Registrar-General's Department

ANNUAL REPORT

2019/2020

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 2019/2020.

The Annual Report is a powerful tool of to communicate the Department's targets, outcomes as well as the strategy of how to outperform going forward. This is the window of the Department where all our stakeholders can gather relevant information about the Department's performance for the past year.

It is an opportunity to highlight the Deparment's key achievements, expectations for the coming year and overall goals and objectives. The annual report ia a once-a-year piece of content which presents a wealth of information about the Department to many different audiences.

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

- **PART I**   **- ABOUT RGD**
- **PART II**   **- ACHIEVEMENT & CHALLENGES**
- **PART III**   **- FINANCIAL PERFORMANCE**
- **PART IV**   **- WAY FORWARD**

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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 . The principal objective of the Department is to register particulars of events accurately and without prejudice to make it available for inspection and delivery and to collect duties accordingly.

The RGD was established since 1804 during the French colonisation of Mauritius. It is administered by the Registrar-General who also acts as the Conservator of Mortgages, Receiver of Dues and the Authorised Officer for Campement Site and Campement Tax.
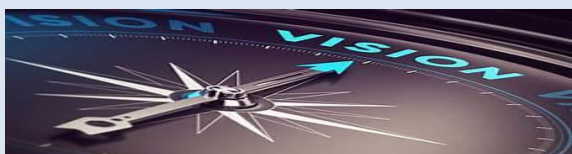
To be a pioneer in the registration domain in the region by adopting state of the art technology. Thus increasing the reputation of Mauritius as a world class eservices provider.

- 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 my pleasure to present the Annual Report of the Registrar General's Department for the Financial Year ending June 2020, as per the requirements of Section 4B of the Finance & Audit Act.

This Department has been striving to become a modern, innovation driven organization in the domain of registration of movable and immovable properties, since decades. It has gradually shifted from fully manual processes to semi-automated processes and eventually to a fully digitized, paperless organization with the implementation of the Mauritius e Registry System (MeRS) in 2014.

Following this major transformation, enhancements have been ongoing to improve our service delivery which contributed in propelling our country from the 99th position in 2016 to the 23rd position in the Registering Property Indicator in 2019 and resulting in an upward move in the overall ranking of Mauritius in the Ease of Doing Business from 25th in 2017 to 13th in 2019, according to the World Bank Doing Business Report 2019

In January 2020, I was assigned the duties of Registrar-General. I stepped into the shoes of the Registrar-General with the firm commitment to sustain the reforms implemented so far and pursue further improvements to allow the Department to progress on its innovative path by continuously revamping the schemes, policies and goals. In the face of new challenges, namely the upgrading and replacement of the IT Infrastructure which had reached end of life, the urgent need to up skill our manpower due to the depletion of our expertise, skills and competencies, following the trend of successive retirement of several senior staff and the unprecedented outbreak of the COVID 19 pandemic, which were adversely impacting the delivery of our services, bold decisions had to be taken to ensure business continuity and to maintain the standard of service.

In such prevailing adverse situation, new opportunities were identified which boosted innovative practices:

- ➢ Optimization of human resources was resorted to in order to sustain the service level.
- ➢ Procurement processes were initiated online, so as to expedite the procurement of our IT Infrastructure.
- ➢ MeRS was included in the fasil.mu site for digital services which contributed to route customers to our system.
- ➢ Remote search online access to our System was granted to our main Stakeholders, to enable them to gather required information to prepare their documents.
- ➢ Our communication strategy extended from emails and Skype to Zoom and WebEx meetings.
- ➢ After ensuring minimum business continuity during the confinement, the RGD was fully prepared for the post COVID 19 comeback to Office where all staff were provided with the required protective equipment and front desks were equipped with perforated glass counters and separators in line with the requirements laid down in the circulars from MPSAIR.
- ➢ Arrangements for social distancing were made throughout our office facility.
- ➢ No effort was spared to service our customers who were flooding to our counters to register particularly deeds of purchase of vehicles which exceeded the usual monthly numbers by thousands during the first 2 months following the comeback.

