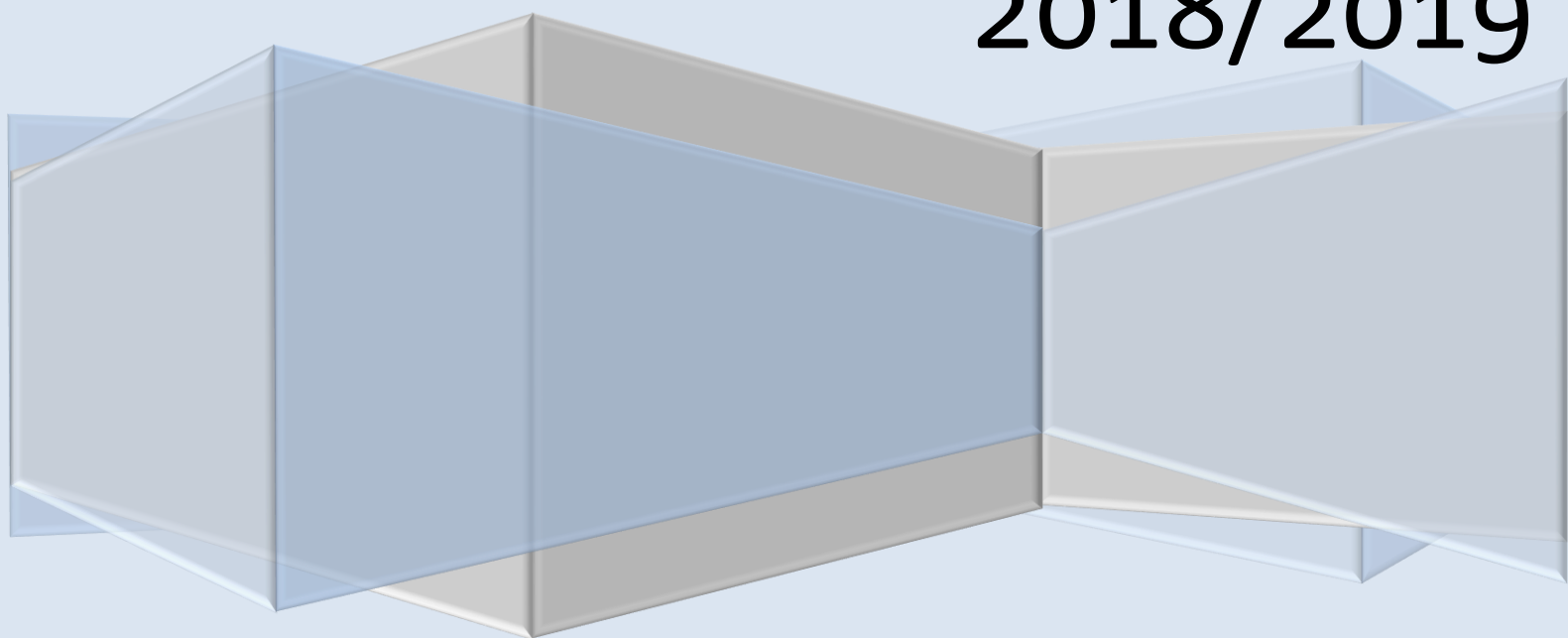




Registrar-General's Department

2018/2019



ABOUT THIS 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 2018/2019.

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 the form of duties and 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 dedicated officers.
- 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 2018-2019.

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

inclusive of encumbrances, as such a major contributor to Ease of Doing Business.

The Registrar-General's Department could not remain insensitive to the developments taking place all around the world 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, this 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 abounding, 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 Online 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. Consequently Search Online has been made available in the first instance to notaries and some Government organisations to make searches on the database of the RGD remotely from their respective offices.

These reforms have contributed to improve our ranking from 25th to 20th on the overall Ease of Doing Business according to the World Bank Doing Business Report 2019. Mauritius has continued its progression and now stands at the 13th position. Registering Property indicator which was at the 99th position in 2017 is now ranked at 23rd. This has been the catalyst to boost our ranking in the Ease of Doing Business. It is noteworthy to highlight the contribution of the Registrar-General and his staff for this achievement. We still feel that there is room for improvement and we have our place in the 10 best performers in this context.

The Registrar-General's Department does not intend to rest on its laurels. Actually we have implemented one major enhancement, the missing link, that is, the online payment through the Direct Debit System; a reality which is a great leap in the digital world thus completing the whole process digitally. The upgrading of the Hardware infrastructure of the Mauritius eRegistry System for a better performance of the system is under way. New

hardware will be soon available to replace those which have reached end of life. This will capacitate us to provide Search Online to a wide range of stakeholders.

