

Registrar-General's Department - Annual Report 2017/2018

ANNUAL REPORT



2017/2018

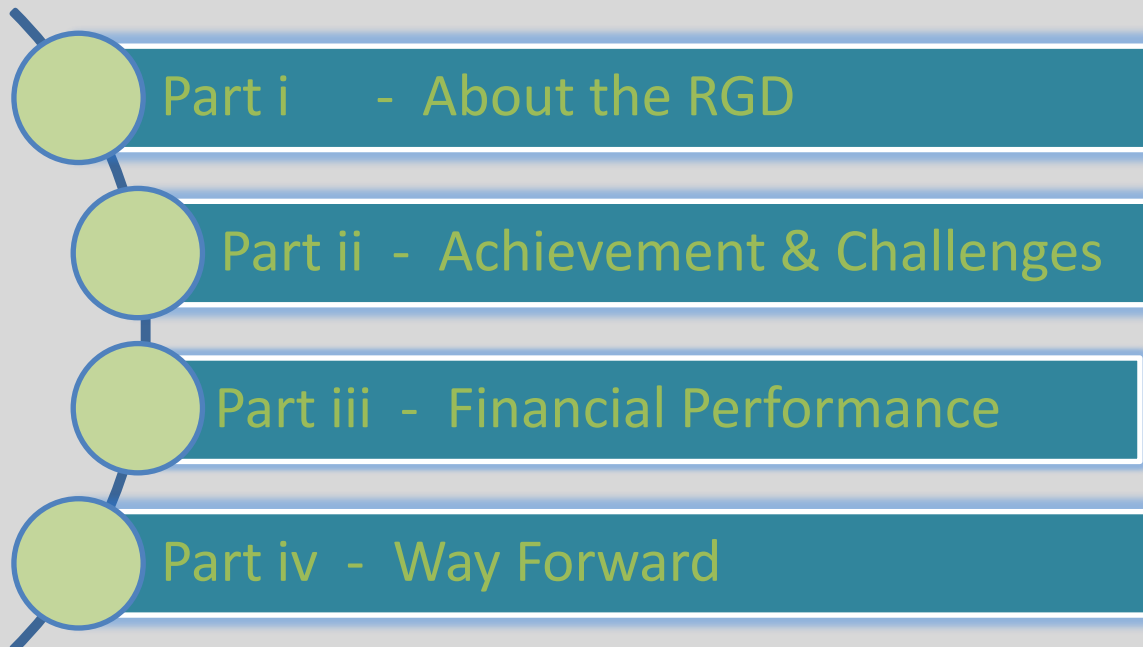
ABOUT THE REPORT

The Annual Report on Performance of the Department is a statutory requirement in accordance with Section 4B of the Finance & Audit Act. It provides a comprehensive report on performance and achievement throughout the period 2017/2018.

This is the window of the Department where all our stakeholders can gather relevant information.

The report comprehensively informs all and everyone about the purpose, service and performance of the Department.

For convenience purposes, the report is divided into four key sections:



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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 and Economic Development (MOFED) is the central agency for maintaining a repository of all documents that are registered including those pertaining to immovable property and movable property transactions. It also acts as the arm of the government for collecting revenue in terms of taxes associated with those transactions.

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.



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.

- To encourage professionals and citizens to use the online services to complete registration process of their documents from anywhere where internet is available.
- To adopt reforms for efficient collection of revenue and for business facilitation.
- To keep abreast of 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 2017-2018.

The Registrar-General's Department, which operates under the 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 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 (MeRS) 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 working environment, 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 - a title deed can be obtained on a real time basis;
- Government Facilitation - where statistics and other information are readily available; and
- Business Facilitation - the On line Self Service Module allows users to carry businesses with RGD promptly.

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 have understood the importance of change and the concept of “the survival of the fittest”. Our staff is trained, knowledgeable and customer-oriented and ready to meet the challenges of this fast digital era.

The most awaited Search Online module has been implemented successfully. As such Online check for encumbrances has been made available to notaries to perform checks on the database of the RGD remotely from their respective offices.

These reforms have contributed to improve our ranking in “Property Registration”. Mauritius is ranked 35th in registering property and 25th out of 190 countries on the overall Ease of Doing Business according to the World Bank Doing Business Report 2018.

The Registrar-General's Department does not intend to rest on its laurels. Actually we have one major enhancements which will be realised soon, that is, the online payment through Direct Debit System. The Department is looking into the upgrading of the Hardware infrastructure of the Mauritius eRegistry System to enhance the performance of the system.

