

2020/2021

Registrar-General's Department



E-REGISTRY SERVICES
Videos



ANNUAL REPORT



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 2020/2021.

The Annual Report is a powerful tool 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 Department's key achievements, expectations for the coming year and overall goals and objectives. The annual report is 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 (MOFEPD) is the central agency for maintaining a repository of all documents that are registered including those pertaining to immovable property and movable property transactions. The principal objective of the Department is to register particulars of events accurately and without prejudice to make it available for inspection and delivery and to collect duties accordingly.

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



VISION

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

MISSION

- 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



I am pleased to present the Registrar-General's Department report for the Financial Year ended 30 June 2021.

This has been a year unlike any other; the COVID 19 Pandemic had impacted our communities, our business, our staff and our stakeholders. Being a Revenue Collecting Department which also operates as an E Service Provider, and offers end to end digital processes since May 2014, the Department was equipped to champion the work from home project to ensure minimum business continuity on the spur of the moment, during the confinement and was fully prepared to ensure a successful readiness for resumption of work in May 2021.

Our new operating context, still impacted by the ongoing pandemic, required that we further consolidate organizational resilience. Our strong purpose and values guided our response to ensure business continuity in a secure work environment, while providing a high level customer satisfaction, throughout this extremely challenging period. Hence, we have navigated through the challenges by continuously building on where we had reached by initiating new projects implementing innovative strategies like:

- Extension of the Work from Home Scheme to a larger team and at the same time regulating its implementation in line with the terms and conditions laid out in the circulars the MPSAIR.
- Extension of search on line facilities up to 1000 stakeholders which includes government agencies, parastatal bodies, banks, land surveyors and attorneys among others.
- Responding to the implementation for a Chat box Project launched by the MRIC for the enhancement of our Help Desk.
- Selection for a Business Continuity Plan through Intelligent process Automation, funded by the UNDP.

- Servicing external customers calling at the public counters according to an alphabetical order with a view to ensuring sanitary precautions and procedures at the workplace.
- Reinforcing security measures for internal customers as well by ensuring compliance to the new sanitary protocols.
- Staff empowerment through courses delivered as per our training needs, provided in house by the Civil Service College in 2 batches, of 28 staff each.
- Despite the complexity of reinventing ourselves to confront simultaneously issues related to the maintaining of service excellence on one hand and maintaining a secured, satisfied, engaged and happy workforce on the other hand to strike the right work life balance, the outcome is more on the positive side; the Total Revenue collected for 2020-2021 exceeding that of the previous year by around 10%.

Having embarked on this transformative journey, the Department continues its way forward with greater dynamism to reach greater heights.

As our people are our most valuable assets, I would like to thank the members of my staff for their contribution. I extend my thanks to my stakeholders, renewing our mutual collaboration 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.

D. Hurrinag (Mrs)
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

- Registration of particulars of deeds and documents presented by members of the legal profession and the public inclusive of transfer of vehicles

Land Registry

- 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

Valuation

- 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 of Deeds and preservation of Mortgages.
- Registration of deeds and documents to give them a "date certaine" i.e to make valid against third parties.
- Delivery of Certified Copies.

KEY LEGISLATIONS UNDER THE RESPONSIBILITY OF THE DEPARTMENT

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

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.

We have a representative of our staff on the Gender Mainstreaming Committee who also attended training programme on Gender mainstreaming. As required, a Gender Cell has been set up at our Department Level and we have already prepared a Gender Action Plan.

