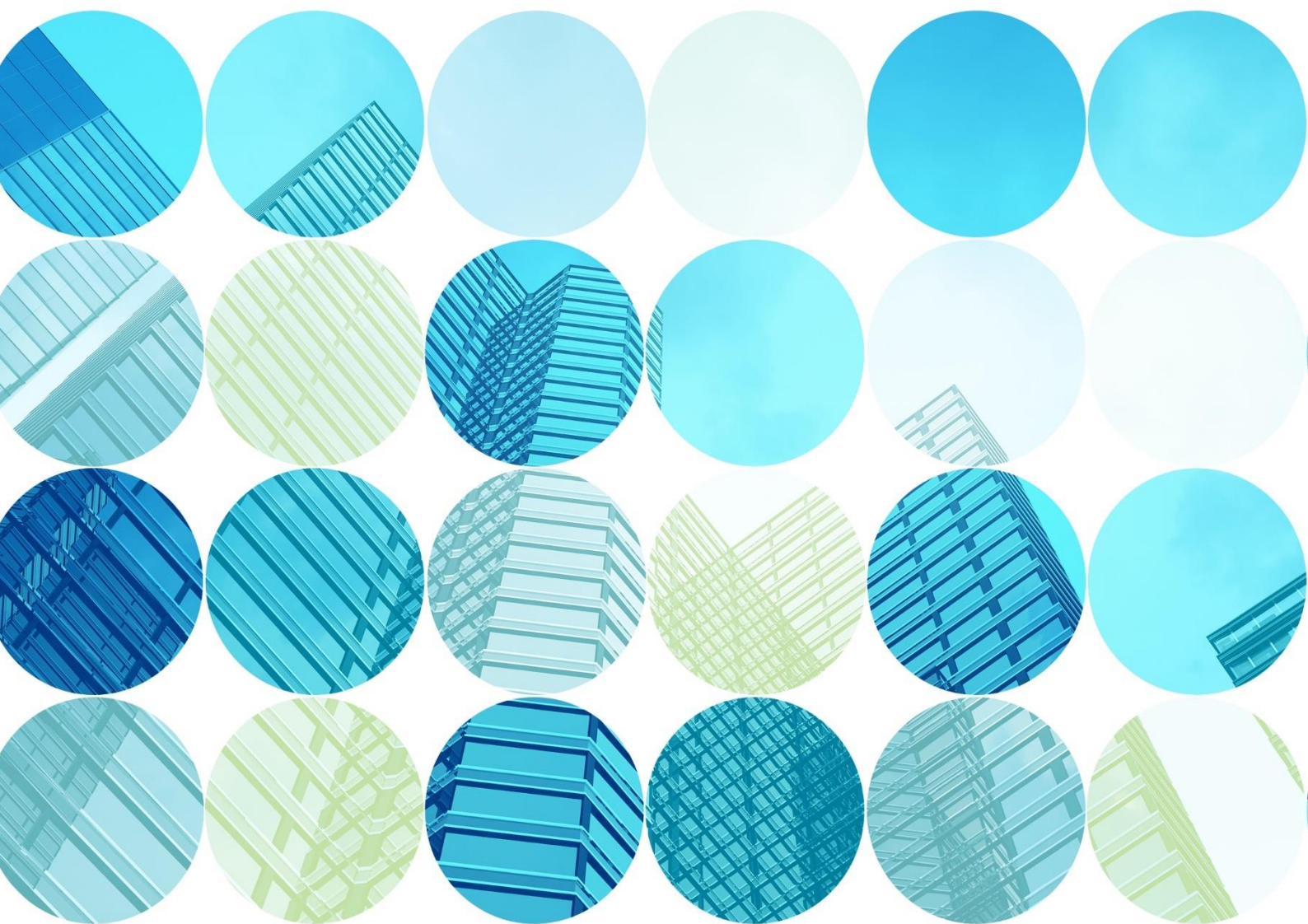


2023/2024

# ANNUAL REPORT



REGISTRAR-GENERAL'S DEPARTMENT

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## About this report

Annual reports are the primary means by which Government Departments, organisations, and corporations formally communicate with their shareholders, investors, and the general public about the operations that took place during a financial year and its expected future direction. The Annual Report must be prepared by every government department each year as required by Section 4B of the Finance & Audit Act.

The Annual Report on Performance of the Department is a statutory requirement in accordance with Section 4B of the Finance & Audit Act. This present report provides a comprehensive report on performance and achievement throughout the period 2023/2024.

The greatest value of annual reports lies in that they provide a means of reflection on the overall performance of a department for a financial year. Moreover, through annual reports, a department also has an opportunity to better market itself and present its achievements and good performance to the general public.

### Components of the Annual Report:



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Registrar-General's Department

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## PART I – ABOUT THE REGISTRAR-GENERAL'S DEPARTMENT

The Registrar-General's Department (RGD) which operates under the aegis of the Ministry of Finance, Economic Planning and Development (MOFEPD) is the central agency for maintaining a repository of all documents that are registered including those pertaining to immovable property and movable property transactions. The principal objective of the Department is to register particulars of events accurately and without prejudice to make it available for inspection and delivery and to collect duties accordingly.

The RGD was established since 1804 during the French colonisation of Mauritius. It is administered by the Registrar-General who also acts as the Conservator of Mortgages, Receiver of Dues and the Authorised Officer for Campement Site and Campement Tax.



### VISION

- To be a pioneer in the registration domain in the region by adopting state of the art technology, thus improving the reputation of Mauritius as a world class eservice provider.

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## MISSION

- To bring on board an increasing number of professionals and citizens to embrace the end-to-end online services, which comprise of e submission, e taxation, any of the various modes of e payment now available, e registration and e delivery of registered documents, from anywhere provided internet is available.
- To adopt reforms for greater efficiency in collection of revenue and greater effectiveness of processes in line with global best practices for business facilitation.
- To keep abreast of the global developments in the fields of data management pertaining to properties and revenue collection.
- To have a more dynamic and highly productive work force made up of multi-skilled, innovative and dedicated officers.
- To sustain an innovative and conducive work environment for our staff and enable them to excel for our customers.
- To sustain, improve and further progress on our innovative path.



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## SUPERVISING OFFICER'S STATEMENT



I am pleased to submit the Annual Report of the Registrar- General's Department for the year 2023/2024, which turned out to be another successful year through which the Department has been steered with our commitment and dedicated efforts. This report provides an overview of the Department's performance, achievements and challenges faced during the review period.

It highlights our efforts towards enhancing revenue collection, improving customer service and strengthening our internal controls and governance systems. It also outlines the strategic objectives for the coming year and the initiatives we plan to undertake to achieve them.

During the year 2023/2024 the Department made significant progress in achieving its strategic objectives. Some of the key accomplishments which will be further elaborated in different sections of this report are mentioned below:

With respect to Revenue Collection, we have exceeded our last year's performance by a percentage of 12.4% with a total collection of 9.6 billion Rupees. This trend reflects a consistent rise in revenue collection over the last five years, growing from Rs 5,062,389 in 2019/2020 to a remarkable Rs 9,596,117 in 2023/2024.

Several key factors have contributed to this growth including effective revenue management, improved collection mechanisms, enhanced taxpayer compliance initiatives, staff development and performance among others.

To further improve our taxpayer services, our commitment to leveraging technology for enhancement of our system remained ongoing, a recent initiative being the integration of the MAUPASS Digital Identity System to our online module. We expanded our taxpayer awareness of new services by providing guidelines, uploading informative videos and implementing a chatbot on our website to streamline interactions with the public. We encouraged the taxpayer feedback mechanism available on our website, which has helped us to identify and promptly address areas of improvement in our services.



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We introduced a diverse range of online payment methods to improve the convenience and efficiency of tax payments for our customers. To emphasize our commitment to encouraging our online payments, we secured the collaboration of different providers to install dedicated payment booths on our premises, making the payment process more accessible to our customers. Although our online revenue collection for 2023/2024 represents only 5.43 % of our total revenue, these new initiatives led to a significant increase in our online payments, achieving a 600 % increase in online revenue collection as compared to the previous financial year.

Strengthening of our Internal Controls, Governance and Risk Management Systems also contributed to achieve reduction in errors and irregularities. The introduction of a new Unit, the Quality Assurance Unit, resulted in strengthening of our audit and enforcement activities allowing timely detection of duty and tax underpaid. An amount of Rs 1,415,645, representing 69 % of the amount underpaid was promptly recouped.

While recovery of arrears which date back decades continues to pose challenges, we have successfully achieved a significant reduction in arrears. The implementation of the Arrears Payment Scheme as an initiative to promote voluntary compliance has proven to be effective and during the year under review our arrears dropped down by 23 % compared to 3.7 % for the previous year.