We are sparing no efforts to bring the Department to new heights so that our stakeholders and members of the public will continue to reap the benefit of 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
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
- vii. The Affidavits of Prescription Act (Suspensions of certain provisions) Act 2012
- viii. Inscription of Privileges and Mortgages Act
- ix. The Campement Site Tax (Exemption) Regulations 1985
- x. Regulations under sections 12 and 28 of the Investment Promotion Act (Smart City Scheme)
- xi. Regulations under sections 12 and 28 of the Investment Promotion Act (Property Development Scheme)

GENDER STATEMENT

The Registrar-General's Department (RGD) is committed towards a gender-balanced workforce.

We are committed towards the integration of gender equality and equity in all our programmes and projects and to provide equal benefits to men and women.

We promote a healthy and collegial working environment for staff irrespective of gender at all levels which values the mutual respect and teamwork.

We ensure that there is a fair representation and contribution of male and female in all management structures.

Our Department seeks to attract, develop and retain the right people with the necessary capabilities, irrespective of gender.

We ensure that all staff are equally valued, empowered and rewarded.

ABOUT OUR PEOPLE

The human resources of the Department represent an invaluable asset. During the year under review, there were 149 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

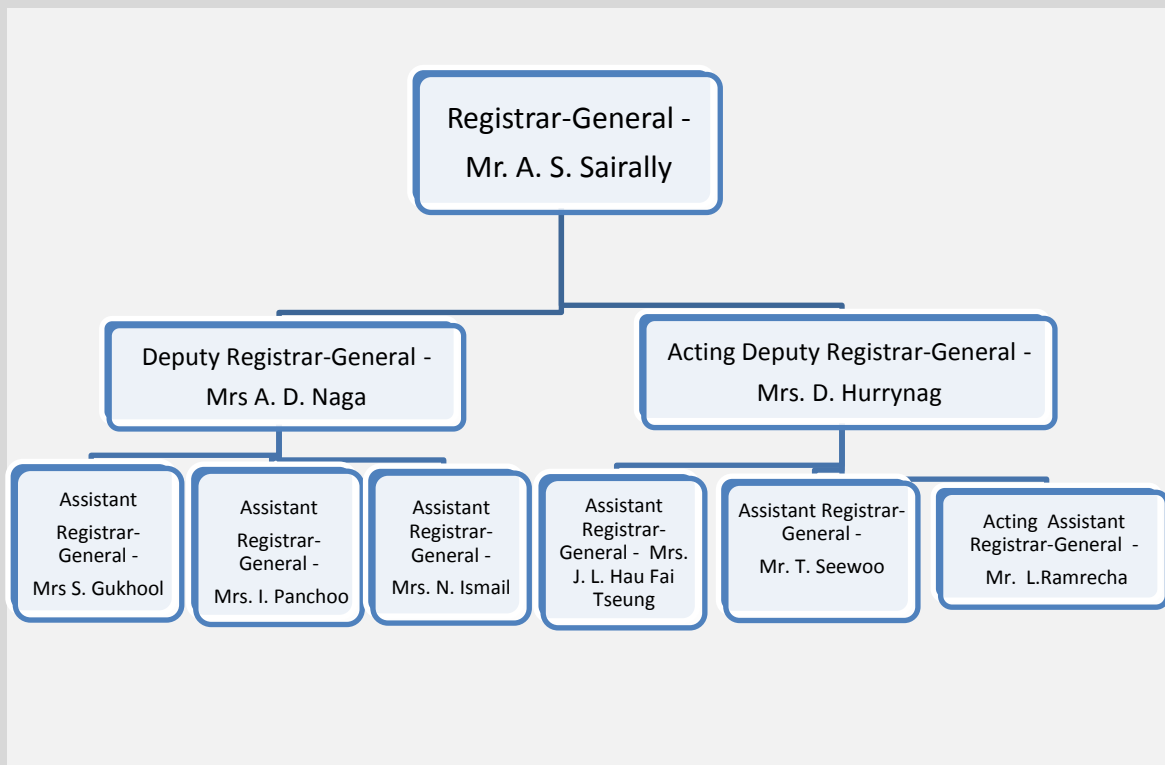


Figure 1: Top Management at RGD

The Registrar-General is the Head of the Department and he is immediately supported by two Deputy Registrar-Generals (DRG). For administrative convenience, the office has been divided into two main sections each one headed by a 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. The Registrar-General will generally intervene 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 sub-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 optimal use of available resources. 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 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. 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

For the period 2017/2018, there were 149 officers in the department and one officer employed on contract under the Service to Mauritius Programme.

