

Annual Report – Registrar-General's Department



2016/2017

CONTENTS

PART I – ABOUT THE registrar-general's department	3
Vision and Mission.....	3
Supervising officer's statement	4
roles and functions of the department	6
Activities at the department.....	6
key legislations under the responsibility of the department.....	7
About our people.....	8
organisational structure	8
staffing structure in terms of different cadre	11
staff retention and turnover.....	13
INITIATIVES UNDERTAKEN in relation to human resource management.....	13
workforce planning including succession planning	14
key manpower training/development and team building initiatives	14
health, safety and welfare of staff – work-life balance	15
part ii – department achievements and challenges	16
status on implementation of key actions	21
Risk management, citizen oriented initiatives and good governance.....	21
Part iii – financial performance	23
financial highlights.....	23
Analysis of major changes	24
statements of revenue and expenditure	26
statement of revenue	26
statement of expenditure.....	26
part iv – way forward.....	27
trends and challenges.....	27
swot analysis.....	27
strategic direction.....	29

Figure 1: Top Management at RGD	8
Figure 2: Sections and Units at RGD	10
Figure 3: Cadres and Grades at RGD.....	12
Figure 4: Implementation of Key Actions	21
Figure 5: Budgeted Provision Allocated in 2016/2017	23
Figure 6: Recurrent Expenditure	24
Figure 7: Expenditure Year 2015/2016 and 2016/2017	25
Figure 8: Statement of Revenue.....	26
Figure 9: Statement of Expenditure	26

PART I – ABOUT THE REGISTRAR-GENERAL'S DEPARTMENT

The Registrar-General's Department (RGD) which operates under the aegis of the Ministry of Finance and Economic Development (MOFED) is the central agency for maintaining a repository of all documents that are registered including those relating to immovable property and movable property transactions. It also has the responsibility of collecting revenue in terms of taxes associated with the registration activities.

The RGD was established as far back as in year 1804 when Mauritius was still a French colony. 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 AND MISSION

VISION

To be a pioneer in the registration domain in the region by adopting state of the art technology. Thus increasing the reputation of Mauritius as a world class eservices provider.

MISSION

- To make a paradigm shift from a paper based organization to a paperless one.
- To provide end-to-end online services.
- To adopt reforms for efficient collection of revenue at source thus reducing cost of operation.
- To be abreast with developments occurring globally in the fields of records management pertaining to properties and revenue collection.
- To have a leaner, highly productive work force made up of multi skilled, innovative and engaged people.
- To create an innovative and conducive work environment for our staff and enable them to excel for our customers.

SUPERVISING OFFICER'S STATEMENT



It is with immense pleasure that I am presenting the Annual Report of the Registrar-General's Department for the Financial Year 2016-2017.

The Registrar-General's Department, which operates under aegis of the Ministry of Finance and Economic Department, is responsible for the registration and transcription of documents dealing in movable and immovable properties. It also provides for an update record of transaction

as such a major contributor to Ease of Doing Business.

The Registrar-General's Department could not remain insensitive to the developments taking place in the fields of Registration of Property and in the Ease of Doing Business. Therefore, in order to keep pace with progress in the digital world, the Department has implemented a visionary system, the Mauritius e-Registry System aimed at transforming the Department from a paper based organisation to a paperless organisation, which caters for a complete on line service ranging from submission of documents, taxation, payment to retrieval of registered documents.

The implementation of this System at the Department has been a breakthrough. A document is now registered on a quasi-real time basis compared to some 210 days prior to year 2005; a great leap in the era of doing business through a visionary approach and bold decisions taken at the right time. The Department had to meet a lot of challenges especially resistance to change. Together with the drastic reduction in the time taken to register a document, the office has been redesigned with modern equipment and furniture to be in line with the new IT work environment much more conducive to enhance our service to wow our stakeholders.

The transformation brought to the Department has been very beneficial to our stakeholders, members of the public, to the economy as a whole as well as to the staff of the Department. Benefits are abound, in terms of Citizen Facilitation, where for example, a title deed can be obtained on a real time basis; Government Facilitation, where statistics are readily available and Business Facilitation, where, for example, the On line Self Service Module allows users including businesses to conduct transactions with RGD on line.

The reforms in the Department have been a success story mainly due to the participation and dedication of our staff and commitment of the Government through the Ministry of Finance and Economic Development. The personnel has understood the importance of change and the concept of “the survival of the fittest”. Our staff is trained, knowledgeable and customer focussed and ready to meet the challenges of the fast digital era.

It is noteworthy that the reforms undertaken at the Department have been acclaimed locally by the Public Service Excellence Award, the Innovation and Improvement Award and the National Productivity and Competitiveness Award and internationally. These reforms have improved our ranking in “Property Registration” from 98th to 49th in the World Bank Index of Ease of Doing Business. This has weighted a lot in the Ease of Doing Business ranking for Mauritius where we now rank 25th above many well developed countries.