Our presence in the media was broadened through targeted media outreach like participation at the CSU platforms, communication via GIS platform, display of communiqués on electronic boards of all Municipal Councils, tailored emails to specific stakeholder groups and coverage on the TV. Such activities have improved our ability to engage with the taxpayers and provide timely updates and information.

The most recent initiative of the Department is an additional Call Centre, contracted out to complement our inhouse existing one, to enable us to provide for 24/7 support to our customers. The aim is to improve response time for queries and reduce average waiting time for customer assistance, since we operate as an eService provider which allows submission of documents on a 24/7 basis.

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Over the last 5 years, we have fostered a culture of continuous improvement and professional excellence within the Department. In 2023/2024, we partnered with the Civil Service College and the SLO and prioritized staff development through a robust array of training programmes, aimed at enhancing skills, increasing efficiency and fostering professional growth, contributing to greater accuracy in revenue administration and improved service delivery.

2023/2024 also marks the 3<sup>rd</sup> consecutive year during which our teams have worked tirelessly and diligently to implement the Home Ownership and Home Loan Payment Scheme. Over the last 3 years, our role has expanded from a Revenue Collecting Department to a trusted Government Agency, responsible for the allocation of financial support to all those eligible under these schemes. Since the implementation of these schemes till the end of 2023/2024, we have made refunds available to over 40,000 beneficiaries.

Other notable initiatives include several innovative projects which the Department has successfully implemented, one of which was shortlisted as a finalist in the prestigious AAPAM Innovative Management Award competition which is renowned as a continent-wide award programme designed to recognize institutions and Ministries which have adopted innovative and home-grown approach to strengthen the delivery of public services. The project “Online One Stop Shop for Registration of Motor Vehicles with the process of Certificate de Gage integrated to it”, which aims at enhancing the taxation process by significantly improving efficiency and enhancing customer service, thus reinforcing our mission to optimize service delivery was submitted for this competition. Projects were evaluated on the basis of novelty, relevance, impact, replicability and sustainability.

Being shortlisted among all these countries underscores the project’s value and our Department’s commitment to excellence. The recognition of the project as a finalist highlights the Department’s dedication to innovation and our ongoing efforts to deliver impactful solutions for the public.

As I prepare to conclude my five-year tenure at the head of the RGD, I look back at the journey I have travelled, marked by significant milestones together. Our achievements demonstrate our commitment to delivering quality services to our stakeholders, improving revenue collection and promoting a culture of compliance and fairness. These major accomplishments are a testament to hard work, dedication and commitment.

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We have also faced challenges that tested our resilience; however, these challenges have strengthened us and taught us the lesson of innovation, resilience, adaptability and proactivity in an ever-changing landscape. I am proud of how we navigated these times together always keeping our mission in the forefront.

It has been an honour and a privilege to lead such a Department and serve our stakeholders. I would like to take this opportunity to express my deep thanks and gratitude to my parent Ministry, all my stakeholders and all my staff for their collaboration and contribution towards the success of our Department.

D. Hurrinag (Mrs)  
**Registrar-General**

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## ROLES AND FUNCTIONS OF THE DEPARTMENT

The Registrar-General's Department is divided into the following main sections:

### Registration

- To give a valid legal date to deeds/documents

### Land Registry

- To record and give publicity to Land Transactions and preserve Mortgages

### Valuation

- To collect revenue by levying additional duty and taxes on deeds/documents following reassessment

The Department has three main functions:

#### Registration

- Registration of particulars of deeds and documents presented by notaries, members of the legal profession, banks, financial institutions and the public among others, inclusive of deeds of transfer of vehicles.

#### Land Registry

- To record information regarding Land ownership and obligations and to give publicity , ensuring the safeguard of interests of creditors and of parties in sales and leases of immovable properties
- To give publicity to encumbrances on properties.
- to provide for search facility.

#### Valuation

- Follow up action after reassessment of values of immovable properties by the Chief Government Valuer, including representation before the Objection Unit and the Tax Appeal Tribunal.
- Collection of annual tax payable by campement site owners and campement owners.

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## Activities at the Department

- Registration of deeds and documents to give them a “date certaine” i.e, to make valid against third parties
- Collection of revenue through levy of duty, taxes and fees on:
  - Registration of documents
  - Issue of Certified Copies of Deeds
  - Administration of Campement Site and Campement Tax
  - Search in the land registry
- Administration of Land Transactions
  - Publication of Deeds related to land transactions make them enforceable against third parties.
  - Preservation of Mortgages.

## Key legislations under the responsibility of the Department

- i. The Registration Duty Act  
Provides for levying of duties and taxes on document according to its category.
- ii. The Land (Duties and Taxes) Act  
Provides for levying of the following taxes:
  - a. Land Transfer Tax
  - b. Tax on transfer of leasehold rights in State Land
  - c. Campement Site Tax
  - d. Campement Tax
- iii. The Road Traffic Act (in so far as it relates to registration of transfer of ownership of a motor vehicle or trailer)
- iv. The Transcription and Mortgage Act
- v. The Acquisitive Prescription Act 2018
- vi. Inscription of Privileges and Mortgages Act
- vii. The Campement Site Tax (Exemption) Regulations 1985
- viii. Regulations under sections 12 and 28 of the Investment Promotion Act (Smart City Scheme)
- ix. Regulations under sections 12 and 28 of the Investment Promotion Act (Property Development Scheme)

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## About Our People

### Human Resource Management Section

The key objectives of the Human Resource Management Section, that guide our efforts to foster a skilled, motivated, and efficient workforce include:

#### **Recruitment, Promotion and Retention:**

Recruitment is usually from a diverse pool of qualified candidates who are committed to public service and aligned with our organization's mission. This includes implementing strategic recruitment initiatives to fill critical roles and enhance employee satisfaction.

#### **Employee Development and Training**

We are dedicated to providing continuous professional development opportunities to enhance the skills and competencies of our workforce. This includes offering training programs, workshops, and on the job opportunities that align with our commitment to excellence in service delivery.

#### **Performance Management**

Our objective is to implement the established performance management system that encourages accountability, recognizes outstanding contributions, and facilitates constructive feedback. This system is designed to promote a culture of high performance and continuous improvement.

#### **Workplace Engagement and Well-Being**

We strive to cultivate a positive work environment that prioritizes employee engagement, well-being, and work-life balance. Initiatives focused on employee wellness and inclusions are essential to our goal of fostering a supportive workplace culture.

#### **Compliance and Ethical Standards**

As a Government Service Provider, ensuring compliance with labour laws and upholding ethical standards is paramount. We are committed to promoting a transparent and fair workplace that adheres to all regulatory requirements.

## Strategic Alignment with Organizational Goals

Our HR objectives are aligned with the broader goals of our Department as a revenue-collecting entity. By investing in our workforce, we enhance operational efficiency and service delivery, which ultimately contributes to our mission of maximizing revenue for the government.

Together, these objectives reflect our commitment to developing a high-performing, engaged workforce that is equipped to meet the challenges of public service and effectively contribute to our revenue-collection mandate.

