tribunal
Day 5	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 11:30	Session - 1 Basic ethics in administration
11:30 - 11:45	TEA BREAK
11:45 - 13:00	Session - 2 Prohibitive land transfers
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Post training evaluation
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Photo session and certificate distribution

Course Code: ILDMCTPS05

CrPC and EXECUTIVE MAGISTRATES

Day 1	
Timings	Topic
9:30 - 10:30	Registration of participants
10:30 - 11:15	Session 1: Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Discussion on CrPC 20(1), CrPC 44 (1),(2), 58, 59, 71 & 78
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Using web as a tool for reference (Practicals)
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Discussion on CrPC - 80, 81(1), 93 (1), 94(1), 97 & 98
Day 2	
10:00 - 10:15	Recap of Previous Day's sessions
10:15 - 11:30	Session - 1 Discussion on CrPC - 103, 107, 108, 116, 109 & 110
11:30 - 11:45	TEA BREAK
11:45 - 13:00	Session - 2 Discussion on CrPC - 129, 133 & 144, 111-124
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Drafting of Orders/Proceedings
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Self evaluation by Trainees

Course Code: ILDMCTPS06**MAHAZAR, NOTICE, INQUEST etc.**

Day 1	
Timings	Topic
9:30 - 10:30	Registration of participants
10:30 - 11:15	Session 1: Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Confiscation, Seizure, Assessment of Articles & Stop memo (Do's & Don'ts)
13:00 - 14:00	LUNCH BREAK
14:00 - 17:00	Session - 3 & 4 (with a tea break between 15:30 - 15:45) Inquest, Exhumation & Mahazar
Day 2	
10:00 - 10:15	Recap of Previous Day's sessions
10:15 - 13:00	Session - 1 & 2 (with a tea break between 11:15 - 11:30) Issue of license under Explosives Act, Gun licenses and action to be taken on violations of Rules
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Practical- Assessment of confiscated sand/metal/earth/wood
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Self evaluation by Trainees

Course Code: ILDMCTPS07**KSR & KSSR, KFC, KCS & CCA Rules, KGSC RULES, PURCHASES, RECORDS & TENDERS**

Day 1	
Timings	Topic
9:30 - 10:30	Registration of participants
10:30 - 11:15	Session 1: Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 KCS & CCA Rules and Kerala Government Service Conduct Rules
13:00 - 14:00	LUNCH BREAK
14:00 - 17:00	Session - 3 & 4 (with a tea break between 15:30 - 15:45) Basic KSR and KSSR
Day 2	
10:00 - 10:15	Recap of Previous Day's sessions
10:15 - 11:30	Session - 1 Basic KFC and Purchase Manual
11:30 - 11:45	TEA BREAK
11:45 - 13:00	Session - 2 Quotation, Basic Tendering process & E-Tender
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Records Management
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Self evaluation by Trainees

Course Code: ILDMCTPS08

FOUNDATION COURSE IN DISASTER MANAGEMENT

Day 1	
Timings	Topic
9:30 - 10:30	Registration of participants
10:30 - 11:15	Session 1: Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Disaster Management Systems in Kerala
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Practical sessions in Rescue operations
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Emergency response and management : Principles and concepts
Day 2	
10:00 - 10:15	Recap of Previous Day's sessions
10:15 - 11:30	Session - 1 Natural Hazards in Kerala
11:30 - 11:45	TEA BREAK
11:45 - 13:00	Session - 2 Human induced disasters
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Practical session in medical assistance
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Principles and practices of Disaster Victim assistance

DEALING CASES OF MINOR MINERAL EXTRACTION AND TRANSPORT

Day 1	
Timings	Topic
9:30 - 10:30	Registration of Participants
10:30 - 11:15	Session - 1 Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 An overview of KMMC Rules 2015
13:00 - 14:00	LUNCH BREAK
14:00 - 17:00	Session - 3 & 4 Role of revenue officials in dealing with cases under KMMC Rules 2015 (with a tea break between 15:30 - 15:45)
Day 2	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 13:00	Session - 1 & 2 An overview of Kerala Minerals (prevention of illegal mining, storage and transportation) Rules 2015 and role of revenue officials (with a tea break between 11:15 - 11:30)
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Practical - preparation of mahazar and valuation of confiscated articles
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Presentations by groups