Moreover in line with the measures announced in the 2019/2020 Budget, a number of initiatives have been set in motion to ensure Citizen, Government and Business Facilitation:

- ➢ Setting up of a one stop shop for the registration of vehicle on the premises of the RGD involving the creation of a satellite of the NTLA
- ➢ Revamping our website
- ➢ Extension of search online facilities five folds, reaching out to government agencies, parastatal bodies and a greater number of stakeholders

- ➢ Sharing of information through the InfoHighway with the NLTA

- ➢ Extension of our online services to various additional Government Agencies and Parastatal bodies to contribute in expediting processes.
- ➢ Mandatory online submission for additional number of stakeholders
- ➢ Online self service module
- ➢ Developing alternate modes of Online payment

The successful implementation of all these measures is geared towards the creation and provision of value to our stakeholders. Our aim is to provide high levels of service quality with a marked emphasis on reliability, timeliness and rapidity.

The Registrar-General's Department strives towards service excellence by keeping its workforce satisfied, engaged and happy. The organization is committed for its human resource to strike the right work life balance. We encourage them to balance work with socializing and fun. Accordingly a yearly Employee Activity Day is organized and as far as possible we encourage our staff to participate in recreational activities organized at the level of the MPSAIR without compromising our customer service.

Our objective is to implement a holistic transformation of the organization wherein we not only operate a modern IT Infrastructure but where we also work in a conducive work environment in which a good work climate prevails.

The organization continues along its transformative journey with renewed dynamism not only to meet the evolving demands of its stakeholders but to exceed their satisfaction. Most importantly, we aim to be responsive in the event of any adverse and unexpected situation be it at the level of the Department or the country

I hereby seize this opportunity to first of all thank the members of my staff. Your contribution matters to the Department and together we shall meet the challenges ahead. My thanks go also to our stakeholders and members of the public for their cooperation and collaboration and I hope that we shall continue to work in partnership in the future. Finally, I would like to convey my thanks to the Ministry of Finance, Economic Planning and

Development for their support and encouragement as well as for their wise advice and guidance.

D. Hurrynag (Mrs)
Acting Registrar-General

ROLES AND FUNCTIONS OF THE DEPARTMENT

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

Registration
- To give a valid legal date to deeds/documents

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

Valuation
- To collect revenue by levying duty and taxes on deeds/documents submitted for registration

The Department has three main functions:

Registration	Land Registry	Valuation
•Registration of particulars of deeds and documents presented by members of the legal profession and the public inclusive of transfer of vehicles	•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	•Follow up action after reassessment of values of immovable properties by the Chief Government Valuer, including representation before the Tax Appeal Tribunal •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

  - Issue of Certified Copies of Deeds

  - 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.   Acquisitive Prescription Act

vi.   The Transcription and Mortgage Act

vii. Affidavits of Prescription Act

viii. The Affidavits of Prescription Act (Suspensions of certain provisions) Act 2012

ix.   Inscription of Privileges and Mortgages Act

x.   The Campement Site Tax (Exemption) Regulations 1985

xi.   Regulations under sections 12 and 28 of the Investment Promotion Act (Smart City Scheme)