## Organisational Structure

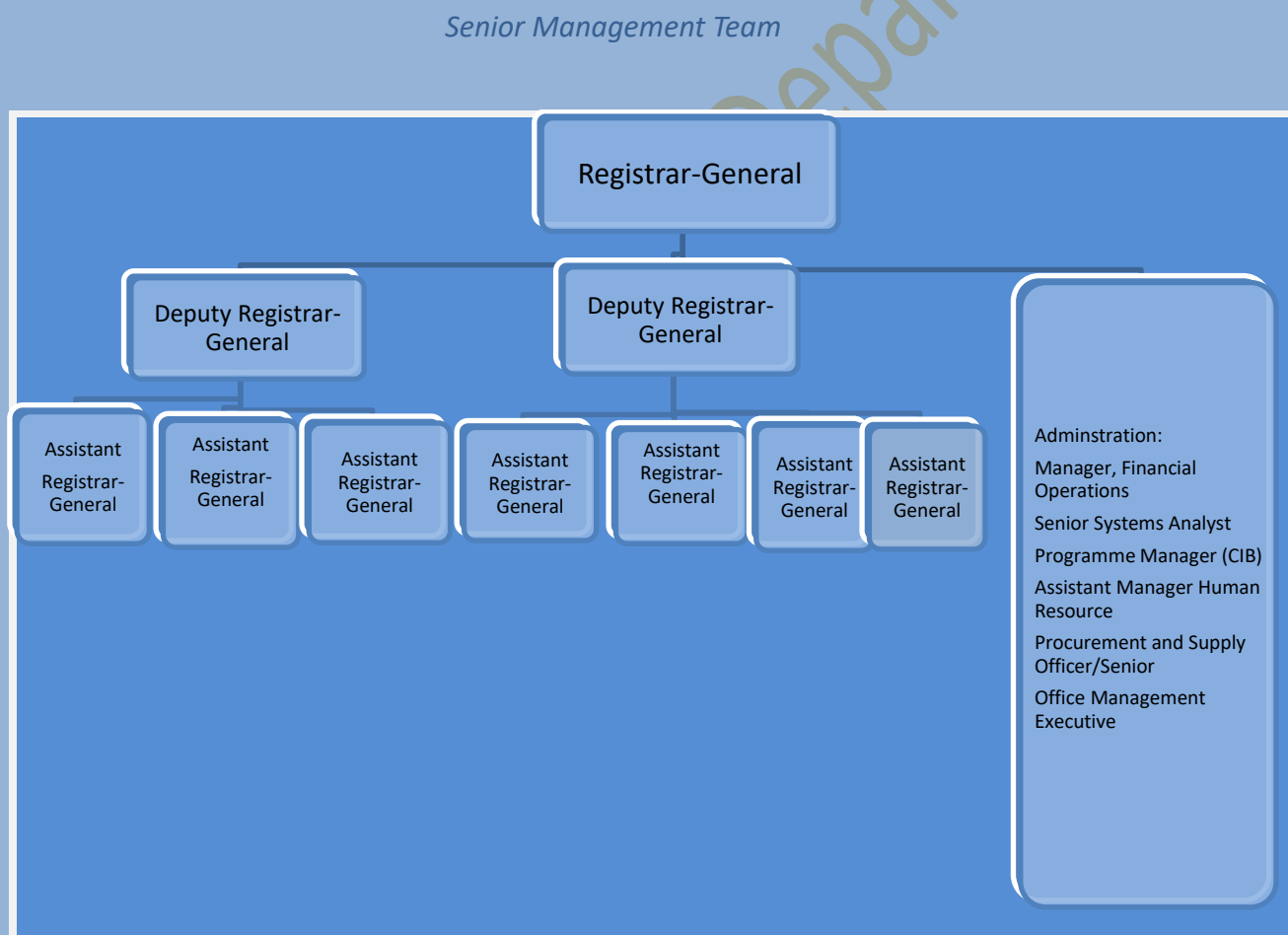


Figure 1: Top Management at RGD



## Organisational Structure of the department

Ministry	Department	Sections	Units	Address
Finance, Economic Planning and Development	Registrar-General's Department	Management	Management	6 <sup>th</sup> Floor, Emmanuel Anquetil Building, Port Louis
			RG Secretariat	
		Taxing Professional	Taxing	
			Confirmation Team	
			Help Desk/ Submission	
		Taxing Public	Taxing	
			Confirmation Team	
		Mortgage	Data Capture/ Verification	
			Erasure	
		Valuation	Reassessment	
			Objection Unit	
		Certified Copy Section		
		Finance	Revenue & Expenditure	
			Cashier's Office	
		HR Section		
		Procurement & Supply		
		Office Accommodation & Transport		
		IT Section		
		Registry		
		Quality Assurance Unit		
		Arrears Recovery Unit		

Figure 2: Sections and Units at RGD

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### *Staffing Structure in terms of Different Cadre*

The Registrar-General's Department comprises of the following cadres:

- Registration (Technical) Cadre
- General Service Cadre
- Finance Cadre
- Human Resource Cadre
- Procurement and Supply Cadre
- IT Cadre
- Internal Control Cadre (4 officers posted on a permanent basis)
- CIB Cadre (Programme Manager from CIB posted at the RGD)

It is important to highlight that during this financial year, we have successfully achieved further expansion of our Department through:

- (1) The integration of two additional personnel, namely, one ARG and another staff member from the Internal Control cadre to our Quality Assurance Unit. This enhancement not only strengthens our team's capacity but also boosts our overall effectiveness in maintaining high standards of quality assurance within our operations.
- (2) The successful arrangement for a staff of CIB Cadre, to join our RGD team in his capacity of Programme Manager. In this role, he will provide valuable advice and support to our Department to identify opportunities for enhancement through technology. Additionally, he will play a crucial role in managing and monitoring the progress of intricate projects, ensuring that we navigate the complexities effectively.

## Staffing Structure

Cadre	Grades attached to the Cadre	Remarks
Technical Cadre	<ol style="list-style-type: none"> <li>1. Registrar-General</li> <li>2. Deputy Registrar-General</li> <li>3. Assistant Registrar-General</li> <li>4. Principal Registration Officer/Chief Registration Officer</li> <li>5. Senior Registration Officer (Personal)</li> <li>6. Registration Officer/Senior Registration Officer</li> <li>7. Inscription &amp; Check Clerk</li> <li>8. Copyist &amp; Check Clerk</li> </ol>	
General Service Cadre	<ol style="list-style-type: none"> <li>1. Office Management Executive</li> <li>2. Office Management Assistant</li> <li>3. Confidential Secretary</li> <li>4. Management Support Officer</li> <li>5. Word Processing Operator</li> <li>6. Head Office Auxiliary</li> <li>7. Office Auxiliary/Senior Office Auxiliary</li> <li>8. Driver</li> </ol>	
Finance Cadre	<ol style="list-style-type: none"> <li>1. Manager Financial Operations</li> <li>2. Assistant Manager Financial Operations</li> <li>3. Principal Financial Operations Officer</li> <li>4. Financial Officer/Senior Financial Officer</li> <li>5. Assistant Financial Officer</li> </ol>	
Human Resource Cadre	<ol style="list-style-type: none"> <li>1. Assistant Manager Human Resource</li> <li>2. Human Resource Executive</li> </ol>	
Procurement & Supply Cadre	<ol style="list-style-type: none"> <li>1. Procurement &amp; Supply Officer/Senior Procurement &amp; Supply Officer</li> <li>2. Assistant Procurement &amp; Supply Officer</li> </ol>	
IT	<ol style="list-style-type: none"> <li>1. Programme Manager</li> <li>2. Senior Systems Analyst</li> <li>3. Systems Analyst</li> <li>4. Computer Support Officer</li> </ol>	(CISD & CIB Officers)
Internal Control	<ol style="list-style-type: none"> <li>1. Assistant Manager Internal Control</li> <li>2. Assistant Registrar general</li> <li>3. Internal Control Officer/Senior Internal Control Officer</li> <li>4. Principal Registration Officer/Chief Registration Officer</li> </ol>	(Officers from Ministry of Finance)

Figure 3: Cadres and Grades at RGD

## Key Manpower Training/Development

Employee training and development help employees become better at their jobs and overcome performance gaps that are based on lack of knowledge or skills. It is also important for succession planning as it helps to identify high-performance employees and then assists those employees with the development of the knowledge and skills they need to advance into more senior roles.

Figure 4: Training Year 2023/2024

Training	No of Officers	Remarks
Training programme on Organizational Behaviour	60 from all grades	In collaboration with CSCM & SLO
Training on Interpretation of Laws for implementation of Duties and Taxes	50 Technical staff ARG & PRO/CRO	In collaboration with CSCM
Training/ knowledge sharing on Erasure and preparation of certificates	10 officers (ARG, PRO/CRO)	Training provided by a DRG
In-House Knowledge sharing on Data Capture	Officers of the Mortgage section	Knowledge sharing by staff proceeding on retirement
Training Course on Advanced Microsoft Excel	5 officers (ARG & Finance Section)	Run by CSCM Sponsored by the RGD
Training Course on Government Asset Register	2 officers from Office Accommodation section	Organised by CSCM Sponsored by the RGD
Training Course on First Aid	5 officers from the Department	Organised by CSCM Sponsored by the RGD
Training on Fire Safety and Fire Risk Management for Members of the Fire Warden Team	2 officers from the Department	Organised and sponsored by MPSAIR
Training on Managing Risk at the Workplace.	2 officers from the Department	
Training Programme on OSH Management System for members of the OSH Steering Committee	2 officers from the Department	
Training Programme on Safety and Health in the workplace for MSOs	10 MSOs	
Training Programme on Safety and Health in practice for OA/SOAs	3 OA/SOA	
Induction course for OA/SOA	1 OA/SOA	
Training Professional Development Programme for OA/SOA	2 OA/SOA	Run by CSCM and sponsored by MPSAIR
Practical training on safe use of Fire Extinguishers to the Fire Fighting Team	18 officers	Conducted by the MFRS
G. <b>Online courses</b> on the iTrain Platform of the CSCM regarding the modules: Leadership Skills – Analytical Skills/Problem Solving Skills course.	10 officers	Run by CSCM and sponsored by the RGD
H. Training Programme on Oracle 19C Administration	1 SSA	Course organised by CISD
I.Training Programme for AFOOs	6 AFOOs	Course organised by MOFED

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As illustrated in Figure 4, a wide variety of training programs were made available throughout the previous financial year. This diverse selection of training opportunities reflects the organization's commitment to fostering employee development and enhancing skills across different areas. These programs catered to various needs and interests, ensuring that employees had the chance to engage in continuous learning and professional growth.