The Registrar-General's Department does not intend to rest on its laurels. Actually we have two major enhancements which will be realised soon, that is, Search On Line and the Bulk Clearing and Cheque Truncation System for the operation of the Direct Debit Scheme. The Department is sparing no efforts to bring the Department to new heights so that our stakeholders and members of the public continue to reap the benefit from a prompt and quality service. The new vision of this department is to enable the Mauritian population to avail themselves of our services on a click without coming to our premises.

I seize this opportunity to thank all our stakeholders, members of the public, staff, and the Ministry of Finance and Economic Development for their support and encouragement.

A. S. Sairally
Acting Registrar-General

ROLES AND FUNCTIONS OF THE DEPARTMENT

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

Registration <ul style="list-style-type: none"> • To give a valid legal date to deeds/documents
Land Registry <ul style="list-style-type: none"> • To record and give publicity to Land Transactions and preserve Mortgages
Valuation <ul style="list-style-type: none"> • To collect revenue by levying duty and taxes on deeds/documents submitted for registration

The Department has four main functions:

<u>Registration</u>	<u>Land Registry</u>	<u>Valuation</u>	<u>Campement</u>
<ul style="list-style-type: none"> •Registration of particulars of deeds and documents presented by members of the legal profession and the public including transfer of vehicles 	<ul style="list-style-type: none"> •To register information regarding Land ownership and obligations and to provide publicity for the safeguard of interests of creditors and of parties in sales and leases of immovable properties 	<ul style="list-style-type: none"> •Follow up action after reassessment of values of immovable properties by the Chief Government Valuer, including representation before the Tax Appeal Tribunal 	<ul style="list-style-type: none"> •Collection of annual tax payable by campement site owners and campement owners

ACTIVITIES AT THE DEPARTMENT

- Collection of revenue through levy of duty, taxes and fees on:
 - Registration of documents,
 - Administration of Campement Site and Campement Tax
 - Administration of Land Transactions and give publicity
- Publication and preservation of Mortgages.
- Registration of documents to give them a “date certaine’ i.e to make the registered documents valid against third parties .
- Delivery of Certified Copies.

KEY LEGISLATIONS UNDER THE RESPONSIBILITY OF THE DEPARTMENT

- i. The Registration Duty Act
Provide for levying duties and taxes on document according to its category.
- ii. The Stamp Duty Act
Provide for levying of stamp duty on registration/transcription/inscription of deeds.
- iii. The Land (Duties and Taxes) Act
Provides for levying of the following taxes:
 - a. The Land Transfer Tax
 - b. Tax on transfer of leasehold rights in State Land
 - c. Campement Site Tax
 - d. Campement Tax
- iv. The Road Traffic Act (in so far as it relates to registration of transfer of ownership of a motor vehicle or trailer)
- v. The Transcription and Mortgage Act
- vi. Affidavits of Prescription Act
The Affidavits of Prescription Act (Suspensions of certain provisions) Act 2012
- vii. Inscription of Privileges and Mortgages Act
- viii. The Campement Site Tax (Exemption) Regulations 1985
- ix. Regulations under sections 12 and 28 of the Investment Promotion Act (Smart City Scheme)
- x. Regulations under sections 12 and 28 of the Investment Promotion Act (Property Development Scheme)

ABOUT OUR PEOPLE

The human resources of the Department represent an invaluable asset. There are presently 150 officers working in the Department. The Senior Management comprises of the grades of Registrar-General, Deputy Registrar-General and Assistant Registrar-General. The other grades i.e. Chief Registration Officer (Personal), Principal Registration Officer/Chief Registration Officer, Senior Registration (Personal) and Registration Officer/Senior Registration Officer as well as Inscription and Check Clerk and Copyist and Check Clerk are responsible for the delivery of services. This streamlining has been proposed by PRB to ensure the fluidity of our Department. All these technical staff who account for 100 officers, are supported by officers of the Finance cadre, Procurement and Supply Cadre, Human Resource Cadre, IT and General Services Cadre.