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 benefits 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 inclusive of 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 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 147 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

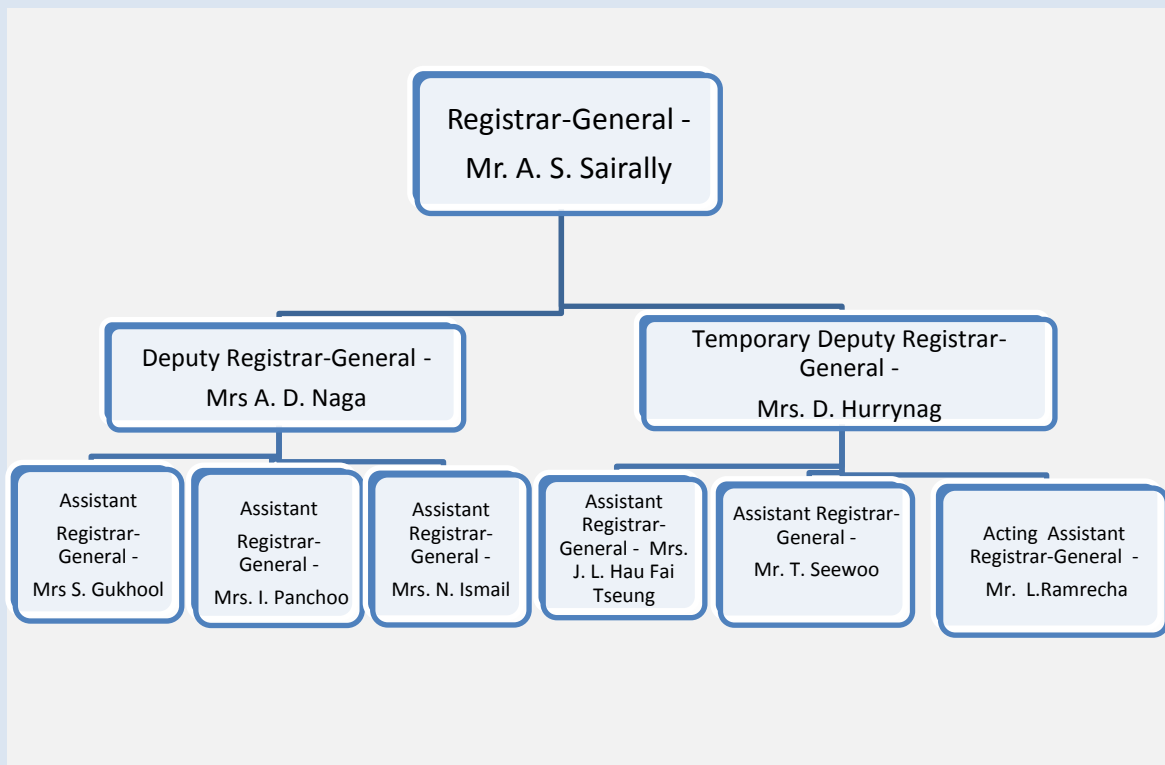


Figure 1: Top Management at RGD

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

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)

Figure 3: Cadres and Grades at RGD

STAFF RETENTION AND TURNOVER

For the period 2018/2019, there were 147 officers in the department and one officer employed on contract under the Service to Mauritius Programme (until January 2019).

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 ensuring 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

Training and Development activities are ongoing so that staff working within the department meets the needs for quality service and professional and personal growth.

Appropriate staff development programs are provided which ensure that they remain knowledgeable in their respective fields and acquire relevant skills to be applied in the performance of their duties.

Staff development Programme have been carried out to ensure that they acquire the relevant knowledge to shoulder their responsibilities, develop required skills and competencies necessary to prepare themselves for advancement in the department.

An overview of our development programme of staff is as follows: - On joining the service, newly appointed officers are provided with an induction training which aims to give them the necessary exposure to the work environment and providing them with the theoretical knowledge of the job. Thereafter they are mentored and coached by their Senior Officers and are given on the job training, prior to their being posted.

Officers also get the opportunity to follow training courses led by the Civil Service College of Mauritius as and when available. This brings about a better understanding of new techniques in management and enhances their performance at work, develops team building spirit, leadership, communication and motivation thus contributing to public service reforms.

On the job training is an on-going process in our department, thus ensuring effective deliverables to the satisfaction of our stakeholders.