Course Code: ILMCTPS10

DEALING PADDY & WET LAND CASES

Day 1	
Timings	Topic
9:30 - 10:30	Registration of participants
10:30 - 11:15	Session 1: Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Importance of protection of Paddy land in Kerala
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Preparation of data bank and dealing conversion requests under Paddy and Wetland Act.
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Web as a tool for managing the cases
Day 2	
10:00 - 10:15	Recap of Previous Day's sessions
10:15 - 13:00	Session - 1 & 2 (with Tea Break between 11:15 - 11:30) Role of Different Revenue Officials under the KLU order & Paddy and Wetland Act
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Practical - Preparing Mahazar during seizure and confiscation of vehicles from paddy land
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Presentation and Self evaluation by Trainees

DEALING EXCESS LAND CASES AT TLBs

Day 1	
Timings	Topic
9:30 - 10:30	Registration of the participants
10:30 – 11:15	Session 1: Introduction Welcome to the training course Getting to know the participants – Personal introductions and objectives Introduction to the training course objectives Understanding participant expectations
11:15 – 11:30	TEA BREAK
11:30 – 13:00	Session 2: Introduction to Land Reforms in the State State of Land Reforms measures in India and Kerala A brief introduction about the background of KLR Act, 1963 Implementation of KLR Act- Has it served the purpose fully? The importance of TLB in solving landlessness issue in the State Genesis and constitution of TLBs
13:00 - 14:00	LUNCH BREAK
14:00 – 15:30	Session 3: Roles and Functions of a TLB Chairman Identifying the excess land holders: Ways and means Booking of a new case against the excess land holders Serving of notice to file draft statement Office procedures while filing the case
15:30 - 15:45	TEA BREAK
15:45 – 17:00	Session 4: <u>Identification of excess land from the given details of land owners – [Group Activity]</u>
Day 2	
10:00 – 10:15	Recap of previous day's sessions
10:15 – 11:30	Session 1: Preparation of Draft Order Report from Authorized Officer [AO] The speaking order: The need and the essential components
11:30 – 11:45	TEA BREAK

11:45 –13:00	Session 2: Preparation of Draft Order [Contd..] Exemptions under KLR Act, 1963 Identifying excess land Constraints owing to changes in policies of Government Issuing/serving of Draft Order to the land holder
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session 3: Role play on a TLB Court [<u>Group activity</u>] Issuing of notice for hearing to all the concerned including TLB Members [Time/Venue] Roll Call by the Bench Clerk Notings in the Order Sheet Perusal and marking of material records and submissions in support of objections The trial Maintenance of decorum of Court
15:30 - 15:45	TEA BREAK
15:45 - 16:30	Session 4: Role play on a TLB Court [Contd..]: <u>Reciting the final TLB order by the Chairman, TLB in the Court [Group activity]</u>
16.30 – 17.00	Feedback from trainees

Course Code: ILDMCTPS12**DEALING CASES AT LAND TRIBUNAL**

Day 1	
Timings	Topic
9:30 - 10:30	Registration of Participants
10:30 - 11:15	Session - 1 Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Introduction to land reforms in the State with special emphasis on Tenancy Rules
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Roles and functions of Land Tribunal
15:30 - 15:45	TEA BREAK
15:45 - 17:30	Session - 4 Preparation of authorized officer's report - practical - group activity
Day 2	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 13:00	Session - 1 & 2 Preparation of draft order (with a tea break between 11:15 - 11:30)
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Role play on a "Land Tribunal court"- group activity
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Evaluation