ORGANISATIONAL STRUCTURE

SENIOR MANAGEMENT TEAM

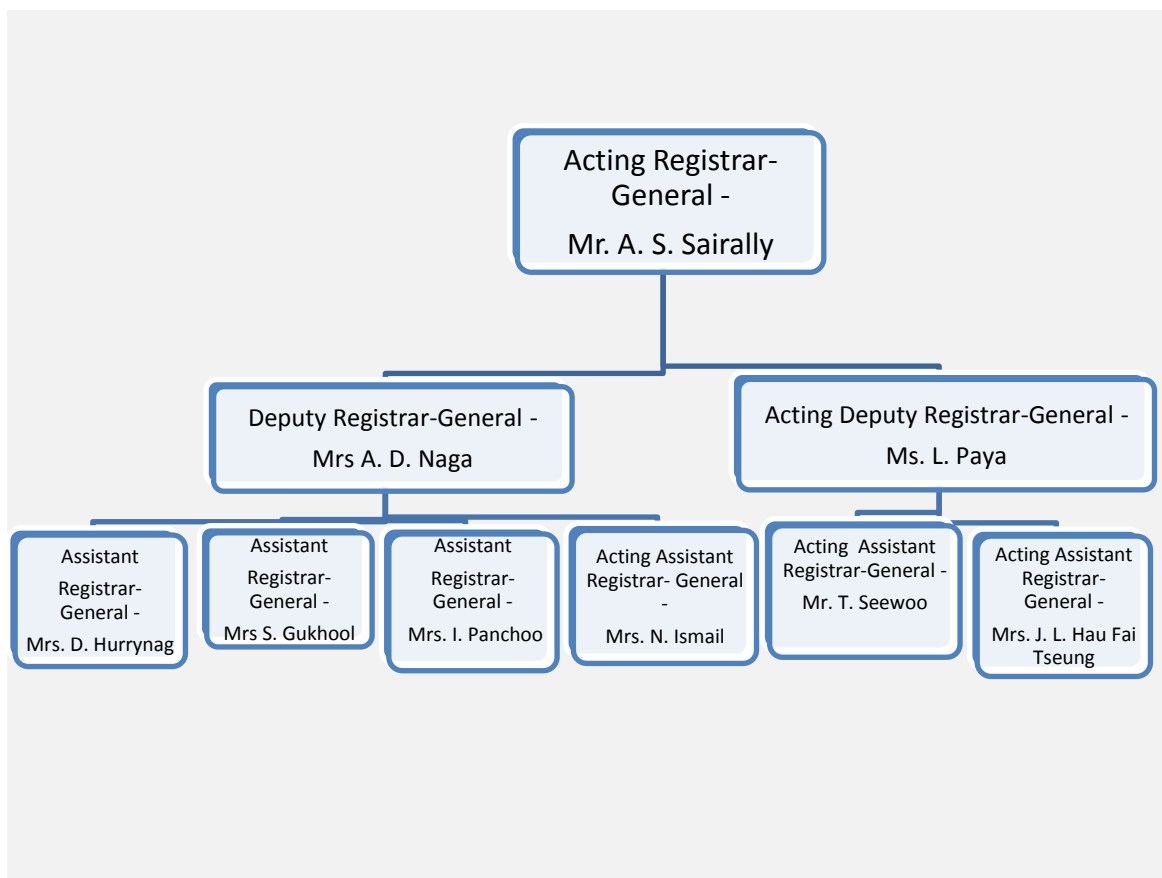


Figure 1: Top Management at RGD

The Registrar-General is the Head of the Department and he is immediately supported by two Deputy Registrar-General (DRG). One DRG is responsible for the Registration Section and the other one, the Mortgage Section. The two DRGs represent the two “arms” of the Registrar-General. They ensure the smooth running of the two main sections in consultation with the Registrar-General only in complex situations and problems. The reporting lines are well established. Officers first report to their head of section who report to the Assistant Registrar-General (ARG) who, in turn reports to the DRG.

The Department is made up of different sections and units to deliver the appropriate services to all our customers.

The Registrar General's Department's strategy provides for optimal usage of resources within the organization and ensures an on the job training. The processes are monitored by supervisors who delegate tasks equitably and assess the performance of the resources to enable them to improve.

The distribution of work is fair and linear ensuring no resources are overloaded. There is close monitoring of the performance of each officer to ensure that work allocated to him has met the standards set in his work plan according to the Performance Management System.

ORGANISATIONAL STRUCTURE OF THE DEPARTMENT

Ministry	Department	Sections	Units
Finance and Economic Development	Registrar-General's Department	Professional Counter	Submission (Professional)
			Minimum Data Capture & Scanning
			Taxing (Professional)
			Mention (Professional)
			Prescription & Seizure , Subrogation
			Delivery (Professional & Certified Copies)
			On line Services/Help Desk
		Public Counter	Taxation (Public)
			Mention & Delivery (Public)
		Mortgage	· Final Data Capture/Verification
			· Search
			· Erasures
			· Certificates burdening inscriptions
		Enforcement	
		Valuation Section	
		Objection Unit Assessment Review Component	
		Finance	Cashier
			Expenditure
		Procurement	
		Accommodation/Transport	
		Computer	
		Human Resource	
		Registry	
		Secretariat (Projects)	

Figure 2: Sections and Units at RGD

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
- STM Programme

STAFFING STRUCTURE

Cadre	Grades attached to the Cadre	Remarks
Technical Cadre	<ol style="list-style-type: none"> 1. Registrar General 2. Deputy Registrar-General 3. Assistant Registrar-General 4. Chief Registration Officer (Personal) 5. Principal Registration Officer/Chief Registration Officer 6. Senior Registration Officer (Personal) 7. Registration Officer/Senior Registration Officer 8. Inscription & Check Clerk 9. Copyist & Check Clerk 	
General Service Cadre	<ol style="list-style-type: none"> 1. Office Management Executive 2. Office Management Assistant 3. Confidential Secretary 4. Management Support Officer 5. Word Processing Operator 6. Head Office Auxiliary 7. Office Auxiliary/Senior Office Care Auxiliary 8. Driver 	
Finance Cadre	<ol style="list-style-type: none"> 1. Manager Financial Operations 2. Assistant Manager Financial Operations 3. Principal Financial Operations Officer 4. Financial Officer/Senior Financial Officer 	
Human Resource Cadre	<ol style="list-style-type: none"> 1. Assistant Manager Human Resource 2. Human Resource Executive 	(MCSAR Officers)
Procurement & Supply Cadre	<ol style="list-style-type: none"> 1. Assistant Manager Procurement & Supply 2. Procurement & Supply Officer/Senior Procurement & Supply Officer 	
IT	<ol style="list-style-type: none"> 1. Systems Analyst 2. Assistant Systems Analyst 3. Computer Support Officer 	(CISD Officers)
STM Programme	<ol style="list-style-type: none"> 1. 1 STM 	