Team Building activity is a regular yearly feature of this department, in which all staff as one family gathers at one place and participate in a variety of activities, thus fostering understanding, friendship and team spirit.

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

In line with legal and regulatory requirements, the Registrar-General's Department is committed to providing a high standard of safety and health throughout its business activities as far as it is reasonable. Our (OHS) Policy aims to ensure a safe and healthy working environment, system of work and equipment for 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 Welfare Council is a regular feature with the collaboration of the RGD Staff Welfare Association.

PART II – DEPARTMENT ACHIEVEMENTS AND CHALLENGES

- **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, legislations have been amended 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 (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) Actions have been taken to harden all new PCs acquired that is no access to CD and USB, for security purposes. The existing ones have already been hardened;
- (ii) GOC has been requested to monitor the bandwidth in order to prevent downtime in the whole system; A request has been made to the CISD to give RGD a view access to the bandwidth of the Department's dedicated internet line (EVLL) with Bandwidth of 50 mbps to enable the latter to know whether there is any traffic jam and the cause thereof.
- (iii) A monitor with Zabbix facilities has been installed to follow the fluctuation in MeRS to enable the department to take corrective measures immediately.

- **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 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 their own 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 Reassessment Module was initially designed to manage IF cases as it was in the paper based system. The module has not been enhanced to cater for other organisational requirements so as to use the electronic system more efficiently and include amongst others:

- (i) Additional debts status to document decisions at the Assessment Review Committee (ARC) and Objection Unit (OU);
- (ii) Reconciliation of payment with debts; and
- (iii) Review of Valuation Reports.

As a result, these enhancements warrant less human intervention bringing about a less error-prone system and provide a better organisational control and accountability for everyone. Automatic generation of specific reports for MOFED and Auditors can be entertained.

A module on which the Registrar-General is working now 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” and facilitation for the whole population.

- **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. Necessary laws have been amended to cater for the Direct Debit Scheme. The Direct Debit System is operational since 08 February 2019.

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 for encumbrances. Some Government organisations have also been given access.

All these initiatives have contributed to further improve our ranking in **property registration from 35th to 23rd** out of **190** countries. **This performance has boosted the ranking of Mauritius in the Ease of Doing Business, from 20th to 13th** in the newly published report this year.

In a near future, access will be given to other Professionals and Government institutions. Presently we are in an end of life hardware infrastructure cycle period. On the advice of our Supplier who is also maintaining the MeRS, we have embarked in the upgrading of the hardware infrastructure. This will ensure a better performance and enable the department to offer a better service.

In this connection, the procurement exercise is underway. We are expecting to have the new equipment ready by April 2020 inclusive of migration of data from the old hardware infrastructure to the new more performant one.

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 System, 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 the enhancements have been implemented at the Department without neglecting the IT security aspect especially Search Online and the 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.

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 2017/2018.

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 2018/19 was as follows:

Total Provision Rs 150.3M

Made up of:

	Provision (Rs)	%
Compensation of Employees	79.21	52.7
Goods and Services	21.69	14.4
Capital Expenditure		
Acquisition of Non-Financial Assets	49.40	32.9

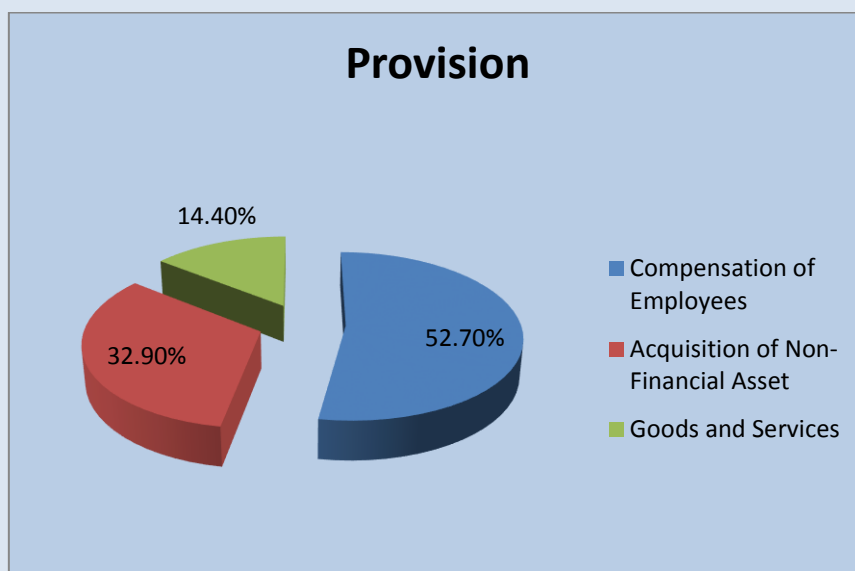


Figure 5: Budgeted Provision Allocated in 2018/2019

ANALYSIS OF MAJOR CHANGES

The budgeted and actual expenditure for year 2018/19 classified by economic categories is as follows:

Recurrent Expenditure	Budgeted Provision (Rs M)	Actual Expenditure (Rs M)
Compensation of Employees	79.21	73.37
Goods and Services	21.69	17.78
Acquisition of Non-Financial Assets	49.40	2.39

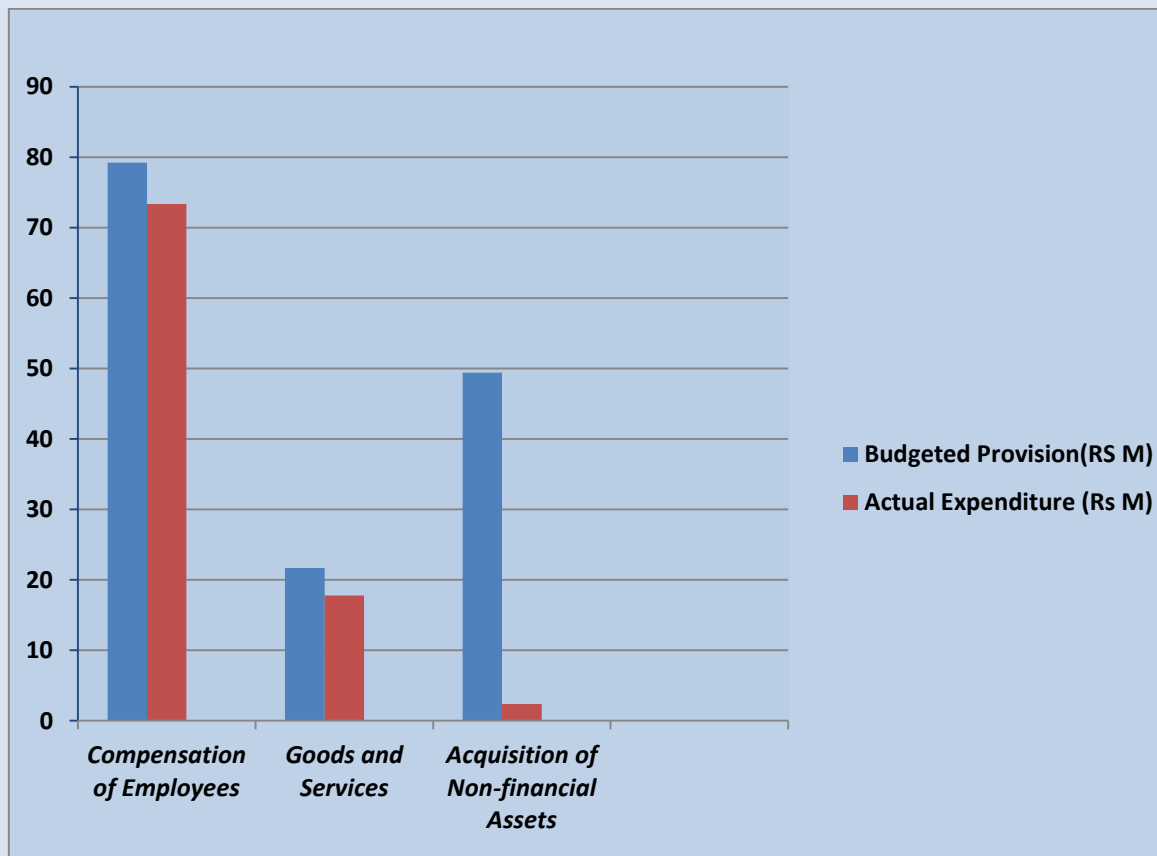


Figure 6: Recurrent Expenditure

Analysis of budgeted and actual expenditure for Years 2017/18 and 2018/19

Expenditure	Provision	Expenditure	Provision	Expenditure
	2018/2019	2018/2019	2017/2018	2017/2018
Compensation of Employees	79.21	73.37	73.87	68.78
Goods and Services	21.69	17.78	23.03	16.89
Acquisition of Non-Financial Assets	49.40	2.39	14.10	12.0