LAND ACQUISITION

Day 1	
Timings	Topic
9:30 - 10:30	Registration of participants
10:30 - 11:15	Session 1: Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Differentiating Act of 1894 Vs Act of 2013
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Understanding the importance of Land Acquisition
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Preparation of Process Map in Land Acquisition & Identification of problems associated with each process stage
Day 2	
10:00 - 10:15	Recap of Previous Day's sessions
10:15 - 11:30	Session - 1 Visit to a Land Acquisition site and interaction with the stakeholders (Field visit)
11:30 - 11:45	TEA BREAK
11:45 - 13:00	Session - 2 Group Activity by the Participants (Zone wise) [South Zone: TVM, KLM, ALY, KTM Central Zone: PTA, IDK, EKM, TCR, PKD North Zone: MLPM, KKD, WYD, KNR, KSGD]
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Negotiation and conflict resolution
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Presentation by Groups (zone wise) - As is & To be processes on the identified problems, advantages of To Be, challenges of To Be legal/administrative changes for the change in activities.

Course Code: ILDMCTPS14**LAND ASSIGNMENT UNDER 1993 SPECIAL RULES**

Day 1	
Timings	Topic
9:30 - 10:30	Registration of Participants
10:30 - 11:15	Session - 1 Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 History of Assignment of Forest Land with special emphasis on 1993 Special Rules
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Preparation of joint verification report and scrutiny of documents for assessing date of occupation - practical
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Presentation - group activity
Day 2	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 13:00	Session - 1 & 2 Step wise procedure in dealing LA application under 1993 Special Rules (with a tea break between 11:15 - 11:30)
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Do's & Don'ts in assignment on registry under 1993 Special Rules
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Evaluation by trainees

Course Code: ILDMCTPS15**LAND ASSIGNMENT**

Day 1	
Timings	Topic
9:30 - 10:30	Registration of participants
10:30 - 11:15	Session 1: Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 15:30	Session - 2 & 3 (with Lunch Break between 13:00 - 14:00) Assignment on Registry/lease/license under different Rules of KLA Act 1960
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Practical - Chain survey training
Day 2	
10:00 - 10:15	Recap of Previous Day's sessions
10:15 - 13:00	Session - 1 & 2 (with Tea Break between 11:15 - 11:30) Assigning Government Lands in Panchayat and Municipality areas - step wise procedure
13:00 - 14:00	LUNCH BREAK
14:00 - 16:00	Session - 3 1. Preparation of Mahazar while assigning Government Land 2. Preparation of Order of Assignment & Pattayam
16:00 - 16:15	TEA BREAK
16:15 - 17:00	Session - 4 Self evaluation by Trainees

Course Code: ILDMCTPS16**PROTECTION OF PUBLIC LANDS**

Day 1	
Timings	Topic
9:30 - 10:30	Registration of Participants
10:30 - 11:15	Session - 1 Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Public lands and the importance of protecting public lands
13:00 - 14:00	LUNCH BREAK
14:00 - 17:00	Session - 3 & 4 (with a tea break between 15:30 - 15:45) How to prepare sketch and mahazar of an encroached Government land
	Preparation of sketch and mahazar of an encroached Government land
Day 2	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 11:30	Session - 1 Familiarization of Form A, AA, B, C, CC and D
11:30 - 11:45	TEA BREAK
11:45 - 13:00	Session - 2 Serving of notices - Dos and Don'ts
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Preparation of Form A, AA, B, C, CC and D - Practical - Group activity
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Presentation and self-evaluation by the trainees

Course Code: ILMCTPS17**EFFECTIVE REVENUE RECOVERY**

Day 1	
Timings	Topic
9:30 - 10:30	Registration of participants
10:30 - 11:15	Session 1: Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Introduction to Revenue Recovery
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Methods of Revenue Recovery
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Steps in Revenue Recovery Process - Movable Assets
Day 2	
10:00 - 10:15	Recap of Previous Day's sessions
10:15 - 11:30	Session - 1 Steps in Revenue Recovery Process - Immovable Assets
11:30 - 11:45	TEA BREAK
11:45 - 13:00	Session - 2 Dealing court notices/cases
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Practical Training on Revenue Recovery online Software and Measuring of properties using chain/tape
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Self evaluation by Trainees