The Staff of the Department has been retained through 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.

The Registrar-General's Department is committed to ensuring that optimum use is made of the Human Resources of the Department. In this respect, Heads of Sections ensure that officers have well-defined functions and tasks, which are directed towards attainment of goals and objectives.

For the effective delivery of services, necessary actions have been taken for the replacement of officers leaving the Department following retirement/promotion, by initiating recruitment procedures promptly.

INITIATIVES UNDERTAKEN IN RELATION TO HUMAN RESOURCE MANAGEMENT

The RGD remains focussed on its people, who are at the heart of its strategy. 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).

- (v) Engaging and motivating its employees by encouraging two-way communication and sharing of ideas amongst all colleagues.

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-Generals 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 sub-section.

Whenever the Registrar-General is absent for whatever reason or another, the senior most Deputy Registrar-General is called upon to replace the Registrar-General who also acts as Conservator of Mortgages thus ensure the smooth continuity of services. 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. Brainstorming sessions are carried out and most of the time collegial decisions 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, which are geared towards improving performance and result, while instilling a new work culture.

All the staff has been properly trained during the implementation of the Mauritius eRegistry Project in the Department.

During the year under review, the Registrar-General's Department has focussed on enhancing performance of staff, to adhere to higher levels of service delivery and to enable the Department to meet current and future in the wake of the Transformation Strategy of Government. In this respect, training programmes in connection with Certificate of Achievement and Performance Excellence conducted by the Civil Service College, were attended by different levels of staff namely support level, supervisory/technical as well as Middle Management levels.

Specific on the job training is an on-going exercise thus ensuring the effective delivery of services mandated for this Department.

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

The Registrar-General's Department is committed to providing a safe, healthy and secure working environment for all its employees.

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.

The commitment of our Human Resource ensures that the goals and objectives are attained and the interest of both employees and Department are safe-guarded. Our participation in

the activities of the Public Officers Welfare Council is closely monitored by the RGD Staff Welfare Association.

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”.

The requests for erasure are attached to the deeds and can be viewed by Searchers.

This facility was not available previously.

This measure has enabled the department to speed up the processes and eliminate Backlog.

- **Site and Location Plan**

In the context of Ease of Doing Business and in order to simplify processes and reduce cost for registration of property, it is proposed to amend the legislations so that where there is no change in the extent and boundaries of the subject property, the Notary should annex the existing PIN Certificate and insert a clause in the deed to that effect. In such cases, no new Site and Location Plan need to be attached to the deed.

Resolution of Slowness in the eRegistry System

Since quite a long time the Registrar-General's Department 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 50 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) Actions have been taken to harden the PCs that is no access to CD and USB, for security purposes.
- (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 thus preventing abuses by users which may impact on the quality of our services.
- (v) GOC has been requested to monitor the bandwidth in order to prevent downtime in the whole system; furthermore, the network at Search Room has been segregated for security purposes. It is also 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 resulting in a more rapid conduct of businesses.

One Notary is already connected to the database and is submitting his documents on line through the API. Other notaries are using our platform directly.

The Chamber of Notaries has developed a platform “Notarius” which interacts with our API. The system interfaces with the MeRS for an automated submission of documents and deeds on line. RGD has provided all the necessary assistance and support for the successful implementation of this process. Now the possibility for Notaries to use their own systems or the “Notarius” platform for Online Registration exists.

Accordingly, an agreement has been signed between the Registrar-General and the Representative of the Chamber of Notaries on 28 February 2018.

- **Enhancement in the System**

In order to further improve services provided to our stakeholders and to meet their demands, some enhancements in the MeRS have been implemented.

The Management Information System (MIS) has been refined to include additional details such as extent of property, address of property etc. in the main screen. This enables users to filter the data quickly and easily thus saving time.

The scanned images of Case Hypothecaires prior to 2002 and name Index have been watermarked so as to provide for more security to these documents more so that with the implementation of Search Online Search these documents will be accessible online.

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.

A further module which the 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 MeRS provides for two modes of on line payment:

- (i) Payment online by Card through the epayment gateway provided by the Government of Mauritius and supported by Government Online Centre (GOC);
- (ii) Direct Debit system provided by the Bank of Mauritius.

Payment by card has already been implemented successfully in July 2016 and is ongoing.