For year 2023/24, the Registrar-General's Department was allocated an amount of Rs 200,000 for the conduct of Training. Accordingly, officers were nominated as per training needs identified through a training needs analysis by the Training Committee and the respective Heads of Sections/Departments, also taking into consideration requests for training made by staff during the performance appraisal exercise.

Following discussions held and in collaboration with the Civil Service College Mauritius (CSCM), a training programme was conducted in house on 14 and 15 March 2024, on Organizational Behaviour, for two batches of 30 officers in the grade of Registration Officer/Senior Registration Officer, Human Resource Executive, Management Support Officer, Procurement and Supply Officer/Senior Procurement and Supply Officer with a view to upgrading the skills and knowledge and enhance attitudes at work.

Furthermore, 50 officers in the grades of Assistant Registrar General and Registration Officer/Senior Registration Officer attended training on Interpretation of Laws for implementation of Duties and Taxes on 16 and 17 April 2024 with a view to upgrading their knowledge on the matter.

Moreover, 10 officers were given access to follow online courses on the iTrain Platform of the CSCM regarding the modules: Leadership Skills – Analytical Skills/Problem Solving Skills course.

18 officers of the Department followed a practical training on safe use of Fire Extinguishers to the Fire Fighting Team conducted by the MFRS. 4 officers from the Finance Cadre and one ARG were nominated for the Training Course on Advanced Microsoft Excel in the months of February to May 2024. 2 officers from the Office Accommodation section followed a Training Course on Government Asset Register on 24 and 25 April 2024. 5 Officers were nominated for Training Course on First Aid in the months of March, April and May 2024 respectively.

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In addition, in house training/ knowledge sharing on Erasure was organised and delivered by a Deputy Registrar General in February 2024 for 10 officers of the Registration Cadre.

Officers of the General Services Cadre as well as Office Auxiliary Cadre were provided with training on Safety and Health in the Workplace and in practice, training on Fire Safety and Fire Risk Management for Members of the Fire Warden Team and Capacity building and Capacity Development Training programs which were sponsored by the Ministry of Public Service, Administrative & Institutional Reforms.

Officers in the grade of Assistant Financial Operations Officer followed the Training Programme organised by the Ministry of Finance, Economic Planning and Development.

Furthermore, in compliance with provisions of the Occupational Safety & Health Act (OSHA) Legislations, 2 officers were provided with one-day training on Managing Risk at the Workplace.

### Gender Policy Statement

At the RGD, we recognize that a diverse workforce is essential for our progress and success. Currently, our Department has a significantly higher representation of females, as depicted in the table below and we acknowledge their contribution.

### Gender Distribution

The gender distribution of human resources at the Registrar General's Department is as follows:

Categories	Male	Female
Top Management	-	1
Middle Management	23	42
Support and Others	26	65
Total	49	108

*Figure 5: Gender Distribution at RGD*

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Our adherence to established policies like the Sexual Harassment Workplace Policy, Risk Management Policy, Safety and Health Policy and Anti-Corruption Policy clearly indicates that our commitment to gender equality extends to beyond representation.

We strive to promote a supportive and collegial environment where all employees, regardless of gender feel, valued and empowered. Our Gender Cell participates in all relevant meetings of the Gender Mainstreaming Committee to ensure we are aligned with all public sector initiatives. Furthermore, my designation as a panellist for the “Inspire Inclusiveness” Debate, organized by the MIOD in celebration of International Women's Day, serves as a clear testament to the significance we place on promoting inclusivity. I seized the opportunity to contribute to the ongoing dialogue surrounding inclusiveness and to advocate for a future where everyone, regardless of their background, can participate fully and equitably in society.

Such involvements allow us to stay informed about current policies, programs, and best practices, enabling us to effectively contribute to and implement gender equity measures within our Department to promote:

- **Equal Opportunities**

We ensure that all employees have access to training, and career advancement opportunities to foster a more inclusive environment.

- **Work-Life Balance**

We support policies and practices that enable a healthy work-life balance, recognizing the diverse needs of our workforce, including flexible work arrangements and leave to take care of children, parents or other family members.

- **Professional Development**

We prioritize professional growth for all team members, with a focus on creating initiatives that encourage not only self but also leadership development.

- **Safe and Respectful Workplace**

We remain committed to providing a secure and safe work environment that complies with all safety norms and regulations for our internal as well as external customers. We also maintain a zero-tolerance policy toward discrimination and harassment, fostering a culture of respect, collaboration, and open communication.



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### Work-From-Home Scheme

The work from home scheme which was introduced at the Department since 2021 to ensure business continuation during the pandemic was renewed during the last financial year. It is to be noted that the RGD operates end to end e-processes and its customers are allowed to submit documents on a 24/7 basis. Hence, the, working from home on alternate weeks on a roster basis on has proved to be very helpful not only to maintain the entries up to date but also to effect full cycle testing during the night, whenever there is a disruption, whether at the level of the network or the system.

Pending the filling of vacancies at the operational level, which impacts the output, the productivity was compensated by the additional volume of work performed by the work from home team.

It has also spared the Office and its stakeholders the inconvenience of delaying the service by several hours in the morning pending the completion of full cycle testing to ensure that the system is up and running. Therefore, as a Service Provider, this Office resorted to maintain a hybrid work model involving 42 % of the technical cadre, excluding those at management level.

### Workforce Planning including Succession Planning

The staffs of the Department are posted in different sections taking into account their skills, knowledge, aptitudes and experience in a particular unit with a view to foster a versatile and multi skilled workforce.

Given that most tasks are executed by teams of staff, we encourage the development of a strong team spirit among all members and a sense of commitment to the organisation. During brief absences, staff replacements are implemented with the aim of maintaining the smooth operation of the Department and providing opportunities for the senior most ones to gain practical experience.

In view of the past retirements and those anticipated in the near future, Succession Planning has become a key priority for the RGD. This initiative focuses on enhancing staff skills and competencies, giving them the opportunity to fill the knowledge gaps, to enable them scale up to effectively assume the roles and responsibilities of retiring employees or those promoted to higher positions.

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Two Deputy Registrar-Generals have been assigned to oversee the smooth running of two main sections of the Department each while an Assistant Registrar-General is empowered to manage the daily activities of a section each and ensure the efficient operation of their respective section.

In the absence of the Registrar-General, who also fulfils the role of Conservator of Mortgages, the most senior Deputy Registrar-General is assigned for her replacement. This arrangement ensures the uninterrupted provision of services while allowing the Deputy to gain valuable experience for higher responsibilities in future.

Similarly, when a Deputy Registrar General or an Assistant Registrar General are not present, the next highest-ranking staff member in the hierarchy is assigned the higher responsibilities in accordance with the PSC regulations.

Management Meetings, involving the Registrar-General, all Deputy Registrars-General and Assistant Registrars-General, are regularly convened, where issues pertaining to different sections of the Department, be they legal, managerial or policy are discussed.

In each management meeting, brainstorming plays a crucial role in facilitating collaborative decision-making. This approach not only enhances effective succession planning but also facilitates sharing of knowledge among management team members.

Regular meetings are also held with the Trade Union where issues are discussed and solutions are identified in the superior interests of the Department. This has brought about a convivial atmosphere of trust and understanding in the office.

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## Health, safety and Welfare of Staff – Work-Life Balance

In accordance with legal and regulatory obligations, the Registrar-General's Department remains dedicated to maintaining a high level of safety and health in all its business operations, to the extent that it is reasonable. The Department adheres to the Safety and Health Policy, which is designed to provide a safe and healthy workplace, work practices, and equipment for its employees.

During the last financial year, the Health and Safety Committee held meetings every two months to look into safety and health issues across all units of the Department. The recommendations and proposals were given prompt attention so as to ward off any risk to the safety and health of officers. In this connection, as mandated for the Fire Certificate, provisions have been made to install an automatic fire suppression system in our diverse archive sites, which have been further extended recently. Additionally, the Finance and Cash Counter areas will undergo renovations to ensure the proper segregation of cash counters for enhanced security, to comply with the Safety and Health requirements regarding fire safety.