Course Code: ILDMCTPS18**BUILDING AND PLANTATION TAX**

Day 1	
Timings	Topic
9:30 - 10:30	Registration of Participants
10:30 - 11:15	Session - 1 Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2& 3 An overview of Kerala Building Tax Act 1973 and assessment of Taxable buildings
13:00 - 14:00	LUNCH BREAK
14:00 - 17:00	Session - 4 Practical - assessment of Building Tax (with a tea break between 15:30 - 15:45)
Day 2	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 11:15	Session - 1 An overview of Kerala plantation tax (Additional tax) Act, 1960
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Preparation of verification report and assessment of plantation tax
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Calculation of plantation tax - group activity
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Presentation by the participants

Course Code: ILDMCTPS19**COLLABORATIVE LAND GOVERNANCE**

Day 1	
Timings	Topic
9:30 - 10:30	Registration of Participants
10:30 - 11:15	Session - 1 Introduction Welcome to the training course
11:15 - 11:30	TEA BREAK
11:30 - 13:00	Session - 2 Importance of protecting public lands and don'ts in Transfer of Registry
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Private lands its survey, demarcation and settlement
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Private lands its survey, demarcation and settlement (contd..)
Day 2	
10:00 - 10:15	Recap of previous day's sessions
10:15 - 11:30	Session - 1 Prohibitory land transactions
11:30 - 11:45	TEA BREAK
11:45 - 13:00	Session - 2 Registration of properties and transactions entered in Book 1 (contd...)
13:00 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 3 Preparation of ideal process flow in online Transfer of Registry - Practical
15:30 - 15:45	TEA BREAK
15:45 - 17:00	Session - 4 Presentation and self-evaluation by the trainees

EXECUTIVE TRAINING ON LAND GOVERNANCE

Day 1	
Timings	Topic
10:00 - 10:30	Registration of Participants
10:30 - 10:45	Inauguration by Director, ILDM
10:45 - 11:00	Photo session & Tea Break
11:00 - 11:15	Pre-training evaluation
11:15 - 13:15	Session - 1 The basic land governance principles and practices
13:15 - 14:00	LUNCH BREAK
14:00 - 15:30	Session - 2 The basic land governance principles and practices (Contd...)
15:30 - 15:45	Post training evaluation
15:45 - 16:00	TEA BREAK
16:00 - 16:15	Felicitation of "Best Trainee" and the "Best Trained Official" by Director, ILDM
16:15 onwards	Visit to the nearest Village Office for familiarization of Registers connected with revenue administration

DISTRICT LEVEL TRAINING PROGRAMMES

Sl. No.	Course Name	Target Group	Course Code
1	Certificates	All revenue staff up to the cadre of Village Officers	ILDMDLPS01
2	Revenue Recovery	All revenue staff up to the cadre of Village Officers	ILDMDLPS02
3	Transfer of Registry	All revenue staff up to thye cadre of Village Officers and concerned clerks at Taluk/RDO/ Collectorates	ILDMDLPS03
4	Land Assignment	All revenue staff up to the cadre of Village Officers and concerned clerks at Taluk/RDO/ Collectorates	ILDMDLPS04
5	Kerala Building Tax Act	All revenue staff up to the cadre of Village Officers and concerned clerks at Taluk	ILDMDLPS05
6	Dealing cases under wet/ paddy lands	All revenue staff up to the cadre of Village Officers and concerned clerks at Taluk/RDO/ Collectorates	ILDMDLPS06
7	Kerala Land Conservancy Act	All revenue staff up to the cadre of Village Officers and concerned clerks at Taluk/RDO/Collectorates	ILDMDLPS07
8	Land Acquisition	All revenue staff up to the cadre of Village Officers and concerned clerks at Special LA offices/Collectorates	ILDMDLPS08
9	Court cases	Clerks at suit cells of Taluks/Collectorates and other clerks dealing court cases at Special offices and RDOs	ILDMDLPS09
10	Mahazar	All revenue staff up to the cadre of Village Officers and concerned clerks at Taluk/RDO/Collectorates/Special offices	ILDMDLPS10