xii. 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 143 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.
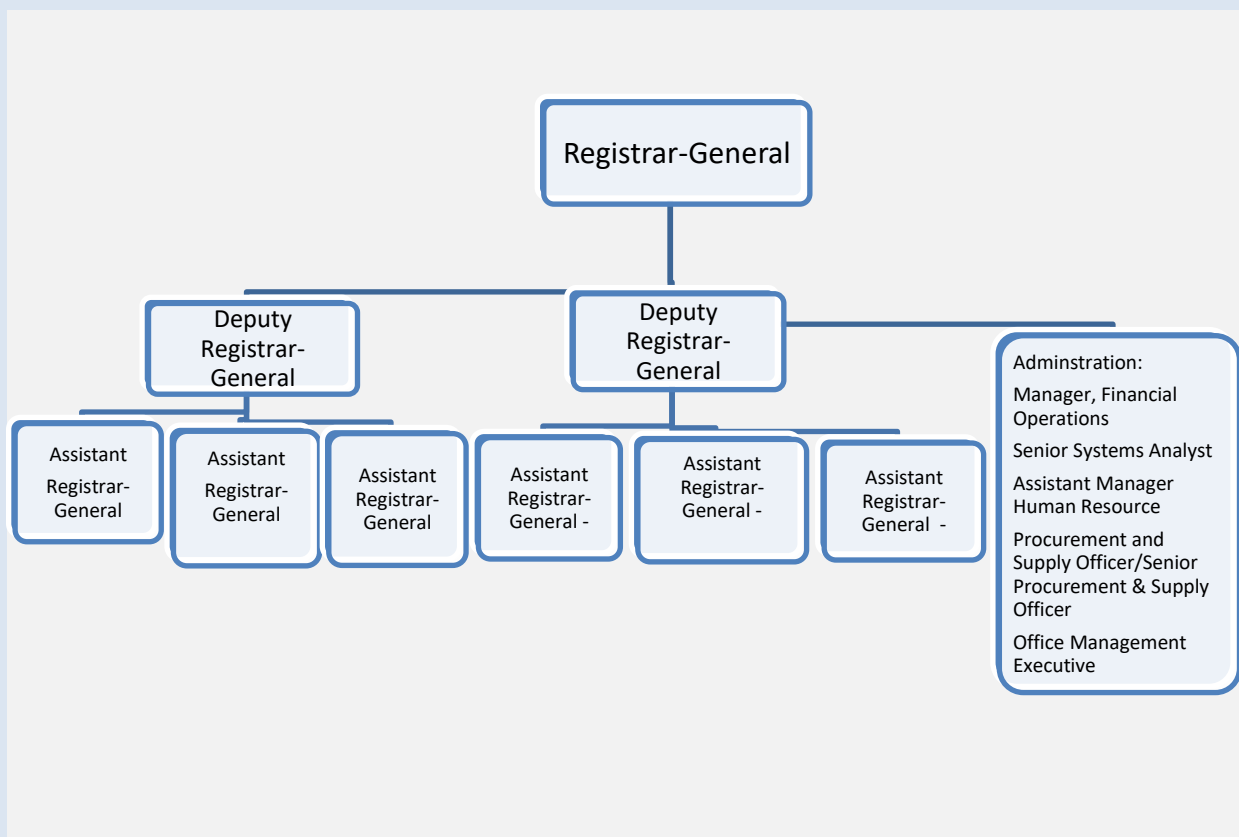
ORGANISATIONAL STRUCTURE

SENIOR MANAGEMENT TEAM

Figure 1: Top Management at RGD

The Department is headed by the Registrar-General who also acts as Conservator of Mortgages, Receiver of Dues, Authorised Officer for Campement and as Accounting Officer for Revenues & Expenditure.

The Department includes an administrative section and four main technical units. The administrative section comprises of the Finance Section, the Human Resource Section, the IT Section, the Procurement Section, the Registry Section and the Office Accommodation Section and are staffed by officers of the Finance, IT, Human Resource, Procurement and General Service Cadre. The Technical Units are each headed by an Assistant Registrar-General and staffed by officers of the technical cadre namely Registration Officers/Senior Registration Officers and Principal Registration Officers/Chief Registration Officers and the work is distributed among various teams to operate various processes.

In addition, the Department is further organised into different sub-sections and units for greater effectiveness of service delivery to our customers. Accordingly, an Erasure Unit and an Examination Unit have been set up since January 2020 as per a New Operation Plan, derived from and in line with the New Strategic Plan.

The Registrar-General, as Administrative Head of the Department, is immediately supported by two Deputies Registrar-General (DRG). For administrative convenience, the office has been divided into two main sections each one headed by a DRG who oversee the overall operations. 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. Each section is headed by an Assistant Registrar General (ARG) who reports to their respective DRG.

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 and the issues are then escalated to the Registrar General. The heads of the Administrative Units report directly to the Registrar general.

The Registrar General's Department's strategy provides for optimal usage of resources within the organization and ensures an on the job training. 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 or her has met the standards set in his or her work plan according to the Performance Management System.