The Department is dedicated to supporting our Human Resources, which plays a crucial role in ensuring that we successfully achieve our goals and objectives. We continue to prioritize the well-being of our staff by providing ergonomic furniture and in view of the recent creation of new Units at the Department and our intention to accommodate additional personnel for these Units, we have made provisions to expand the Department's physical layout to meet the space requirements outlined in the Safety and Health Act.

While prioritizing the well-being of our employees, we also protect the interests of the Department. Importantly, we do this without compromising the quality of service we provide to our customers. By fostering a harmonious balance between employee satisfaction and operational effectiveness, we aim to create an environment where all stakeholders benefit, and our service delivery maintains the required standard.

Our involvement in the initiatives organized by the Public Officers Welfare Council is a consistent aspect of our efforts, and this is undertaken in partnership with the RGD Staff Welfare Association. Together, we regularly engage in various activities aimed at enhancing the well-being of public officers and promoting mutual welfare among staff members.

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## Part ii – HIGHLIGHTS OF OUR KEY MILESTONES, ACHIEVEMENTS AND PROGRESS

As we look back on the past year, we are pleased to present a summary of the key milestones we have reached, the achievements we have accomplished and the progress we have made as positive outcomes of our strategic initiatives.

**Among the projects we have initiated, those which have already been implemented include:**

- Setting up of a Quality Assurance Unit, manned with 1 Officer of the Internal Control Cadre, supported by 1 RGD staff pending the allocation of additional staff from both sides.
- Securing the posting of a Programme Manager from the CIB, at the RGD to oversee the implementation of projects in view of the complexity of our IT Projects.
- Setting up of an Arrears Recovery Unit, with 5 attorneys of the SLO, supported by our staff pending the completion of a tender exercise to be launched for the recruitment of an attorney dedicated to the RGD.

*The above-mentioned initiatives contributed to the Department's growth, resulting in the establishment of two additional units and one additional position, which have not only expanded the Department's scope but also enriched its structure through the creation of additional posts, increased opportunities for promotion, and improved the administrative capabilities.*

- Establishment and Publication of our Risk management Policy and Framework on our website in based on the essence of the '**ISO 31000- Risk Management**' and best international practices.
- Publication of our Indicative Annual Procurement Plan on our website in line with the PPO Act.

*The above initiatives confirm the Department's strict adherence to required policies, and through this commitment, it has achieved a strengthened organizational framework, enhanced accountability, increased transparency, improvements in overall performance and improved stakeholder trust.*

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- Setting up of a counter on our premises for the issue of Certificate de Gage with the collaboration of the FSC and the NLTA, with respect of vehicles which had been impacted by the flood.

*This initiative not only highlights the cooperative spirit of our Department, but also underscores the importance of interoperability between Government Agencies and strengthens the trust placed in our organization to assume additional responsibilities in situations of crisis.*

- Extension of Search hours for online search from 8 am to 10 pm without amendment to search fees.
- Development of an Electronic Register for Interdict Persons for consultation by specific stakeholders as the law prescribes.
- Extension of MAUPASS, a unique identifier for Corporates to access our online system, project for which we were selected in view of the digital status of our operations.
- Extension of payment via Direct Debit Facilities to additional stakeholders, namely motor vehicle dealers.
- Implementation of the Instant Payment Scheme (IPS) following its development integration to the MERS, to facilitate our customers, a project which we were again selected to pilot in view of the digital status of our operations.
- Setting up of Booths to initiate our customers to payment via their apps in collaboration with several institutions.
- Integration of a Chatbot on the RGD website, project which we were selected to pilot in view of the digital status of our operations.
- Integration of MAUPASS, a unique Identifier for Individuals who access our online system, project for which we were selected.

*These above-mentioned initiatives clearly demonstrate our unwavering commitment to innovation, aiming not only to enhance service efficiency but also to create a more seamless and user-friendly experience for our customers. By actively seeking out new solutions and embracing modern practices, we are dedicated to continuously improving our services and*

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*facilitating better interactions with our stakeholders. This approach not only streamlines our operations but also reinforces our concern to put our customers' needs at the forefront.*

- Implementation of One Stop Shop for Registration of Motor Vehicles following successful development with the collaboration of several institutions for the sharing of data through the Info Highway. This project led to another key accomplishment shortly after its implementation, namely the integration of the process of issue of “Certificat de Gage”, so far carried out by the NLTA. This project was successfully completed within an exceptionally short time frame and provision has been made in our legislation to further extend it in due course.

*The above-mentioned initiative can be qualified as a significant milestone in enhancing customer service by markedly reducing service times and facilitating effective real-time data sharing among various Government Bodies and sparing customers the inconvenience and time lost in physically visiting multiple institutions before submitting their deeds for registration at the RGD.*

*This initiative not only allows the RGD to gather accurate data from the source, fostering transparency, but it also mitigates the risk of forgery. Ultimately, these improvements position the RGD as a trusted and reliable service provider, reinforcing our commitment to excellence in customer service.*

**Projects which have been initiated and are underway include:**

- Tender to hire the services of an attorney to head our arrears recovery unit.  
It is to be noted that this bidding exercise has been successful after six prior unsuccessful attempts. This initiative aims at providing us with the legal expertise to enhance our arrears recovery strategy, thus reinforcing our efforts improve our outstanding debts.
- Launching of tender for securing a consultancy team to assess and revamp our system the MERS.

*It is to be noted that this bidding exercise has been successful after two prior unsuccessful attempts Given that it is already a decade since the Registrar-General's Department is operating the Mauritius e-Registry System, which internal operations and introduced public online services and the system has been continuously enhanced*

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*through improvements in hardware, software infrastructure and functionalities, capacity and scalability over the past decade, RGD has undertook to hire the services of a consultancy team to conduct a comprehensive assessment of the Mauritius e-Registry System. This assessment is underway and the recommendations are due next March.*

- Enhancement of the search online module to provide for e vouchers.

*This initiative aligns with our policy to enhance services for our stakeholders by enabling them to make payments and conduct searches online, thereby eliminating the need for them to visit the office in person. The development is underway*

- The Movable Property Registry System, (MPRS) proposed by the World Bank with the EDB as facilitator.

*The project appears to be taking longer than anticipated due to significant legislative amendments needed and the involvement of multiple key stakeholders. Given the complexity of the project, additional time is necessary for consultation and analysis before initiating the tender process. The first draft of the amendment has been submitted, and consultations are currently underway. The project will be carried over to the next financial year for continuation.*

- Establishment of a DR site.

*Digital processes have been in operation since 2014, yet a Disaster Recovery System has not been established. Although efforts to address this began in 2020 and various options were considered, none were ultimately retained as at the end of this financial year. Considering the significant volume of transactions hosted by the system, the importance of the contracts and the system's critical role in serving the entire country, the project will be carried forward to the next financial year. Provisions will be made to fund a preliminary study which aims to produce an initial report, namely a Reduced Infrastructure Report that will outline a simplified framework for designing and implementing effective disaster recovery architecture.*

As we conclude this overview of our achievements, we are proud of the progress we have made, acknowledging the efforts of our team and stakeholders whose contribution made these



achievements possible. We look forward to building on this momentum in the coming year and to continuing this trajectory of success for our organization.