Figure 3: Cadres and Grades at RGD

STAFF RETENTION AND TURNOVER

As at 11 May 2017, there were 141 officers in the department and one officer employed on contract under the Service to Mauritius Programme.

The Staff of the Department has been retained though capacity building, provision of a conducive working environment, modern tools and equipment, attractive conditions of employment and a reasonable salary. Furthermore, promotion prospects are satisfactory and there is room for personal development and growth.

Turnover of staff in the entry grade of Registration Officer/Senior Registration Officer was not significant. Nonetheless, this problem has now been tackled by the amendment brought to the scheme of service of the post. The post has not also been opened to the general public.

INITIATIVES UNDERTAKEN IN RELATION TO HUMAN RESOURCE MANAGEMENT

The objectives of an organisation are met through the coordinated actions of many people working with individual targets, but for a common purpose. The Registrar-General's Department has initiated the following measures in respect of management of human resource:

- (i) Empowering the employees, by allocating specific tasks and responsibilities with clear-cut performance standards to them. An automisation of tasks and duties which enhances deliverables and there is no need for them to contact their Head of Sections every day to know what work they have to do.
- (ii) Providing the employees with very suitable work environment, modern office amenities, comfortable furniture, updated tools and equipment.
- (iii) Providing them with a refurbished mess equipped with water purifier, a refrigerator and electric oven.
- (iv) Facilitating them to strike a work-life balance, by encouraging them to enjoy their leave (Casual, vacation leave).

WORKFORCE PLANNING INCLUDING SUCCESSION PLANNING

The staff of the Department are posted in different sections taking into account their skills, knowledge and aptitudes. They are encouraged to develop a sense of commitment to the organisation and develop a team spirit.

Replacement of staff in case of short absences is done in this spirit to ensure the smooth running of the Department.

Succession planning is one of the key objectives of this Department. Two Deputy Registrar-General have been empowered to be responsible of the smooth running of two main sections of the Department, namely Registration and Mortgage.

Each Assistant Registrar-General is also responsible for a section.

Whenever the Registrar-General is absent for a short while for one reason or another, the senior most Deputy Registrar-General is called upon to replace the Registrar-General who also acts as Conservator of Mortgages. The post of Registrar-General cannot remain vacant and unoccupied even for one day. The Deputy Registrar-General replacing the Registrar-General assumes full responsibility of the post. He thus acquires the necessary experience to shoulder higher responsibilities in the future.

Regular Management Meetings, inclusive of the Registrar-General, Deputy Registrar-General and Assistant Registrar-General, are held where issues pertaining to the Department, be they legal, managerial or policy are brainstormed and collegial solutions are adopted. This approach also helps in the effective succession planning and brings about sharing of knowledge.

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

KEY MANPOWER TRAINING/DEVELOPMENT AND TEAM BUILDING INITIATIVES

Capacity building is aimed at acquiring knowledge, skills and attitude.

All the staff has been properly trained during the implementation of the Mauritius eRegistry Project in the Department. The supplier, the Norway Register Development, NRD, has

imparted training in both classroom style and one the job mode. Workshops have been held to sensitize both stakeholders and the staff. The stakeholders have been trained to use the MeRP effectively.

Specific training has been held to cater for the effective delivery of services, for example search, certificates burdening inscriptions.

A Team Building activity had been organised in which all the staff as one family has gathered in a place and participated in a variety of activities, thus fostering understanding, friendship and team spirit.

HEALTH, SAFETY AND WELFARE OF STAFF – WORK-LIFE BALANCE

To begin with, a Committee on Health and Safety Unit has been set up at the Department which is chaired by a senior member of the staff and which has, as members, an officer from the Health and Safety Unit of the Ministry of Service and Administrative Resource, representatives of the Trade Union and other staff of the Department. This Committee is a good platform where all issues pertaining to health and safety, and welfare of staff are discussed in an organised and systematic way and are dealt with in a concerted way.

PART II – DEPARTMENT ACHIEVEMENTS AND CHALLENGES

• Erasure

In the context of Ease of Doing Business and with a view to modernise and respond quickly to the increase in the number of requests for erasure, this Office has reviewed the process of erasures in line with the implementation of the Mauritius eRegistry Project (MeRP).

As a result, from 01 September 2017,

- (i) no list of Authorised signatories is submitted to this office;
- (ii) all requests for erasure are submitted on line; and
- (iii) the following Discharge Clause is inserted in the request

Either

“In effecting this erasure, the Conservator of Mortgages is declared to be exempted from any responsibility in connection therewith.”