ORGANISATIONAL STRUCTURE OF THE DEPARTMENT

Ministry	Department	Sections	Units
Finance, Economic Planning and Development	Registrar-General's Department	Professional Counter	Submission (Professional)
			Minimum Data Capture & Scanning
			Taxing (Professional)
			Confirmation – Insertion of e seal(Professional)
			Delivery (Professional & Certified Copies)
			On line Services/Help Desk/Call Centre
		Public Counter	Taxation (Public)
			Confirmation – Insertion of e seal & Delivery (Public)
		Mortgage	Final Data Capture/Verification
			Refer cases to Valuation Department
			Search
			Erasures
			Certificates Burdening Inscriptions
		Enforcement	
		Valuation Section	
		Objection Unit Assessment Review Component	
		Finance	Cash Office
			Expenditure
		Procurement	
		Office Accommodation/Transport	
		IT Unit	
		Human Resource	
		Registry	
		Secretariat (MeRS)	

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	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	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	1. Manager Financial Operations 2. Assistant Manager Financial Operations 3. Principal Financial Operations Officer 4. Financial Officer/Senior Financial Officer 5. Assistant Financial Officer	
Human Resource Cadre	1. Assistant Manager Human Resource 2. Human Resource Executive	(MPSAIR Officers)
Procurement & Supply Cadre	1. Procurement & Supply Officer/Senior Procurement & Supply Officer 2. Assistant Procurement & Supply Officer	
IT	1. Senior Systems Analyst 2. Systems Analyst 3. Computer Support Officer	(CISD Officers)

Figure 3: Cadres and Grades at RGD

STAFF RETENTION AND TURNOVER

For the period 2019/2020, there were 143 officers in the department.

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.

However, for the last two years, the Department is experiencing a depletion of experienced human resources due to successive departure of several senior staff who have reached retirement age. To ensure effective delivery of services and sustain motivation among staff 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 and proceeding to knowledge sharing, on the job training and monitoring prior to embarking on formal training programs. 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 conducive work environment, modern office amenities, comfortable furniture, updated tools and equipment. Upon resumption

of work after confinement, the front desk counters have been further enhanced to meet the requirements for reinforced security.

(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, and Vacation Leave).

(v)   Engaging and motivating its employees by implementing an effective communication strategy which encourages sharing of ideas amongst all colleagues and allows a bottom up communication with top management to eliminate red tape, hence expedite the resolution of issues.

(vii)   Embarking on the Work-from-Home – Scheme following COVID 19 outbreak and total confinement. Following the outbreak of the COVID 19 pandemic, and the lock down period which followed during mid-March to end of May 2020, the Registrar-General's Department took the initiative to ensure that there was minimum business continuity in its transactions. Accordingly, a team of twenty four (24) officers of the Registration Cadre were allocated VPN's to enable them to offer online services from home throughout the whole confinement period. Thereafter, with the issue of Circular No 32 of 2020 from the Ministry of Public Service, Administrative and Institutional Reforms, the Work-from Home scheme was formally introduced on a pilot basis, with a view to promoting a "new normal" working culture to ensure resilience and business continuity in the Public Service. The Registrar-General's Department decided to embark on the WFH Scheme on a pilot basis, and 26 officers of the Registration cadre were enrolled on the scheme.

WORKFORCE PLANNING INCLUDING SUCCESSION PLANNING

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

They are encouraged to develop a team spirit and 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.

In view of past and future retirements, Succession Planning is a priority objective of the RGD and is done with a view to developing the skills and competencies of staff to enable them to bridge their knowledge gap and effectively take over the duties of retired officers or those promoted to higher posts.

Two Deputy Registrar-Generals have been empowered to oversee the smooth running of two main sections of the Department each while an Assistant Registrar-General is responsible for the day to day management of a Section.

In the absence of the Registrar-General, 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, thus acquiring 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. In this respect, officers of the General Services class, namely the Confidential Secretaries, Management Support Officers, Words Processing Operators an Office Auxiliaries, had the opportunity to follow training in Occupational Safety and Health, and those from the Technical Cadre benefitted from courses in legal drafting and court proceedings, which was very helpful in attending to their day to day work.

On the job training provided by peers and experienced officers, 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.