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 Norway Registers Development AS (NRD), Supplier of the MeRS to develop this mode of payment in our system so as to connect to the BOM system. In this respect, full testing is being carried out. Necessary laws have been amended to cater for the Direct Debit Scheme. The Direct Debit System will be live soon.

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.

Furthermore, a wallet system which has been discussed with the Mauritius Bankers Association (MBA) will also be worked out whereby searches will be payable based on hourly usage.

• **Search Online**

The Search Online module was initially developed to cater for all on line users to carry out Search Online. Following a policy decision, Search Online has been restricted to Professionals and Public Sector Bodies in the first instance.

Search Online has been implemented on 25 April 2018 and in the first instance, Notaries have been given access.

Notaries can now conduct checks for encumbrances remotely from their respective offices. Up to now, 82% of notaries are using the Search Online search for encumbrances. In a near future, access will be given to other Professionals and Government institutions.

The Supplier of the MeRS has raised the alert of the end of life of the main equipment of the hardware infrastructure of the system and the limited support by manufacturers. This office has been strongly advised to upgrade the whole infrastructure for a better performance of the MeRS

It is being contemplated to upgrade the Hardware Infrastructure of the MeRS and to enhance the System to facilitate the extension of Search Online to other stakeholders.

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 May 2018 is approximately Rs 15.2M.

- **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%	Approximately 60%

Figure 4: Implementation of Key Actions

OTHER INTERNALLY DEVELOPED KPI'S

To establish a pragmatic view of the success of the Mauritius eRegistry Project, a set of KPIs were established. These were based on measurable objectives instead of subjective assessments. This has helped the RGD to steer the project towards the right goals from day one. The KPIs were established from a holistic perspective with the cumulative benefits of all the components being implemented.

Whilst the benefits of some of the components like Infrastructure which improves the work environment is subjective, the general feedback on the developments in these areas have been positively received by members of the staff and our stakeholders.

KPIs established and their present status:

- Time Based KPIs

Types of Documents		Time Prior to MeRP	Target a Completion	Status
Land Registry	Registration Deeds of transfer of Immovable Properties	15 Days	2 hrs	Achieved*
	Registration Deeds creating Mortgage/Pledge	15 Days	2 hrs	Achieved*
	Registration Deeds creating Charges	15 Days	2 hrs	Achieved*
	Registration of Erasure	8 Days	1 hr	Achieved*
Registration	Registration of Transfer of Shares	1 Day	15-30 Mins	Achieved*
	Registration of Other Documents (Affidavits. Security Bonds, Leases etc.)	1 Day	15-30 Mins	Achieved*
Search Operations	Searching of Deeds Archives	Up to 8 Hours	30 Mins	Achieved*

*Achieved: Most of the transactions which are normal are processed and registered within the specified timeframe. However a few exceptions may occur due to unforeseen circumstances and when there are complex and high volume cases in a short span of time.

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 enhancements have been implemented at the Department without neglecting the IT security aspect especially on the Search Online and forthcoming Direct Debit.

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 complete layout of the offices and services offered has been displayed; a Queue Management System (QMS) is available at the public counter where tickets are distributed to stakeholders and members of the public coming for business as and when. A spacious waiting area with seating facilities has been provided giving a good view on the numerical display, from which they can 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.

We have published a Customer Charter which may be consulted on the Department's website. This contributes to make our stakeholders informed partners.

In the quest of the betterment of our services, a Complaint Filing System has been introduced in our website. Any complaint/suggestion received is taken care of, follow-up actions are carried out and the complainant is informed accordingly.

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 forms part of our commitments to ensure 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 02-12.

The Budgeted provision allocated in 2017/18 was as follows:

Total Provision Rs 111.0M

Made up of:

	Provision (Rs)	%
Compensation of Employees	73.87	66.5
Goods and Services	23.03	20.74
Capital Expenditure Rs 14,100		
Acquisition of Non-Financial Assets	14.1	12.7