Or

“Entendant qu’en opérant ainsi cette radiation, le Conservateur des Hypothèques de cette Ile soit bien et valablement déchargé, et consentant en outre que mention des présents, soit faite, partout ou besoin sera”.

• Resolution of Slowness in the eRegistry System

Since quite a long time the Registrar-General's Department (RGD) was experiencing latency in the system and which was hampering the smooth delivery of its services.

The following measures have been taken to address the latency in the system:

- (i) A direct dedicated internet line (EVLL) with Bandwidth of 60 mbps has been rented from the Mauritius Telecom to connect RGD directly to the GOC so as to ensure that there is no traffic jam in the internet connection.

- (ii) Tests have been carried out outside the RGD LAN at GOC (direct to the server) and MOFED (through a VPN) to see whether the latency was caused due to network problem.
- (iii) Actions have been taken to harden the PCs that is no access to CD and USB, to restrict applications, to segregate the Training Unit Network etc.
- (iv) A survey on the IP Addresses of all users and the switches concerned has been carried out in the preparation phase to have a better control on the connectivity and system application.
- (v) GOC has been requested to monitor the bandwidth in order to prevent downtime in the whole system; it is further envisaged to have segregation as per unit of delivery by providing for additional spare ports in switches. This will speed up recovery pending resolution of issue causing the downtime.
- (vi) Spare data points and Pcs have been made available in each section in order not to delay the services. Switching of resources to support a continuous service.

• **Application Programming Interface (API)**

An API has been developed to enable other government agencies and stakeholders to connect to the database of the RGD through their system to enable them to conduct business more rapidly with the Department.

One Notary is already connected to the database and is submitting his documents on line through the API.

The Chamber of Notaries is presently testing through our API their system to interface with MeRP for the automation of submission of documents and deeds on line. RGD is providing all the necessary assistance and support for the successful implementation of this integration. Other stakeholders are being encouraged to join in.

- **Enhancement in the System**

In order to further improve services provided to our stakeholders and to meet their demands, some enhancements in the eRegistry System have been identified and posted on the Redmine Logging System which enables the supplier to come up with solutions. After discussions with the Supplier, approval is granted for the implementation of the enhancements.

In the same wake, the Management Information System needs to be refined to include additional details such as extent of property etc. which will enable the user to filter the data quickly and easily.

The RGD has requested NRD to carry out deployments of changes in the system strictly during the weekends so that it does not hamper the service delivery and can be verified and tested by RGD on the spot.

The Acting Registrar-General has made it a must to be present even late at night when all deployments are made. He takes decision whether to revert or carry forward with the deployment so as to have the system ready on ensuing days thus not hindering the smooth running of the office.

A further module which the Acting Registrar-General is working towards is to provide on line registration services by using the facilities available at CAB offices throughout the country. This will be a big technological leap in the “Ease of Doing Business”.

- **ePayment**

The MeRP provides for two modes of on line payment:

- (i) Payment by Card
- (ii) Direct Debit

Payment by card has already been implemented successfully.

A Direct Debit System has been developed by the Bank of Mauritius (BOM) to enable professionals and stakeholders to effect payment through Direct Debit. RGD has requested NRD to develop this mode of payment in our system so as to connect

to the BOM system. In this respect, full testing will be carried out and in account to policy decision, some amendments will be needed in the law.

Furthermore, a wallet system which has been discussed with the Mauritius Bankers Association (MBA) is also worked out.

Concurrently, a Cheque Truncation System developed by the Bank of Mauritius has been implemented at the RGD and ongoing enhancements are made to customise it to our needs and meeting the Financial Standards required.

- **Search On Line**

The search on line module was initially developed to cater for all on line users to carry out search on line. Following a policy decision, search on line is restricted to Professionals and Public Sector Bodies in the first instance. NRD, the Supplier has been requested to carry out a study on how to limit access to some category of stakeholders that is, Professionals. Very soon, search on line will become a reality.

The supplier has recently submitted a report with three scenarios in that respect. One scenario, on how to limit access to deeds, and Summary Forms for Notaries and only Summary Forms for public. The report has to be analysed and implemented.

In the first instance on line search to will be given to Notaries followed by Professionals, Financial Institutions, and Government Institutions.

Simultaneously, it is being envisaged to create a module to monitor and manage the MeRP Applications and Internal Networking with the help of Central Information Systems Division (CISD) and supplier.

The Supplier has submitted an Analysis Report to this effect and after discussion, additional requirement has been included in the Report. Subsequently, the amended Report will be submitted to the Supplier with a request to implement the search on line module.

- **Arrears Payment Schemes (APS)**

The Government has, in the Budget 2017/2018, provided for a Scheme to alleviate the settlement of any outstanding debts resulting from the reassessment of property under the Arrears Payment Scheme (APS) 2017. This Scheme provides for the waiving of penalty where the duty or tax has remained unpaid as at 08 June 2017 on certain conditions.