During the confinement period following the COVID 19 Pandemic, the RGD had taken strict health and safety measures, in accordance with new sanitary protocols and to provide staff with the necessary equipment such as masks, gloves and sanitisers. Protective glass barriers were also installed at counters for the safety and health of all stakeholders

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.

A Yearly Employee Day has been decreed, National Independence Day is celebrated and improvement in work life balance is also ensured through participation in various recreational activities without disrupting the workflow

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 without compromising our customer service. 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

- **Amendment to Legislations**

  In the context of Ease of Doing Business, legislations have been amended so that the operations be aligned with the global best practices with a view of simplifying processes and reducing the cost of registration of property. In this connection, an amendment was brought to enforce mandatory online submission as from November 2020 and currently; the process of formulating of a unified legal framework for secured transactions is under consideration

- **Resolution of Slowness in the eRegistry System**

  As our IT Infrastructure which was implemented since 2014, was nearing end of life, the Registrar-General's Department (RGD) started experiencing latency in the system and this 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 in case of fluctuation of traffic in our dedicated line (EVLL). As from January 2020, knowledge transfer has been effected by the GOC to the RGD IT Staff so that henceforth, the bandwidth monitoring task is performed by the RGD IT Staff.

  (iv) Pooling of IT Resources is resorted to so as to ensure uninterrupted customer service.

- **Replacement of end of life MeRS IT Infrastructure**

  On the advice of our Supplier who is also maintaining the MeRS, we have embarked in the upgrading of the hardware infrastructure which have reached end of life cycle. This will ensure a better performance and enable the department to offer a better service.

  In this connection, a procurement exercise was carried out to procure new hardware to replace the old ones. The new equipment has been delivered in January 2020 and it was expected that the migration of all applications and data from the old hardware infrastructure to the new IT infrastructure will be completed by April 2020.

- **Upgrading of MeRS and Migration of all applications and data to the upgraded IT Infrastructure**

  Following the replacement of the end of life hardware by new hardware, a project for upgrading of MeRS and migration of all applications and data to the upgraded IT infrastructure was initiated. The current supplier of MeRS was recruited through Direct Procurement to carry out the above exercise after a Due Diligence. The Project was expected to be implemented by end of September 2020.

  Following the upgrading to the new IT Infrastructure, mandatory online submission to a wider range of stakeholders will be implemented as from November 2020.

  Implementation of a disaster recovery Site and a Business Continuity Plan are under consideration

- **Enhancement of the System**

  In order to further improve services provided to our stakeholders and to meet their demands, enhancements in the MeRS have been implemented on a phase wise basis

  - **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 Credit / Debit 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. Necessary provisions have been made in our legislations to cater for the Direct Debit Scheme. 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. The direct debit scheme which is operational since 08 February 2019 has been relaunched to be rendered more effective.

- **Extension of Search Online**
  (i)   Online search, which was initiated in April 2018, initially catered for the notaries in the first instance. Following the upgrading and replacement, access will be extended to staff effecting searches on behalf of banks, Land Surveyors, numerous Government Agencies and Parastatal bodies.

- **The Administrative Reforms include:**

  (i)   Optimisation of Human Resources through capacity building
  (ii) Setting up of an examinations Unit for timely tracking of errors.
  (iii) Setting up of a physical one-stop-shop for registration of vehicles by implementing a satellite office of the NLTA on the RGD premises, pending the finalisation of the online one-stop-shop which is underway.
  (iv) Setting up of a 2nd Objection unit to deal with cases where transfer of shares is involved
  (v) Setting up of an Anti-Corruption Committee and application of the Anti-Corruption Framework
  (vi) The Government Assets Register to record the non-financial assets as from June 2017 to June 2020 has been initiated.

All such initiatives have consistently contributed to improve our ranking in the index "registering of property" and subsequently boosted our overall ranking in the Ease of Doing Business.