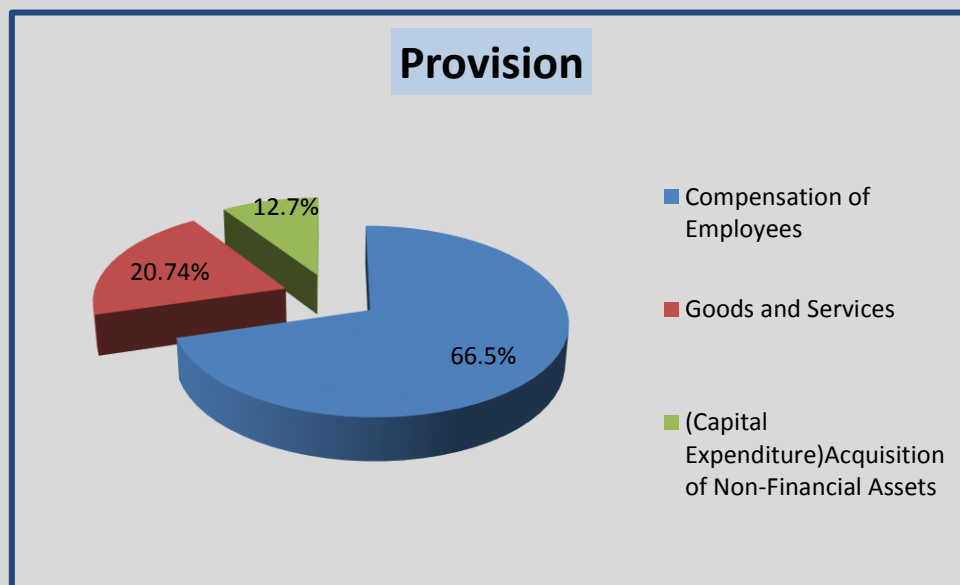


Figure f: Budgeted Provision Allocated in 2017/2018

ANALYSIS OF MAJOR CHANGES

The budgeted and actual expenditure for year 2017/18 classified by economic categories is as follows:

Recurrent Expenditure	Budgeted Provision (Rs M)	Actual Expenditure (Rs M)
Compensation of Employees	73.87	68.78
Goods and Services	23.03	16.89
Acquisition of Non-Financial Assets	14.1	7.46

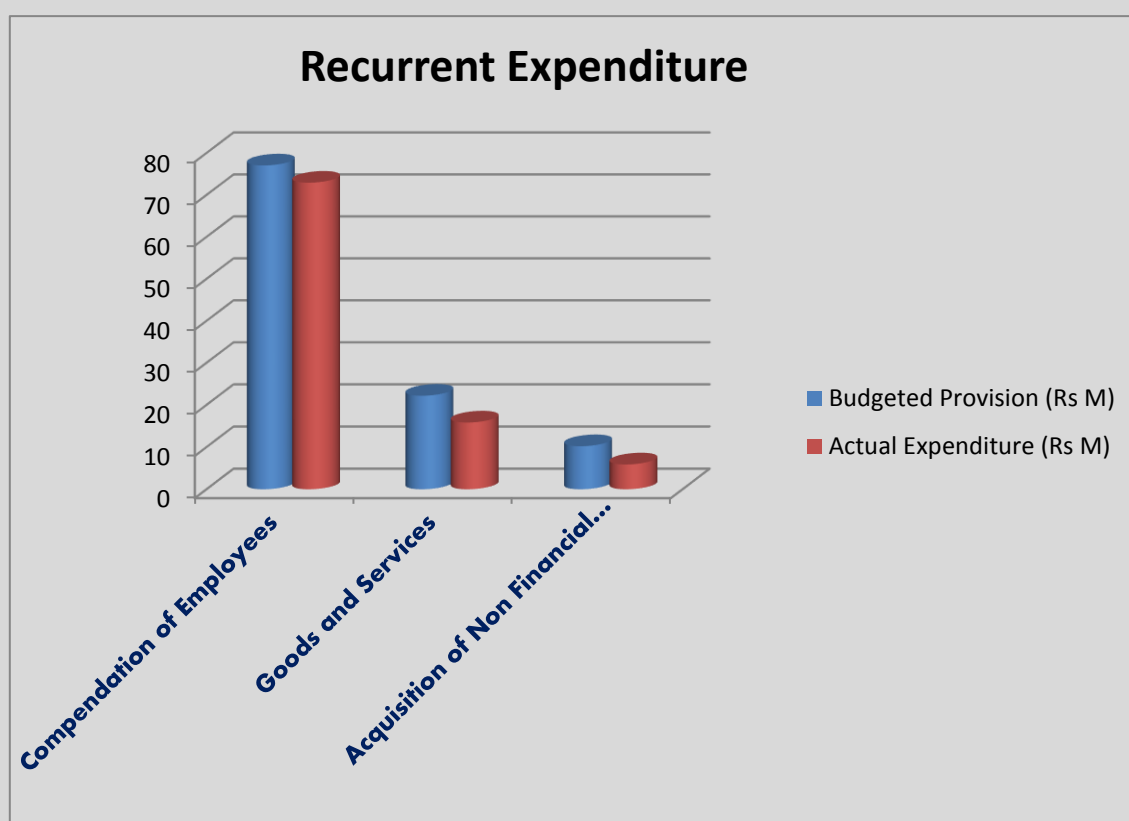


Figure 5: Recurrent Expenditure

Analysis of budgeted and actual expenditure for year 2016/17 and 2017/18

Expenditure	Provision	Expenditure	Provision	Expenditure
	2017/2018	2017/2018	2016/2017	2016/2017
Compensation of Employees	73.87	68.78	77.03	72.92
Goods and Services	23.03	16.89	22.17	15.82
Acquisition of Non-Financial Assets	14.10	12.	10.2	5.88