In this respect, some 10,000 letters have been issued to debtors and the amount collected during the period July 2017 to February 2018 is approximately Rs 13.9M.

- **Complaint Filing System**

A Complaint Filing System has been set up in our Department's website to enable our stakeholders to file complaints, if any.

A proper follow-up action is taken to deal with the complaints and the complainant is informed of action/s taken.

Our stakeholders are encouraged to file any complaint through our Department's website.

STATUS ON IMPLEMENTATION OF KEY ACTIONS

Key Action	Key Performance Indicator	Target (As per Budget Estimates)	Status
Developing efficient business processes and encouraging use of electronic payment instruments by replacing payments through electronic funds transfers	Percentage reduction in the number of payments through cheques	>20%	>50%

Figure 4: Implementation of Key Actions

RISK MANAGEMENT, CITIZEN ORIENTED INITIATIVES AND GOOD GOVERNANCE

During the implementation of the Mauritius eRegistry System at the Registrar-General's Department, KPMG was requested to carry out an IT Security Audit at the Department.

On receipt of a Report from KPMG, its recommendations were taken into consideration. A Technical Committee under the chairmanship of the Registrar-General was set up to look into the IT security issues. Officers of the IT Security Unit (ITSU) of the Ministry of Technology, Communication and Innovation ensured all follow-up actions until all the recommendations were fully implemented at the Department.

All the enhancements being implemented at the Department, for example Search on Line, Direct Debit, take into account the aspects of IT security.

At administrative level, two Deputy Registrar-Generals have been delegated to take charge of the two main sections of the Department, namely Registration section and Mortgage Section. The areas of responsibility are clearly defined and officers have been instructed to adhere to established procedures to see to it that there is no departure from procedures in any decision-making process.

The RGD is a customer –oriented public organisation. At the very entrance of the Department, a Queue Management System (QMS) has been installed. Our stakeholders and

members of the public are given a ticket and are advised to take a seat in the modern and spacious waiting areas and wait for their turn to avail of the services of the Department. The first come first serve principle is adopted, a sign of good governance.

A Customer Charter has been uploaded in our Department's website for the benefit of stakeholders and members of the public.

A Complaint Filing System has also been uploaded in our website. Any complaint/suggestion received is taken care of and follow-up actions are carried out and the complainant is informed of any remedial action taken.

The Safety and Health Committee at the Department is chaired by a senior technical officer and counts a representative of the Trade Union among its members. All the health and safety issues are addressed in all fairness and transparency. This is an ample proof of a commitment to a safe and conducive work environment.

PART III – FINANCIAL PERFORMANCE

FINANCIAL HIGHLIGHTS

The Registrar General is designated as the Accounting Officer in respect of the vote of expenditure 6-7.

The Budgeted provision allocated in 2016/17 was as follows:

Total Provision Rs 109.4M

Made up of:

	Provision (Rs)	%
Compensation of Employees	77.03	70.4
Goods and Services	22.17	20.3
Capital Expenditure Rs 10,200		
Acquisition of Non-Financial Assets	10.2	9.3

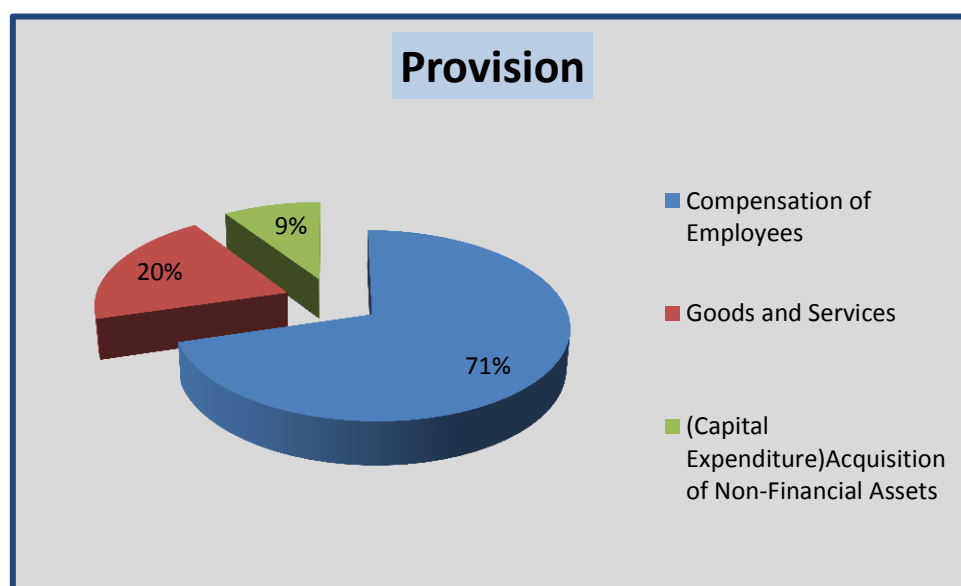


Figure 5: Budgeted Provision Allocated in 2016/2017

ANALYSIS OF MAJOR CHANGES

The budgeted and actual expenditure for year 2016/17 classified by economic categories is as follows:

Recurrent Expenditure	Budgeted Provision (Rs M)	Actual Expenditure (Rs M)
Compensation of Employees	77.03	70.4
Goods and Services	22.17	20.3
Acquisition of Non-Financial Assets	10.2	9.3

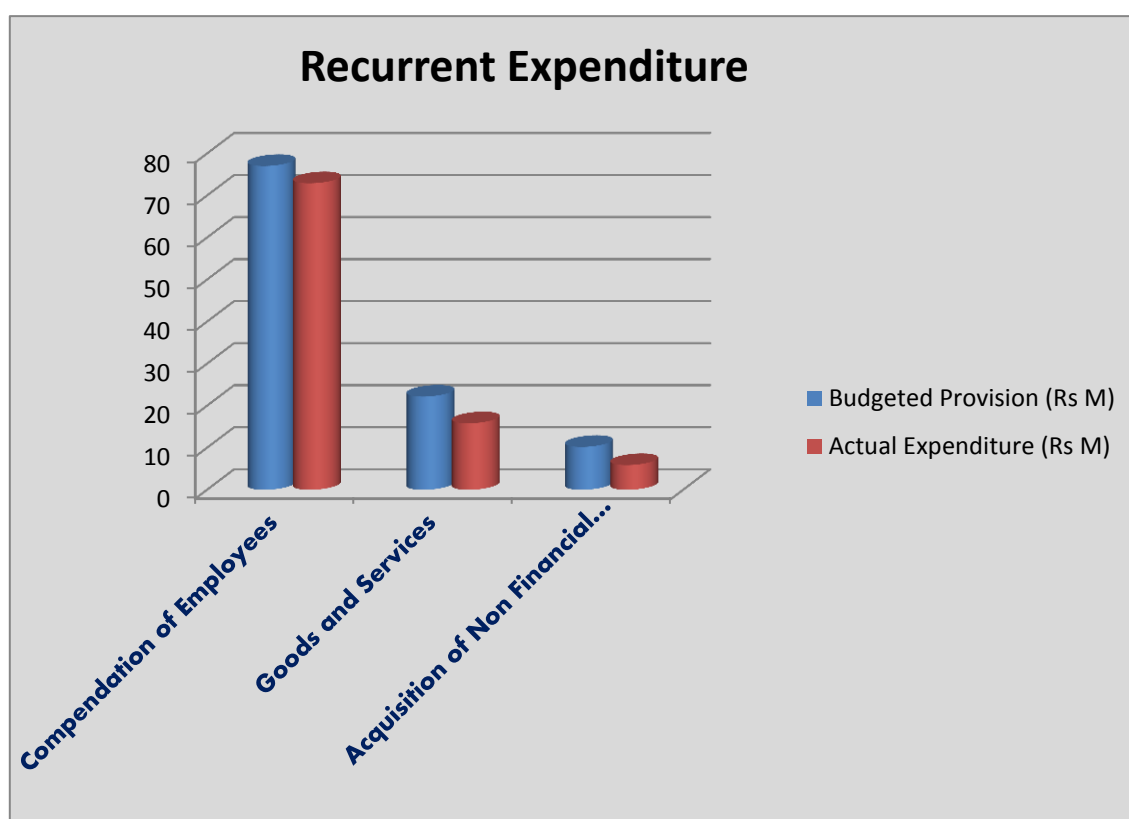


Figure 6: Recurrent Expenditure

Analysis of budgeted and actual expenditure for year 2015/16 and 2016/17

Expenditure	Provision	Expenditure	Provision	Expenditure
	2016/2017	2016/2017	2015/2016	2015/2016
Compensation of Employees	77.03	70.4	71.42	68.56
Goods and Services	22.17	20.3	13.69	13.83
Acquisition of Non-Financial Assets	10.2	9.3	23	31.98