STATUS ON IMPLEMENTATION OF KEY ACTIONS

Key Action	Key Performance Indicator	Target (As per Budget Estimates)	Status
Replacement of old IT Infrastructure and migration to new IT infrastructure	Capacity, connectivity, speed and scalability	Implemented by mid-September 2020	- New Hardware have already been acquired - Letter of Acceptance dated 26 May 2020 sent to Norway Registers Devt As on 27 May 2020 - The intended starting date for commencement of services was 28 May 2020 and the intended completion date is 14 September 2020.
Setting up of a one stop shop for the registration of motor vehicles in collaboration with the NTLA	Number of customers using the service	- Physical one-stop-shop to be implemented at RGD premises by August 2020 - Online One-stop-shop to be implemented by end of 2021	Two counters were ready to accommodate NLTA Officers Meetings are on-going
Provision of Online Search access from remote	Number of connections to the search module	Extend number of users from 200 to 1000	During confinement Search online access was given to additional 50 users
Implementation of E Procurement Process	Number of bid and procurement exercised processed	100% by June 2021	Meetings pertaining to procurement, issue of commissioning report and payment to supplier were carried out online

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.

OTHER INTERNALLY DEVELOPED KPI'S

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	Real Time	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.

The implementation of a Disaster Recovery Site and a Business Continuity Plan are under consideration

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 02-13.

A total amount of Rs145 million was budgeted for Financial Year 2019/2020. This provision was allocated as follows:

Total Provision

Made up of:

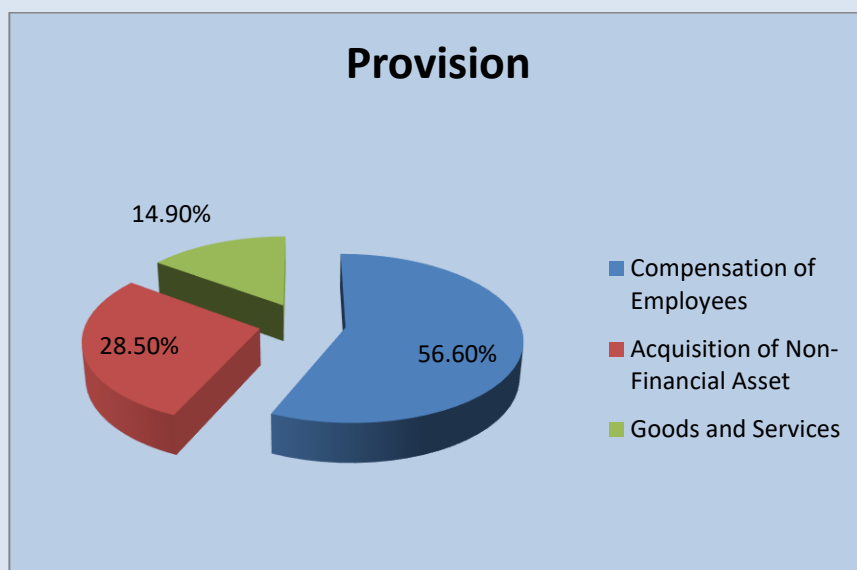|	Provision (Rs)	%
Compensation of Employees	82.14	56.6
Goods and Services	21.56	14.9
Capital Expenditure	41,300	
Acquisition of Non-Financial Assets	41.30	28.5

Figure 5: Budgeted Provision Allocated in 2019/2020

ANALYSIS OF MAJOR CHANGES

The budgeted and actual expenditure for year 2019/20 classified by economic categories is as follows:

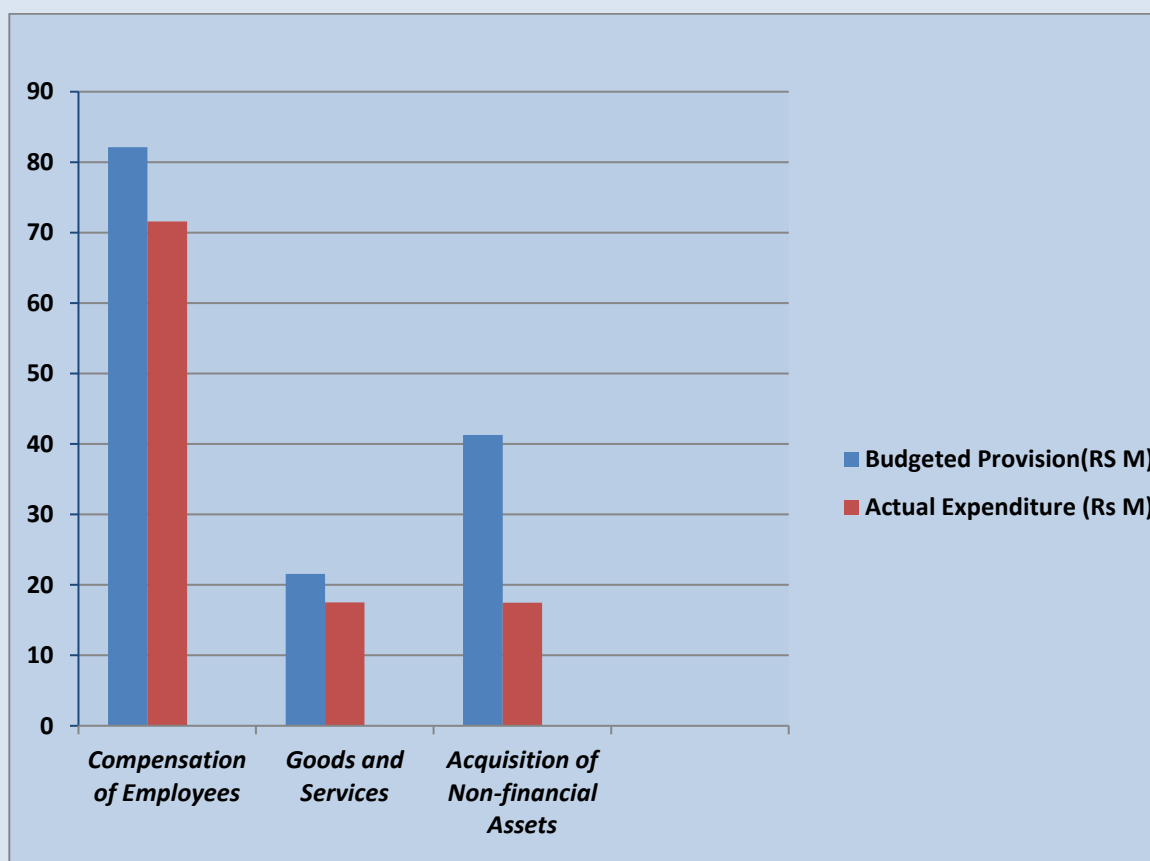| Recurrent Expenditure	Budgeted Provision (Rs M)	Actual Expenditure (Rs M)
Compensation of Employees	82.14	71.60
Goods and Services	21.56	17.51
Acquisition of Non-Financial Assets	41.30	17.48