### Transformation Implementation Committees – Key Performance Indicators

In accordance with Circular Letter No. 40 of 2021 from the Ministry of Public Service, Administrative and Institutional Reforms, pertaining to approved Key Performance Indicators for Financial Year 2023/2024 for Ministries and Department, hereunder are the status:

SN	KPI	STATUS
1.	Implementation of an enhanced system to speed up registration of motor vehicle	The project has been implemented successfully except that the issue of (i) certificat de gage and (ii) Horsepower certificate after change of ownership is still effected manually by the NLTA

Figure 6: Implementation of Key Actions

Implementation plan to address shortcomings identified by the Director of Audit

This Department has devised plans according to the recommendation of the Director of Audit to mitigate the shortcomings highlighted in the Audit Report for Financial Year 2023/2024

SN (DOA REPORT Ref)	ISSUE	Proposed action plan	Unit/Agencies responsible	Status of action taken
9.4.1	<b>Improving Service Delivery</b> <ul style="list-style-type: none"> <li><b>Limited accessibility to the Online Search</b></li> </ul>	Provision of 24/7 service  Implementation of an online search voucher	RGD  RGD	Development to provide 24/7 service has been completed and successfully tested.  Development of an online search voucher has been completed and is currently being tested.  The project has been implemented successfully

<ul style="list-style-type: none"> <li><b>Delay in Implementation of an Online One - Stop - Shop</b></li> </ul> <p><b>Follow up of matters Raised in the Audit Report 2021-2022</b></p> <ul style="list-style-type: none"> <li><b>Slow recovery of debts</b></li> <li><b>Inadequate Follow up of Debtors</b></li> <li><b>Cases Pending at the Assessment Revenue Authority (ARC)</b></li> <li><b>Loss of Revenue due to delays in Reassessment/ Revaluation</b></li> </ul>	<p>some data required in the process of online registration from other institutions was not available in digital form. These institutions will be requested to expedite the digitalization of their data.</p>	RGD	<p>except that the issue of (i) certificat de gage and (ii) Horsepower certificate after change of ownership is still effected manually by the NLTA</p>
		RGD	<p>Write off of Rs 71 M has already been processed and action is being initiated for the write off of other irrecoverable debts.</p>
		MRA	<p>Awaiting MRA to initiate procedures for recovery</p>
		RGD	<p>Removal in discrepancy - Completed Status of MeRS updated</p>
		RGD	<p>Payment of Rs 249,975 has been effected out of the Rs 1.9 M</p>

Figure 7 Shortcomings Highlighted by DOA

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## Risk management, citizen-oriented initiatives and good governance

The RGD operates as a customer-focused public organization, emphasizing the importance of effective risk management, citizen engagement, and good governance in its operations. Upon entering the Department, visitors are greeted with a comprehensive display outlining the various offices and services available, ensuring transparency and ease of access to information. This approach not only enhances public awareness but also aligns with principles of good governance by fostering an environment where citizens can easily navigate the services they require.

The Department has implemented a Queue Management System (QMS) at the service counter to manage customer flow by distributing tickets to visitors, ensuring an orderly and timely process for service delivery and also mitigating potential risks associated with overcrowding or service delays. Our spacious waiting area with seating facilities and prominently installed screens, gives a good view on the numerical display coupled with voice to text announcement which allow customers to follow the progress of tickets numbering. This prevents grouping in front of the serving counters, thus ensuring good governance on the principle of first come first serve. In addition to the EQMS system, the promotion of online submission and online payment options has significantly contributed to reducing the number of visitors on our premises.

The Safety and Health Committee in the Department is chaired by a senior technical officer and includes a Trade Union representative as a member. We address all health and safety matters with fairness and transparency, which is part of our commitment to providing a safe and supportive work environment as mandated by the MPSAIR.

To ensure the effective implementation of the risk management framework, staff members designated as risk owners are provided with the opportunity to undergo specialized training in risk management to equip them with essential knowledge and skills, enabling them to identify, assess, and mitigate risks effectively within their respective areas of responsibility. This initiative also reinforces the Department's commitment to maintaining robust risk management practices throughout the organization.

In conclusion, these measures illustrate the RGD's dedication to fostering transparent engagement with the public while adhering to best practices in governance and risk management. By implementing these initiatives, the RGD enhances service delivery and simultaneously strengthens public trust and confidence in government operations.

## Performance Analysis

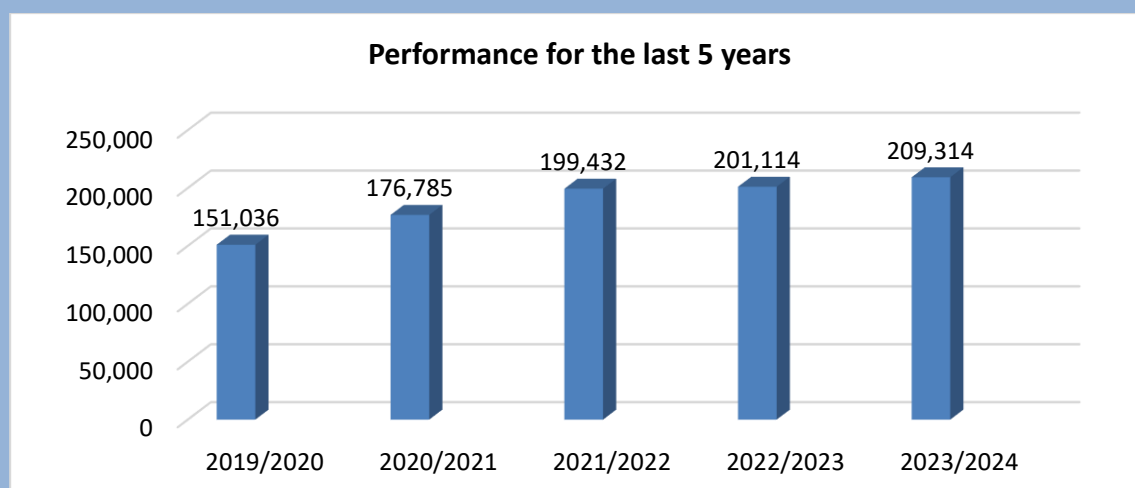


Figure 8: Number of documents registered 2019/2020 - 2023

The figure above displays our actual performance in terms number of documents registered at the Department for financial 2023/2024 in comparison with the four previous financial years. The figures depict a steady increase in the number of documents registered at the level of the Department which has contributed to a substantial increase in revenue collected as tabulated below.

### Revenue Collection for Financial Year 2019-2020 to 2023-2024

Financial Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	Rs(Million)	Rs(Million)	Rs(Million)	Rs(Million)	Rs(Million)
Recurrent Taxes on Immovable Property	7.98	2.78	3.24	2.29	2.70
Other Non-Recurrent Taxes on Property	45.23	25.11	30.13	38.12	89.86
Taxes on Financial and Capital Transactions	5,009.18	5,636.18	6,992.77	8,371.99	9,375.44
Administrative Fees	-	-	121.09	124.09	128.12
<b>Total Revenue from Property Income and other Sources</b>	<b>5,062.39</b>	<b>5,664.07</b>	<b>7,147.23</b>	<b>8,536.49</b>	<b>9,596.12</b>

Figure 9: Revenue Collection 2019/2020-2023/2024

The table displays the total revenue collection from property income and other sources over the past five years, from 2019-2020 to 2023-2024.

## Evolution of Arrears from Financial Year 2019-2020 to 2023-2024

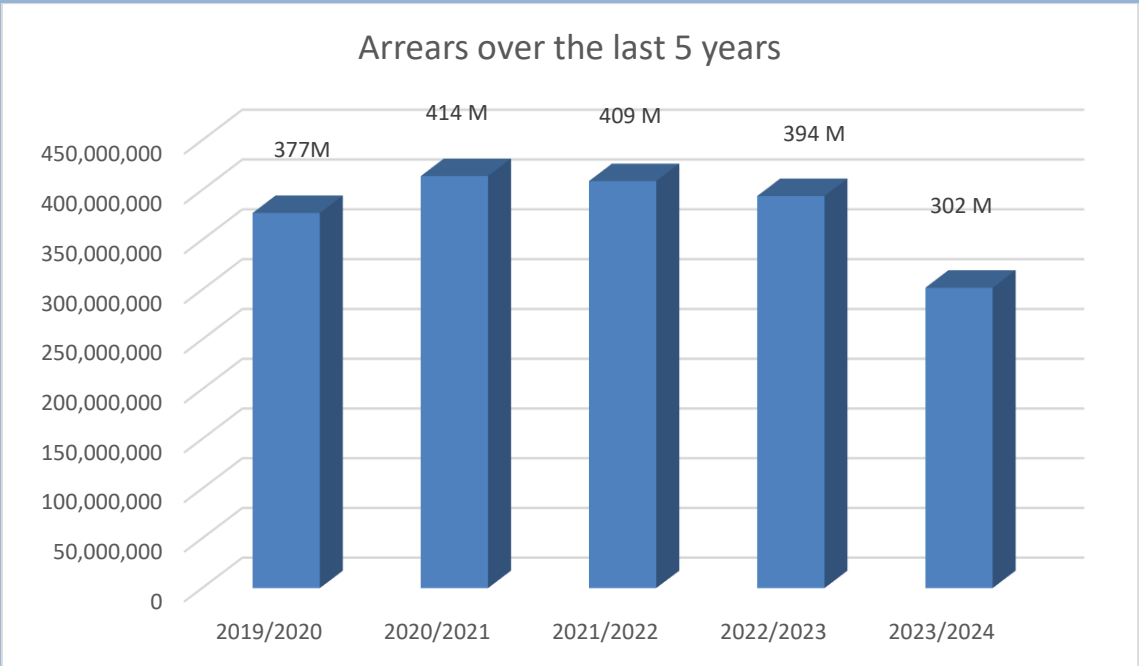


Figure 10: Arrears of Revenue 2019/2020-2023/2024

The figure presented above illustrates the progression of our outstanding arrears over the past five years. Addressing these arrears has consistently posed a challenge for us, particularly since a substantial portion of them dates back several decades. Nonetheless, our recent initiatives have led to a notable improvement in this area.