ABOUT OUR PEOPLE

HUMAN RESOURCE MANAGEMENT SECTION

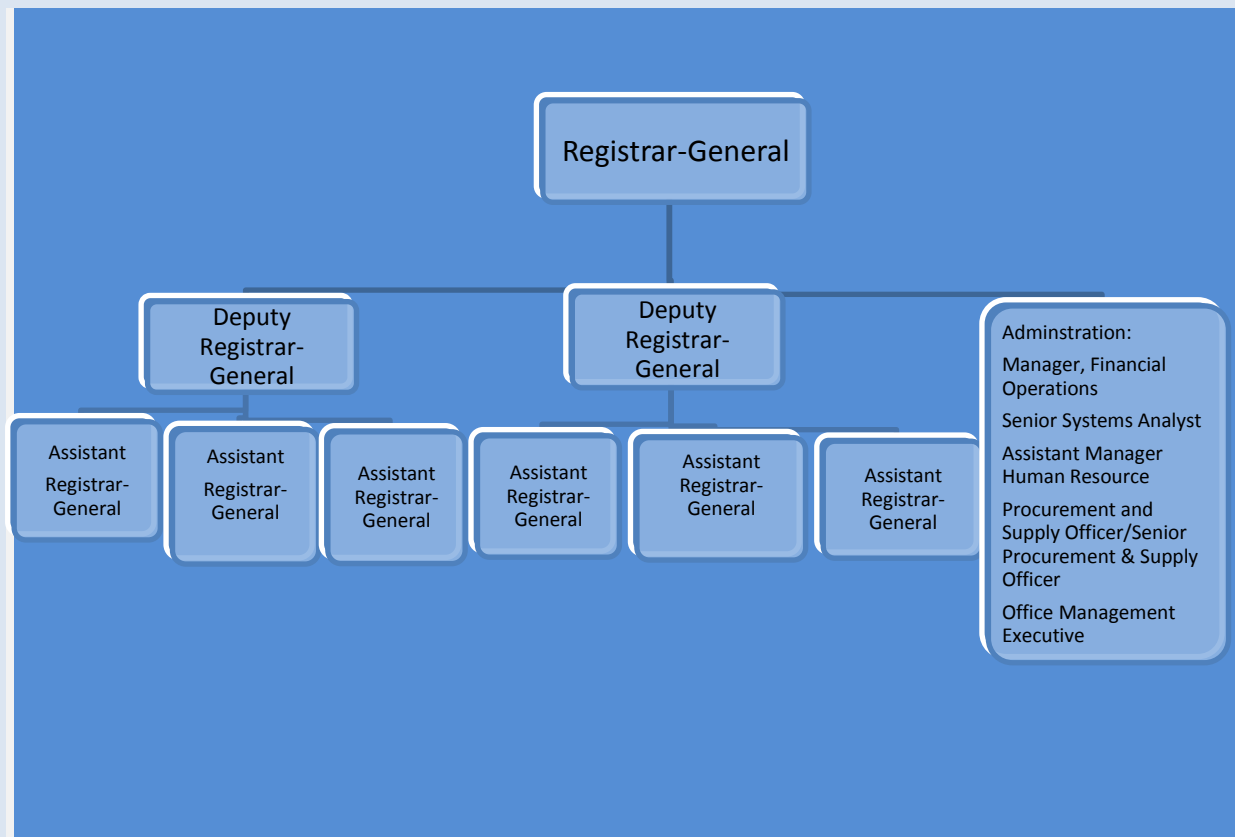
The main objective of the Human Resource Management Section is to make optimum use of its human resources with a view to achieving the organisation's strategic goals and objectives. The nurturing of its human capital is therefore of significant importance in executing the organisation's strategy which hinges on better quality service delivery.

The Registrar-General's Department has continued to engage with employees at different levels with a view to understanding and responding to their needs, alongside ensuring that all employees are treated in a fair and equitable manner.

ESSENTIAL FUNCTIONS OF HUMAN RESOURCE SECTION AT THE REGISTRAR-GENERAL'S DEPARTMENT

The main strategic focus areas of the Human Resource Management Section include the following:

- ♣ Appointment, Promotion, Retirement & Pensions and application of conditions of service;
- ♣ Monitoring of Employee Attendance through the Electronic Attendance System;
- ♣ Dealing with Employment Relations matters and discipline of staff;
- ♣ Human Resources Planning & Manpower balancing in line with organization's mission;
- ♣ Training and Development;
- ♣ Performance Appraisal; and
- ♣ Human Resource Management Information System.

ORGANISATIONAL STRUCTURE**SENIOR MANAGEMENT TEAM****Figure 1: Top Management at RGD**

ORGANISATIONAL STRUCTURE OF THE DEPARTMENT

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

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 5. Assistant Financial Officer 	
Human Resource Cadre	<ol style="list-style-type: none"> 1. Assistant Manager Human Resource 2. Human Resource Executive 	(MPSAIR Officers)
Procurement & Supply Cadre	<ol style="list-style-type: none"> 1. Procurement & Supply Officer/Senior Procurement & Supply Officer 2. Assistant Procurement & Supply Officer 	
IT	<ol style="list-style-type: none"> 1. Senior Systems Analyst 2. Systems Analyst 3. Computer Support Officer 	(CISD Officers)

Figure 3: Cadres and Grades at RGD

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.