Figure 6: Recurrent Expenditure

Analysis of budgeted and actual expenditure for Years 2018/19 and 2019/20

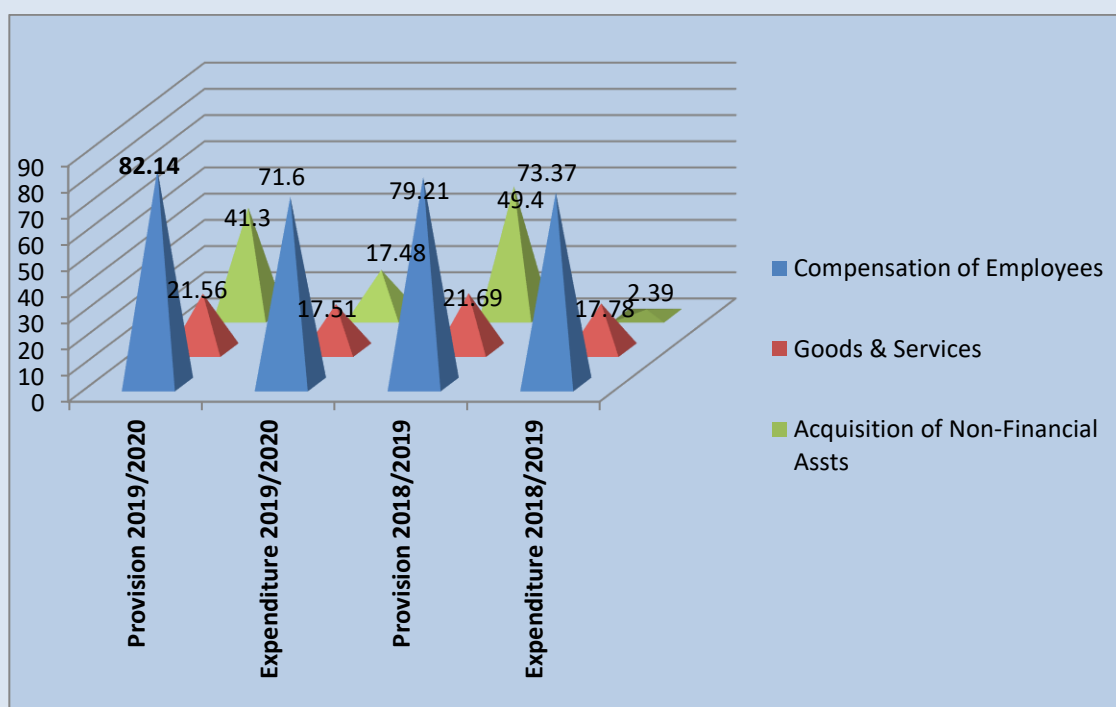| Expenditure	Provision	Expenditure	Provision	Expenditure
	2019/2020	**2019/2020**	**2018/2019**	**2018/2019**
Compensation of Employees	82.14	71.60	79.21	73.37
Goods and Services	21.56	17.51	21.69	17.78
Acquisition of Non-Financial Assets	41.30	17.48	49.40	2.39

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

- **Compensation of Employees**

Covid-19 pandemic disrupted the exercise of filling of some vacancies. Hence there has been a decrease in the 2019/2020 expenditure for compensation of employees.

STATEMENTS OF REVENUE AND EXPENDITURE

STATEMENT OF REVENUE

Revenue (Rs million)	2017-2018 Actual	2018-2019 Estimates	2018-2019 Actual
Taxes on Property	6,297	6,000	7,980
Taxes on Financial and Capital Transactions	5,936,247	6,480,000	5,009,175
OTHER NON-RECURRENT TAXES ON PROPERTY	**218,708**	**145,000**	**45,234**
Total Revenue from Property Income and other Sources	**6,161,252**	**6,550,000**	**5,062,389**

Figure 8: Statement of Revenue

Total revenue collected in 2019/2020 amounted to Rs5.07 billion compared to 6.17 billion in 2018/2019. This decrease is mainly due to the Covid-10 pandemic and its related confinement periods.

STATEMENT OF EXPENDITURE

Head/Sub-Head of Expenditure (Rs million)	2018-2019 Actual	2019-2020 Estimates	2019-2020 Actual
Compensation of Employees	73.37	82.14	71.60
Goods and Services	17.78	21.56	17.51
Subsidies			
Grants			
Social Benefits			
Other Expense			
Acquisition of non-financial assets	2.39	41.30	17.48
Acquisition of financial assets			
Total	**93.54**	**145.00**	**106.59**

Figure 9: Statement of Expenditure

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-organization and technological support of RGD simplifying and accelerating the business processes of the Department.

Having embarked on the journey of digital transformation, the RGD will strive to adapt to the rapid pace of digital transformation to better service our stakeholders. Following the upgrading and replacement of its old IT Infrastructure by a new one, more enhancements will be implemented to further integrate the global best practices, with a view to improving the effectiveness of the processes and subsequently, the overall customer service and subsequently our ranking in the context of the "Ease of Doing Business"

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.

Capitalising on our E Services and building on our immediate response to ensure minimum business continuity during the recent COVID 19 pandemic, our organisation will ensure greater preparedness to consolidate this response to facilitate our citizens in the event of any adverse situation.

SWOT ANALYSIS

STRENGTH

1. Provision of on-line services to stakeholders and members of the public.
2. Upgraded 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.

9. Tool for network monitoring operated by RGD IT Staff

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

6. Frequent change of posting by CISD of IT staff posted at RGD instead of dedicated IT Unit to the Department

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. Optimisation of our IT System through increase in users for Online search and submission.

6. 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 online;
- ➢ 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.