Specifically, we have seen a gradual reduction in the percentage of arrears: from a decrease of 1.2% in the 2021/2022 fiscal year, followed by a more significant decline of 3.7 % in the 2022/2023 period, culminating in a remarkable decrease of 23% for the 2023/2024 fiscal year.

This gradual yet consistent progress underscores the effectiveness of our strategies in managing and recovering outstanding debts.

## Part iii – Financial Performance

### Financial Highlights

For the Financial Year 2023/2024, disbursement of funds was made from Vote 7-6 “Registrar General’s Department”.

The Total Voted Provision for Financial Year 2023/24 was Rs 166.5 Million and was allocated as follows:

Recurrent Expenditure: Rs 121.5 Million

Capital Expenditure : Rs 45.0 Million

### Analysis of major changes

#### Analysis of Major changes for Years 2022/23 and 2023/24

Expenditure Category	Voted Provision (Rs Million)	Actual Expenditure (Rs Million)	Voted Provision (Rs Million)	Actual Expenditure (Rs Million)
	2022/2023	2022/2023	2023/2024	2023/2024
Compensation of Employees	92.90	84.39	93.10	88.71
Goods and Services	23.60	18.76	28.40	25.30
Acquisition of Non-Financial Assets	39.80	6.27	45.00	10.00
<b>Total</b>	<b>156.30</b>	<b>109.42</b>	<b>166.50</b>	<b>124.01</b>

Figure 11: Expenditure 2019/2020-2023/2024

The Total Expenditure incurred in Financial Year 2023/2024 was Rs124.00 Million compared to Rs 109.42 Million in Financial Year 2022/2023.

The increase in expenditure mainly under Expenditure Category “Compensation of Employees” is due to payment of yearly salary increment, salary compensation and increase in travelling allowances to staff of the Registrar General’s Department.

## Statements of Revenue and Expenditure

The Preparation of the Statement of Revenue and Expenditure is based on information extracted from the Treasury Accounting System (TAS)

Revenue	2022-2023 Actual (Rs Million)	2023-2024 Estimates (Rs Million)	2023-2024 Actual (Rs Million)
Recurrent Taxes on Immovable Property	2.29	5.00	2.70
Other Non-Recurrent Taxes on Property	38.12	85.00	89.86
Taxes on Financial and Capital Transactions	8,371.99	9,966.00	9,375.44
Administrative Fees	124.09	132.00	128.12
<b>Total Revenue from Property Income and other Sources</b>	<b>8,536.49</b>	<b>10,188.00</b>	<b>9,596.12</b>

Figure 12: Statement of Revenue 2019/2020-2023/2024

An increase of 12.4% was recorded in Total Revenue Collection in Financial Year 2023/2024, compared to Financial Year 2022/2023, with a Total collection of Rs 9.60 Billion representing 94% of the Total Estimates for the Year.

The above increase is reflected mainly under Taxes on Financial and Capital Transactions, from Rs 8.37 Billion in 2022-2023 to 9.38 Billion in Year 2023-2024. This is explained by an increase in number of transactions registered.

### Analysis of Revenue Collections

- Revenue Growth:** The revenue has consistently increased each year, showing a positive trend.
- Significant Growth Periods:** The largest percentage increase occurred between 2020-2021 and 2021-2022, with a growth rate of approximately 26.2%. This suggests a major boost in revenue.
- Consistent Performance:** The trend shows that revenue collection has been steadily growing, reaching its peak in 2023-2024 at Rs 9,596,117. This growth is indicative of effective revenue management.
- Implications for Future Projections:** If the trend continues, revenue is likely to keep growing in subsequent years, though the growth rate might stabilize or fluctuate based on economic and policy factors.



## Statement of Expenditure

	2022-2023 Actual (Rs Million)	2023-2024 Estimates (Rs Million)	2023-2024 Actual (Rs Million)
Compensation of Employees	84.39	93.10	88.71
Goods and Services	18.76	28.40	25.30
Acquisition of Non-Financial Assets	6.27	45.00	10.00
<b>Total</b>	<b>109.42</b>	<b>166.50</b>	<b>124.01</b>

Figure 13: Statement of Expenditure 2023/2024

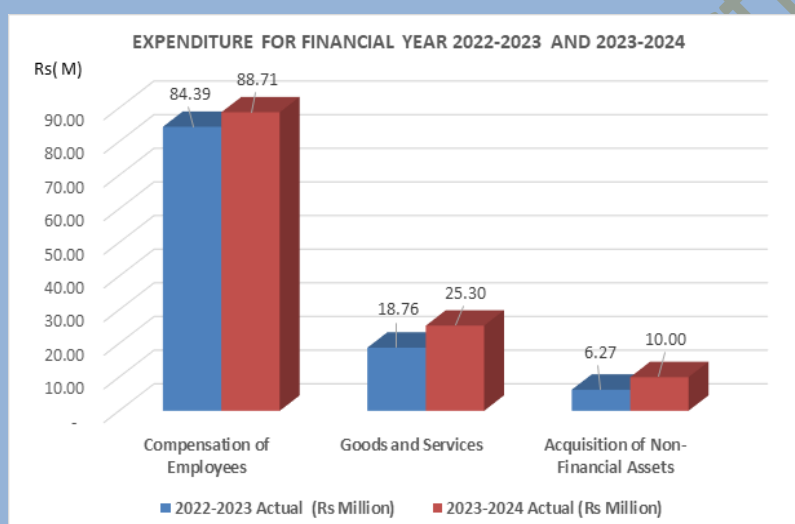


Figure 14: Expenditure 2023/2024

## Analysis

### Growth in Expenditure:

- Total expenditure grew by **13.33%** from 2022-2023 to 2023-2024.
- Acquisition of Non-Financial Assets saw the highest percentage increase (**59.49%**), followed by Goods and Services (**34.84%**) and Compensation of Employees (**5.11%**).

### Refund under the Home Ownership Scheme and Home Loan Payment Scheme

As from 2021/2022 till date, the role of RGD has expanded be responsible for the distribution of financial assistance under the Home Ownership Scheme and Home Loan Payment Scheme

The table below shows refunds under Home Ownership and Home Loan Payments over three financial years: 2021-2022, 2022-2023, and 2023-2024.

	2021-2022	2022-2023	2023-2024
	Rs (M)	Rs (M)	Rs (M)
<b>Home Ownership Scheme</b>	837.00	1,370.00	1,473.50
<b>Home Loan Payment Scheme</b>	116.00	353.90	301.20
<b>Total Refund</b>	<b>953.00</b>	<b>1,723.90</b>	<b>1,774.70</b>

Figure 15: Refunds under HL and HO Schemes 2021/2022 to 2023/2024

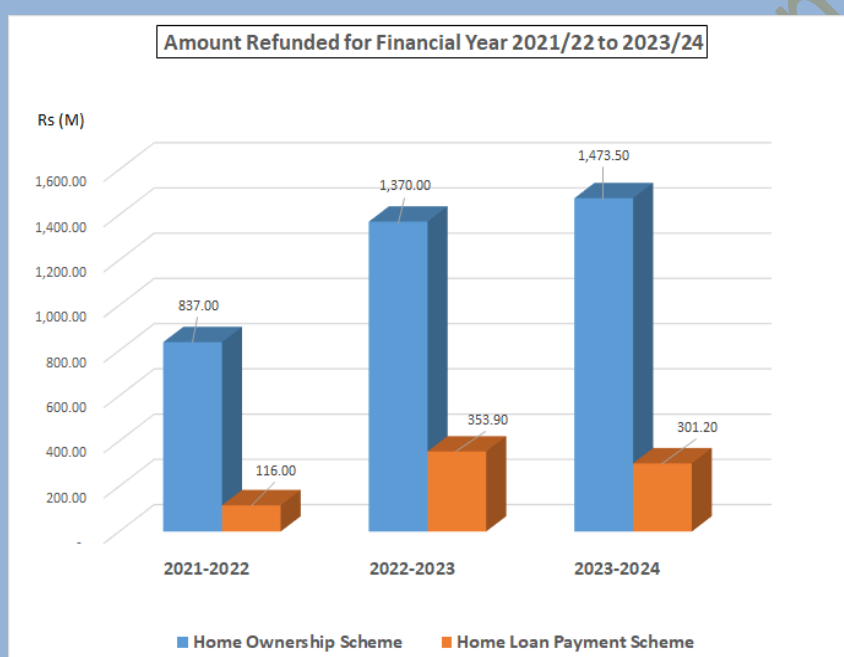


Figure 16: Amount Refunded for Financial Year 2021/2022 to 2023/2024

#### Analysis:

1. **Significant growth** in both schemes between 2021-2022 and 2022-2023, especially for the Home Loan Payment Scheme which saw a **205% increase**.
2. A decline in refunds for both schemes in 2023-2024, with the **Home Loan Payment Scheme dropping by 15%**.
3. The **total refunds increased by 3%** from 2022-2023 to 2023-2024.