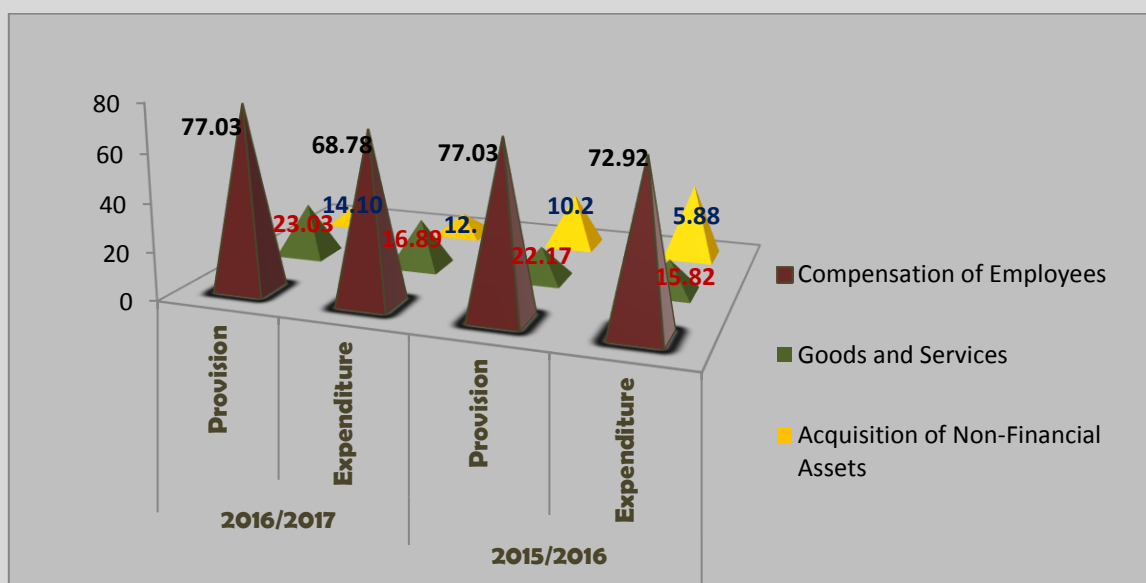


Figure 6: Expenditure Year 2016/2017 and 2017/2018

- Compensation of Employees**

The decrease in year 2017/18 compared to year 2016/17 was due to a considerable amount of work performed after office hours in 2016/2017 in connection with a quality assurance exercise carried out for Data Capture in the MeRP. This work has been completed in April 2017.

Acquisition of Non-Financial Assets

Provision was made for the enhancement of the MeRS. However, due to some financial restrictions, payments had to be deferred to 2018/19.

STATEMENTS OF REVENUE AND EXPENDITURE

STATEMENT OF REVENUE

Revenue (Rs million)	2016-2017 Actual	2017-2018 Estimates	2017-2018 Actual
Taxes on Property	4,054	5,000	6,668
Taxes on Financial and Capital Transactions	5,964,298	6,223,000	5,865,198
Other Non-Recurrent Taxes on Property	26,448	65,000	64,394
Total Revenue from Property Income and other Sources	5,994,800	6,293,000	5,936,260

Figure 7: Statement of Revenue

STATEMENT OF EXPENDITURE

Head/Sub-Head of Expenditure (Rs million)	2016-2017 Actual	2017-2018 Estimates	2017-2018 Actual
Compensation of Employees	72,921	73,870	68,778
Goods and Services	15,822	23,030	16,883
Subsidies			
Grants			
Social Benefits			
Other Expense			
Acquisition of non-financial assets	5,876	14,2100	12,000
Acquisition of financial assets			
Total	94,619	111,000	97,661

Figure 8: Statement of Expenditure

Part iv – way forward

RGD has grown in strength by adopting modern technologies for the delivery of its services. The implementation of MeRS has consolidated the operations, re-organisation and technological support at RGD simplifying and accelerating the business processes of the Department.