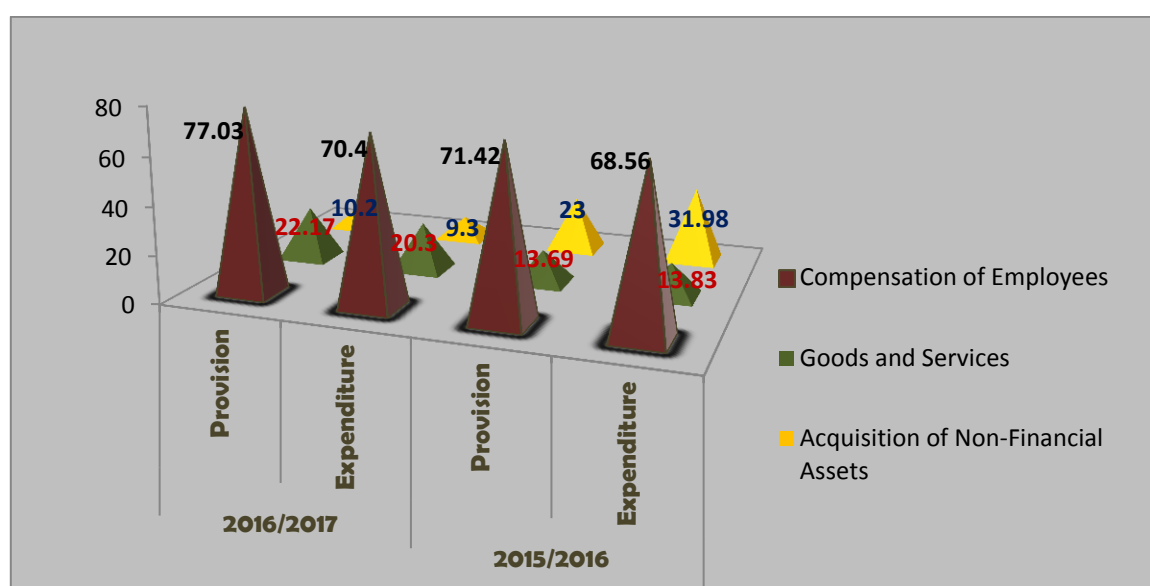


Figure 7: Expenditure Year 2015/2016 and 2016/2017

- Compensation of Employees**

The increase in year 2016/17 compared to year 2015/16 was due to provision made to cater for the implementation of PRB 2016 and to increase in funded position.

- Acquisition of Non-Financial Assets**

Provision was made for the enhancement of the e-Registry system. However, due to some restrictions in finance, some payments had to be deferred to 2017/18.

STATEMENTS OF REVENUE AND EXPENDITURE

STATEMENT OF REVENUE

Revenue (Rs million)	2015-2016 Actual	2016-2017 Estimates	2016-2017 Actual
Taxes on Property	3,820	6,000	4,054
Taxes on Financial and Capital Transactions	5,691,634	6,033,000	5,964,298
Other Non-Recurrent Taxes on Property	163,404	170,000	26,448
Total Revenue from Property Income and other Sources	5,858,858	6,209,000	5,994,800

Figure 8: Statement of Revenue

STATEMENT OF EXPENDITURE

Head/Sub-Head of Expenditure (Rs million)	2015-2016 Actual	2016-2017 Estimates	2016-2017 Actual
Compensation of Employees	68,560	77,029	72,921
Goods and Services	13,830	22,171	15,822
Subsidies			
Grants			
Social Benefits			
Other Expense			
Acquisition of non-financial assets	31,980	10,200	5,876
Acquisition of financial assets			
Total	114,370	109,400	94,619

Figure 9: Statement of Expenditure

PART IV – WAY FORWARD

RGD has grown from strength to strength in adopting modern technologies for the delivery of services. These include implementing the MeRP system which has consolidated the operations of RGD, reorganized and provided technology at various levels to simplify and accelerate the business processes of the RGD.

TRENDS AND CHALLENGES

As the Registrar-General's Department is a key player in the business facilitation exercise of the country, it has to keep pace with developments occurring in the world especially in the field of property registration and keeping of records. As such, the Department operates in an IT environment using modern tools and equipment and manned by IT-literate staff.

The Department implements e-services which allows stakeholders and members of the public to submit their documents on line, effect payment on line and retrieve their registered document on line.

SWOT ANALYSIS

STRENGTH

1. Provision of on-line services to stakeholders and members of the public.
2. Strong IT infrastructure.
3. Reduced Turn-around time.
4. Well-trained staff.
5. Modern office lay-out with modern furniture and equipment.
6. Reliability in registration of documents, keeping of records and collection of revenue.
7. Provision of a dedicated Generator which starts immediately after a power failure, thus ensuring continuous delivery of services.
8. A UPS of 40 KVA which ensures a supply of 3 hours of autonomy after a power cut.

WEAKNESSES

1. Few staff holding a Diploma in Legal Studies, a prerequisite to be eligible for the post of Assistant Registrar-General.
2. Fall back situation in case of major deficiency in our services.
3. Frequent absenteeism of staff.
4. Resistance to change.
5. Lack of IT staff

OPPORTUNITIES

1. Acquisition of a direct line from Mauritius Telecoms to combat the problem of connectivity.
2. Payment on line to complete the process of registration from submission, Payment and retrieval of registered documents electronically.
3. On line search.
4. Application of flexible hours of attendance a per PRB 2016 Recommendations.
5. Paperless organisation that contribute to the promotion of a Green Mauritius.

THREATS

1. Connectivity and network.
2. Disaster recovery.
3. Transformation without affecting service delivery and quality.
4. Hackers.

STRATEGIC DIRECTION

The Department wishes to implement the Online Service fully. In this way, our stakeholders and members of the public will be able to:

- Submit their documents on line;
- Effect payment on line; and
- Retrieve registered documents on line.

They will not need to call at this Office and wait for their turn to avail of the services provided by this Department.

Furthermore, this Office is sparing no efforts to provide on line search facilities to our stakeholders and members of the public. Significant progress has been achieved in this respect and all necessary actions are being taken to implement the on line search facility fully in the months to come.

The Department is aiming, through the implementation of these modern services, to upgrade the ranking of Mauritius in the Ease of Doing Business Report of the World Bank