For fiscal year 2020/2021, the Registrar General's Department was allocated an amount of Rs 200,000 for Training. Following consultations and discussions held with the Civil Service College, necessary arrangements were made for the conduct of customised in house training on Statutory Interpretation to officers of the grade of Principal Registration Officer /Chief Registration Officer. The training was successfully imparted during the whole month of January 2021 in two batches, following which officers were awarded a Certificate upon completion of the Course.

With the onset of COVID-19 in March 2021, the traditional face to face training was significantly affected. Discussions were accordingly held with the Civil Service College to enable officers to enrol for online courses available on the iTrain e-learning platform. In this context, the Department has taken a one year subscription in respect of e-learning courses for all staff of the grade of Registration Officer/Senior Registration Officer.

GENDER DISTRIBUTION OF RGD STAFF

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

Categories	Male	Female
Top Management	1	2
Middle Management	36	18
Support and Others	61	26
Total	98	44

WORK FROM HOME SCHEME.

Following the issue of Circular No 32 from the Ministry of Public Service & AIR, the Work From Home Scheme was fully operational at the Department during period 2020/2021. Initially, some 26 staff were enrolled on the scheme, gradually additional staff joined the Scheme which is now considered as the “new normal” working culture to ensure resilience and business continuity in the service. The scheme was successfully implemented as officers were able to attend to their duties from home effectively without any service disruption.

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. 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 different sections of the Department, be they legal , managerial or policy are discussed. 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 are identified in the superior interests of the Department. This has brought about a convivial atmosphere of trust and understanding in the office.

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. The Department complies with the Safety and Health Policy which 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 sanitizers. Protective glass barriers were also installed at counters for the safety and health of all stakeholders

A Committee on Health and Safety 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 Public Service and Administrative Resource, representatives of the Trade Union and other staff of the Department. This Committee which meets every two months 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 Department's commitment to our Human Resources 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 are 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 setting up a Notice Based Registry is being initiated.

• Upgrading of Mauritius eRegistry System (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 completed in January 2021.

• Enhancement of the MeRS

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

A Direct Debit Scheme which was developed by the Bank of Mauritius (BOM) to enable professionals and stakeholders to effect payment through Direct Debit is being enhanced and will be relaunched to be rendered more effective.

Proposals for new modes of payment have been made to Accountant-General eg My T Money to offer a wider mode of online payments to our stakeholders.

■ **Extension of Search Online**

Following the upgrading and replacement of IT Infrastructure, access to search online has been extended to staff effecting searches on behalf of banks, Land Surveyors, numerous Government Agencies and Parastatal bodies so that stakeholders can avail of the facility to effect searches from their workplace instead of coming at the RGD premises.

As it was the call of the time in view of the prevailing pandemic situation, this measure was welcomed as a timely strategy.

■ **IT Network Monitoring**

For timely detection of network issues in the dedicated Internet Line (EVLL), the IT Network Monitoring Task has been transferred from GOC to RGD IT Unit. This allows timely identification and resolution of issues related to network and bandwidth by RGD IT staff.

■ **Sharing of Data**

Sharing of data through the Info Highway with the NLTA has been implemented in the context of interagency Collaboration and online platform for one stop shop for registration of vehicles.

Furthermore, many institutions such as ICAC, MRA, FIU, Integrity Reporting Services Agency, etc. are given remote access to our system upon request to have direct access to information from our database instead of sharing through the Info Highway.

- Following measures announced in the Budget Speech 2020-2021, the Registrar-General's Department (RGD) has embarked on a project for an online one-stop-shop for registration of Motor Vehicle to provide a seamless service to the stakeholders. The aim of the project is to facilitate the process of registration. The Motor Vehicle Dealers/Individuals will be required to submit their deeds for registration of motor vehicle online and also effect online payment.

In the meantime, a physical one stop shop was set up at RGD since August 2020 for the registration of motor vehicles. The RGD has made

arrangements to temporarily accommodate 2 officers of the NLTA on its premises to carry out 2 processes which are usually done at the NLTA, namely:

(i) Issue of certificate de gage

(ii) Processing of the transfer of ownership of motor vehicles. However, following the opening of a sub office of NLTA at the Ground Floor of Emmanuel Anquetil Building, the Physical One-stop-shop at RGD is no longer operational.