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 downtime.
3. Frequent absenteeism of staff.
4. Resistance to change.
5. Lack of IT staff

OPPORTUNITIES

1. Direct line from Mauritius Telecoms to solve the problem of connectivity.
2. Payment on line to complete the process of registration from submission, Payment and retrieval of registered documents electronically.
3. Search Online.
4. Application of flexible hours of attendance as 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.

IMPLEMENTATION PLAN TO ADDRESS SHORTCOMINGS IDENTIFIED BY THE DIRECTOR OF AUDIT

Issue	Proposed Action Plan	Status in relation to implementation of proposed action Plan
Arrears of Revenue		
<p>The debtors' position has not much improved over the past 66 months. Debtors' balances have increased from Rs 213 million to Rs 369 million between January 2012 to June 2017.</p> <p>Note: An exercise carried out partially by our Supplier on our request has revealed that the amount of 369 million was overstated due to a bug and the figure for that period was around 290 million</p>	<ol style="list-style-type: none"> 1. Creation of a Recovery Unit to be headed by an Attorney-at-Law. An in-house Attorney-at-Law will speed up legal action for recovery. 2. A comprehensive exercise would be carried out for the whole period catered by the system which logically and hopefully will bring down the stated amount. 	<p>Implementation on course:- Bidding exercise for recruitment of Attorney-at-Law is being carried out and the closing date for the submission of bid is 29 May 2018.</p> <p>Conditional to Attorney-at-Law being in post – 17 September 2018</p> <p>Expected to be completed by 30 June 2018.</p>
<p>New debtors amounted to Rs 78 million whereas only Rs 40 million were recovered. As at 30 June 2017, some Rs 159.3 million were long overdue for more than four and a half years</p>	<p>An Arrears Payment Scheme (APS) to motivate long outstanding debtors to settle their claims by waiving applicable penalty has been implemented and will lapse on 31 May 2018.</p> <p>An aggressive campaign through media has been launched to vulgarise the APS. Communique has already been published in the local newspapers.</p> <p>An evaluation of responsiveness will be carried out and if need be, consideration will be given for extension</p>	<p>Implementation Ongoing</p>

Issue	Proposed Action Plan	Status in relation to implementation of proposed action Plan
<p>Campement Owners Some Rs 6.8 million were outstanding for more than 10 years, for which no payment was received in 2016-17.</p> <p>Observation: A first list of Campement site owners where leases have opted for the new lease was provided by MHL. This exercise has brought about reduction in debts to the tune of Rs 1,535,960.</p>	<p>Synchronisation is being done by this Department with the list of Campement site owners at MHL. Expected result – to remove Campement site owners who have opted for new lease (60 years lease – as such exempted from Campement site tax).</p> <p>Every three months a new list will be requested from MHL. An exercise will be carried out in collaboration with the MHL to thieve out all Campement site owners who have opted for new lease, as such no Campement site tax is payable.</p> <p>An aggressive campaign will be carried out to track the debtors and initiate “Contrainte” – on appointment of Attorney-at-Law.</p>	<p>Ongoing implementation.</p> <p>3 months as from date the list is communicated to this office.</p>
<p>No detailed list was available for the remaining debtors' balances totalling Rs 81.4 million, processed in the MeRP computerized system.</p>	<p>Full detailed debtors list is available in report R29. Supplier's (NRD) assistance has been sought to enhance the existing report R29 to meet the requirement of NAO.</p>	<p>On target and is expected to be completed by July 2018.</p>
Debtors		
<p>These have been excluded from the list of debtors at 30 June 2017</p>	<p><i>Not real debtors:</i> The cases of untraceable, cases lodged at Objection Unit and Assessment Review Committee cannot be included in the list of arrears as the proposed value of the property has not yet been determined. Commissioner of Police's assistance will be sought to track those untraceable debtors.</p>	<p>Ongoing.</p>
Re-assessment of Immovable Properties		