## Number of Beneficiaries under the Home Ownership Scheme and Home Loan Payment Scheme (2021/22 - 2023/24)

As of the end of the current financial year, more than 40,000 beneficiaries have received refunds through these two schemes, as detailed in the table below.

	2021/22	2022/23	2023/24
Home Ownership Scheme	6,095	9,407	10,578
Home Loan Payment Scheme	2,668	7,162	5,425
TOTAL	8,763	16,569	16,003

Figure 17: Number of Beneficiaries

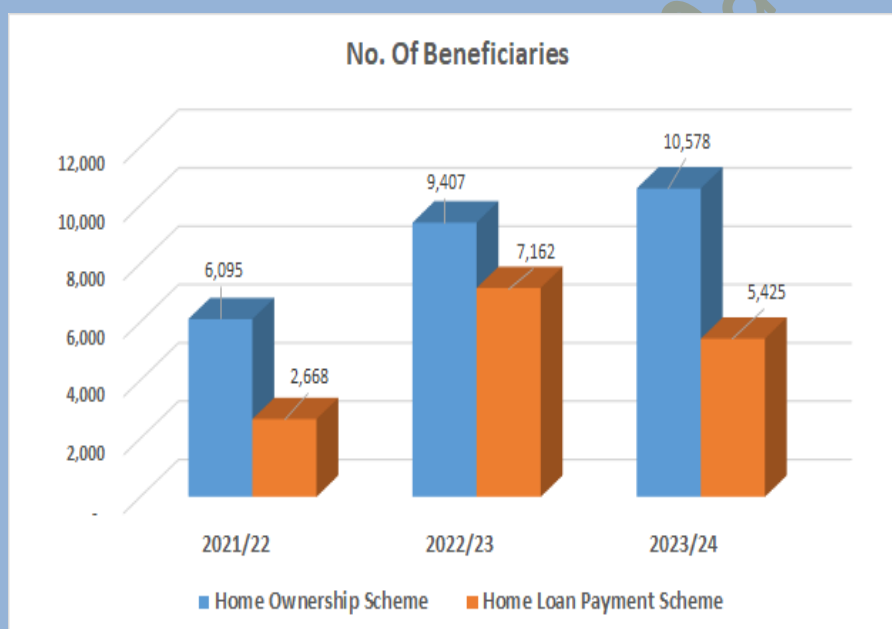


Figure 18: Beneficiaries under Home Ownership and Home Loan Schemes

### Analysis:

**The Home Ownership Scheme** has shown consistent growth over the years, although the growth rate slowed in 2023/24.

**The Home Loan Payment Scheme** had a significant increase in beneficiaries in 2022/23 but saw a decline in 2023/24.

The total number of beneficiaries under this scheme, almost doubled between 2021/22 and 2022/23 but decreased slightly in 2023/24.

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## Part iv – Way Forward

As we reflect on the achievements and challenges of the past year, we recognize that the journey of growth and innovation is an ongoing one. Looking ahead, it is clear that our Department which has been a pioneer among the Public Sector organisations in adopting technology, remains committed to continuous investment in technology and in our workforce to improve efficiency, transparency, and service delivery in line with our mission. Our key initiatives for the upcoming year include:

### **Improvement of E-Processes**

Investing in technology and automation will allow us to reduce processing times, resolution of errors, and operational costs, thereby improving overall service delivery. We therefore aim to ensure that our processes become more user friendly and effective in meeting the needs of our stakeholders. Moving forward, we also aim to implement the project recommended by the World Bank to ensure we stay aligned with global best practices, namely the Movable Property Registry System.

### **Training and Capacity Building**

We recognize that our staff is our greatest asset. In anticipation of several forthcoming retirements, we aim to increase our investment in training programs that will support our succession planning efforts and ensure a seamless transition of knowledge and leadership. Training initiatives will be expanded by introducing e learning modules and specialized training for leadership roles to further enhance our teams' capacity. As 2023/2024 has been recognized as the Year of Mental Health, we also intend to integrate a mental health session in our training initiatives to foster a healthier workplace.

### **Stakeholder Engagement**

We will actively engage with stakeholders to solicit feedback on our e-services and identify areas for improvement, ensuring that we meet the needs of our diverse community effectively.

### **Enhancing Data Security**

As a custodian of personal and sensitive data, we will prioritize data security to protect the information of our users and maintain the integrity of our operations. Recognizing the evolving threats in the digital landscape, data protection and security are of prime importance to our

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Department. We have already initiated our Disaster Recovery Plan in a phase wise manner and a first phase is expected to be completed by the end of this financial year.

## Strategic Direction

As a revenue-collecting Department and a service provider, the strategic direction of our Department focuses on enhancing efficiency, transparency, and innovation in our operations to optimize revenue generation while ensuring compliance and accountability. Our vision is to create a robust framework that supports sustainable revenue growth and promotes public trust. The key components of our strategic direction include:

### **Revenue Optimization**

We are committed to identifying and implementing strategies that enhance our revenue collection processes. This includes regular assessments of current revenue streams, exploring new opportunities for revenue generation, and ensuring that our tax policies are fair and equitable.

### **Integration of Advanced Technologies**

After 10 years of successful operation of the Mauritius e- Registry System, we aim to explore the implementation of cutting-edge technologies such as artificial intelligence and data analytics to streamline processes and enhance revenue collection efficiency. After a third attempt, we have achieved a major breakthrough by successfully securing the services of a consultancy firm to carry out a thorough assessment of the Mauritius e- Registry System (MERS) and all its dependencies assess to develop a strategic plan that formulates a SMART action plan for the coming years. The final report is due for next March.

In the meantime, during the next financial year, improvements to the existing MERS system will be addressed, by investing in the replacement of essential hardware that will be reaching the end of its lifespan. This initiative is crucial for maintaining system efficiency, reliability, and overall performance, thereby supporting the organization's overall mission and objectives more effectively.

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### **Customer-Centric Approach**

Our Department prioritizes the needs of our stakeholders, including taxpayers and businesses. We will enhance communication and engagement, offering resources that help our stakeholders navigate the revenue collection process easily, thereby fostering compliance and trust.

### **Compliance and Risk Management**

Ensuring compliance with relevant laws and regulations is a core aspect of our strategy. We will continuously enhance our compliance programs and risk management practices to safeguard against fraud and minimize revenue loss.

Additionally, as part of our ongoing modernization strategy, we will introduce an Electronic Document Management System (EDMS) in our registry. This solution, which has already been successfully deployed by MPSAIR, aims to streamline registry processes, enhance accessibility, ensure secure and centralized storage of official documents on a service platform, and facilitate the seamless storage, retrieval, and sharing of information.

### **Capacity Building and Training**

Our team will undergo regular training to stay abreast of best practices and regulatory changes. By investing in our staff's development, we will enhance our operational capabilities and ensure a high level of competency in our services in line with our mission.

### **Debt Management**

We are pleased to announce another breakthrough, after several unsuccessful attempts, we achieved the successful completion of a tender exercise for the appointment of an attorney to lead our Debt Recovery Unit as part of our comprehensive debt management strategy. This strategic move will allow us to leverage legal expertise in our efforts to optimize recovery of long outstanding debts and overall revenue collection in line with our commitment to effective debt management with respect to long outstanding debts.

Through these strategic initiatives, our Department is committed to realizing its vision of becoming a pioneer in the registration sector within the region. Through our continued commitment to innovation and excellence, we aim to achieve a top ranking in the Business

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Ready Assessment (B- READY) assessment by the World bank, to be recognised as a leader in the region's registration landscape.

As I prepare to transition to the next chapter of my journey, I am confident the RGD is now well positioned for continued success. I believe that the future holds great promise for our organization, with a leadership team which remains committed to fostering an environment of excellence for the organization to continue to evolve and thrive in the years to come. I encourage each of us to support each other to embrace the upcoming changes to take the Department to even greater heights.

Registrar-General's Department