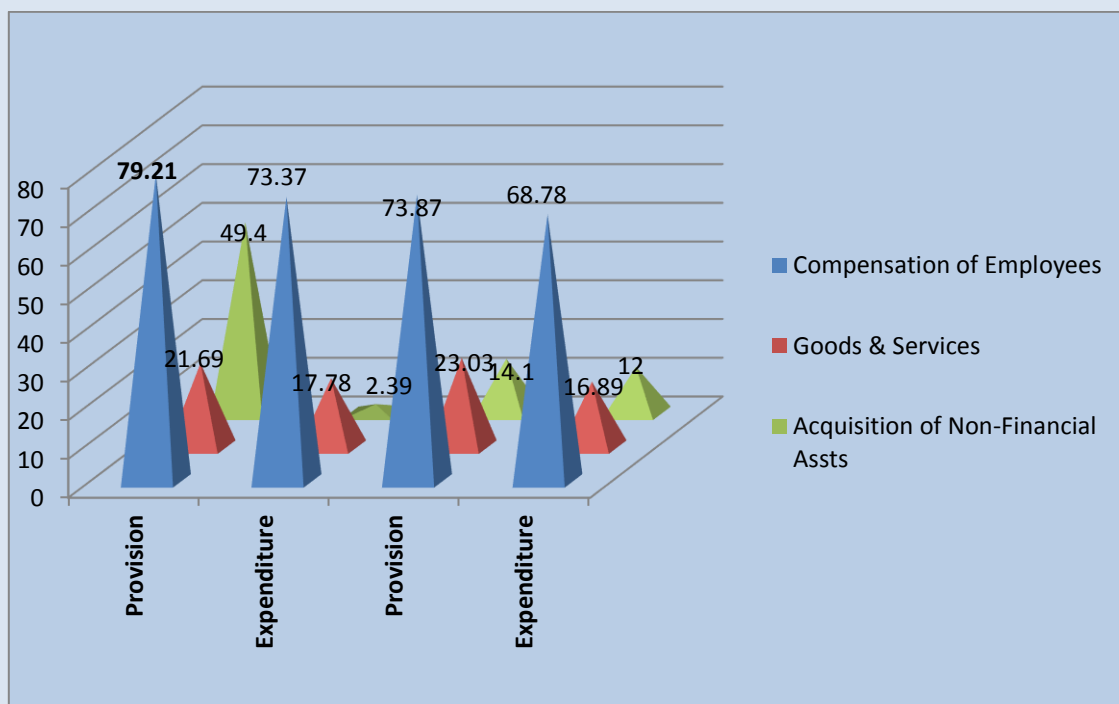


Figure 7: Expenditure Year 2017/2018 and 2018/2019

• Compensation of Employees

A slight increase in the figure for Compensation of Employees compared to the previous year following filling of most of the vacancies.

• Acquisition of Non-Financial Assets

Provision was made for the replacement of the existing e-Registry system hardware. Due to some constraints in the bidding exercise the project could not be completed on time but is on-going.

STATEMENTS OF REVENUE AND EXPENDITURE

STATEMENT OF REVENUE

Revenue (Rs million)	2017-2018 Actual	2018-2019 Estimates	2018-2019 Actual
Taxes on Property	6,668	5,000	6,297
Taxes on Financial and Capital Transactions	5,685,198	6,480,000	5,936,247
Other Non-Recurrent Taxes on Property	64,394	65,000	218,708
Total Revenue from Property Income and other Sources	5,936,260	6,550,000	6,161,252

Figure 8: Statement of Revenue

STATEMENT OF EXPENDITURE

Head/Sub-Head of Expenditure (Rs million)	2017-2018 Actual	2018-2019 Estimates	2018-2019 Actual
Compensation of Employees	68.78	79.21	73.37
Goods and Services	16.89	21.69	17.78
Subsidies			
Grants			
Social Benefits			
Other Expense			
Acquisition of non-financial assets	12.	49.40	2.39
Acquisition of financial assets			
Total	97.67	150.3	93.54

Figure 9: Statement of Expenditure

PART IV – WAY FORWARD

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

The department is putting in place a system of physical stock verification as requested by the parent Ministry and has appointed a team to carry out this exercise. This will help to provide updated records and reliable figures which will facilitate the implementation of accrual accounting and e-Inventory Management System in Government.

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 allow 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 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 Services 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 queue to avail of the services provided by this Department.

Furthermore, this Office is sparing no efforts to provide Search Online 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 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 second-hand 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 publication of Collateral Registers as previously planned; 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.