Issue	Proposed Action Plan	Status in relation to implementation of proposed action Plan
Cases, with a total declared value of Rs1.4 billion, had no re-assessment value in the MeRP System as at 30 June 2017.	The 581 cases mentioned by Auditors could not be identified by this office. RGD is of the opinion that these could be cases where value of the property has been declared good and status not yet updated in LAVIMS. The list of 581 cases will be sought from NAO for further investigation.	As soon as list is available.
As at 30 June 2017, out of 1,000 cases totalling Rs 45 million, only an amount of Rs 9.3 million was recovered.	Reassessed cases do not mean that the value is final and the additional tax is payable. It is only after determination by the ARC (after approximately 2 years from date of registration) that the agreed or determined value is final, it is only then that additional duties and taxes can be claimed.	
Objection Unit		
There were 545 cases that were deemed to have been allowed, that is lapsed, as the objections have not been heard within the prescribed period – The loss of Government revenue amounted to some Rs 66 million. Note: Cases at Objection Committee are scheduled by the Valuation Department. RGD has no control over it.	However an Excel List has been introduced to monitor the expiry date for objection to be heard (within 4 months from the date of objection) by the Committee and communicated to the Valuation Department to help in preventing such occurrence.	Already implemented.
In 2016-2017, 483 objection cases were lodged at the OU; additional tax claimed totaling Rs 172.8 million. Only five cases were settled. The status of the remaining 478 cases was not known.	Request for enhancement of NRD has been made for system to generate report (R32) which caters for the required information.	Already implemented.
No proper Register was kept to record all cases under objections, together with their current status.	Digitisation of this office has rendered this mechanism obsolete. System generates report on specific parameters (R32)	Already implemented>

Issue	Proposed Action Plan	Status in relation to implementation of proposed action Plan
Assessment Review Committee Cases		
In her previous report, the Director of Audit had reported two cases totaling Rs 105 million that ere under objection at the ARC since October 2014. No further outcome was known as at January 2018.	The Neymar case is still pending at ARC. In this case, an investigation was made at the Registrar of Companies and it has been noted that there has been a change in name and legal domicile. Now it is known under Attitude Property Ltd. The other party is Balaclava Beach Resort (Seller). Inforlmation communicated to ARC.	Out of this Department control.
As at 31 October 2017, there were 1,428 cases that were not yet to be determined at the ARC, of which 1,032 cases, totalling Rs 222.3 million were long outstanding.	The ARC, being an independent body, without any legal restriction and deadline to hear any representation, manages its own scheduled list of cases and sends the outcome of the hearing to this office.	Department has no control on this issue.
Referred to Judiciary - Contrainte		
As of June 2017, 22 cases totalling Rs 1,7 million hasd lapsed due to passing away of debtors. The remaining 792 cases amounting to Rs 79.2 million were not yet finalized as at 30 June 2017.	<p>All administrative procedures have already been exhausted.</p> <p>As regards to debtors who have passed away, the debts is being claimed from the spouse (if married under "Community of Goods"), otherwise a request for write off is made to MOFED.</p> <p>Contrainte cases will be dealt with on recruitment of an in-house Attorney-at-Law which will enable this office to expedite matters.</p> <p>Policy decision needs to be taken whether to proceed with seizure of properties – the last resort for recovery.</p>	Conditional on policy decision and recruitment of an Attorney-at-Law.
Judge's Orders were received in 505 cases totalling Rs 46.8 million. Usher's service was yet to be effected for 225 cases totalling Rs 25.7 million.	A meeting with the dedicated SLO Counsels paid by this office will be arranged shortly to find a way forward.	3 months.

Issue	Proposed Action Plan	Status in relation to implementation of proposed action Plan
Recommendation by NAO		
The establishment of a Valuation Roll will be a good solution for the RGD to manage its revenue. For instance, the value of immovable property will be available prior to registration of the deed document. The lengthy procedures of re-assessment, inscription, determination of cases under objection and debtors' management will be significantly eliminated.		In process at the Valuation Department.

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.

There will be no need to call at this Office and queue to avail the services provided by this Department.

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

PROJECTED ENHANCEMENTS TO BOOST AND FLUIDIFY BUSINESSES

- Implementation of a new Module for Registration of Motor Vehicle using information available from MRA Customs Department through the Info Highway leading to immediate registration and collection of Revenue at the same time build up a database of all Motor Vehicles registered in Mauritius which will facilitate transfer of secondhand vehicles in the future.
- Upgrading of Hardware Infrastructure of MeRS.
- A Wallet System which has been discussed with the Mauritius Bankers Association (MBA) will also be worked out for payment of Search Duty operating in a similar environment as prepaid telephone card.
- The Search Online Module will be enhanced to cater for all stakeholders and why not from abroad.
- The implementation of Collateral Registers as stated in the 2017/2018 Budget; a requisite of the Ease of Doing Business by the World Bank.
- A maximisation of the Citizens Advice Bureau's facilities for registration purposes in collaboration with the Prime Minister's Office.

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.