• **Other Major Achievements**

- ❖ Promoting the RGD E Services by integrating the E Service providers' site, fasil.mu;
- ❖ Revamping of RGD Website;
- ❖ Implementation of EIMS Electronic Inventory Management System as from Mid October 2020;
- ❖ Implementation of mandatory online submission of deeds as from 01/11/2020 in line with legislative amendment in Finance (Miscellaneous Provisions) Act 2020;
- ❖ Capturing additional Data in our Land Registry for sharing of Data with the CSO at the request of MOFEPD, for Mauritius to meet the requirement of the IMF Special Data Dissemination Standard (SDDS) as from 03/11/2020;
- ❖ Implementation of Electronic Government Asset Register as from 16/11/2020;
- ❖ Kick off for the E Procurement Process in the context of Improving Public Procurement cited at Para 6 of Annex to Budget 2020-2021 on 01/12/2020; and
- ❖ Kick off of UNDP Business Continuity Planning as from 03/12/2020

The Administrative Reforms include:

- ❖ Capacity Building through in house coaching and knowledge sharing as immediate solution and formulation of training program on statutory interpretation by Civil Service College as from January 2021 to bridge knowledge gap following successive retirements;
- ❖ Participation in several workshops with the EDB, contributing in reviewing our Secured Transactions Legal Framework in line with the Global Best Practices, in the context of Ease of Doing Business;
- ❖ Implementation of a Work from Home Team to ensure business continuity during lockdown and successfully embarked on a Pilot Work from Home Project post confinement;
- ❖ Reinstatement of the Helpdesk at RGD to provide support to customers on our E Services;
- ❖ Setting up of a physical one stop shop facility at the RGD as from 10 August 2020;
- ❖ Setting up of a 2nd Objection unit to deal with cases involving transfer of shares;
- ❖ Setting up of the Anti-Corruption Committee and application of an Anti-Corruption Framework;
- ❖ Selection to showcase improvement at counter at PSEA Award Ceremony on 27/11/2020. Transformations captured by MFDC Team.
- ❖ Implementation of Government Asset Register as from 03/11/2021
- ❖ Implementation of Data Capturing of deeds registered as from 03/11/2020 as per the IMF Special Data Dissemination Standard (SDDS) PLUS to compute Residential Property Price Index (RPPI) following an agreement between CSO and MOFEPD.
- ❖ Participation in several working sessions with the EDB and WB Representatives regarding the setting up of a Collateral Registry and the constitution of a Unified Legal Framework for secured transactions in line with the Global Best Practices.

- ❖ Dispensing of online courses by the Civil Service College for Officers of the RO/SRO cadre in June 2021.
- ❖ Adoption of the Anti-Corruption Policy as from 29/01/2021.
- ❖ Promotion of an inclusive workforce by the inclusion of STM at Helpdesk as from 24/06/2021 in compliance with the Policy for Employment of Disabled Persons by 1.

• **Improvement of Revenues/Arrears Collection**

- ❖ Set up an examination unit with one examiner /coach attached to Professional Taxing Unit and one to the Public Taxing Unit to track and mitigate errors in taxation.
- ❖ Set up new mechanisms to track debtors by requesting access to the CSO database.

• **Enhancement of the work environment/work climate**

- ❖ Equipping of Counters with perforated glass separators to front desk staff in line with MPSAIR requirements;
- ❖ Provision of sanitizers on all ledges of the Office;
- ❖ Procurement of additional office furniture under Enhancement of Work Environment Scheme;
- ❖ Improvement in work life balance through participation of staff in recreational activities. (Trophy for 1st Runner up in Badminton awarded to RGD Ladies' Team);
- ❖ Designation of Desk Officer (AMHR) for timely dealing with employment relation matters as requested by MPSAIR circular of 24/06/2020;
- ❖ Decreed a Yearly Employee/Activity Day;
- ❖ Setting up of a Health Promotion Club;
- ❖ Marked the United Nation's Public Service Day by cake distribution.

TRANSFORMATION IMPLEMENTATION COMMITTEES – KEY PERFORMANCE INDICATORS

In accordance with Circular Letter No. 42 of 2020 from the Ministry of Public Service, Administrative and Institutional Reforms, pertaining to approved Key Performance Indicators for Financial Year 2020/2021 for Ministries and Department, hereunder are the status:

SN	KPI	STATUS
1.	Corruption Risk Assessment	2 Exercises carried out Yearly
2.	Training Budget	100%of Budget allocated to training partly face to face and mostly online
3.	E-Procurement	Implemented as per the requirement of PPO i.e up to DBC.

Figure 4: Implementation of Key Actions

IMPLEMENTATION PLAN TO ADDRESS SHORTCOMINGS IDENTIFIED BY THE DIRECTOR OF AUDIT

This department has devised plans according to the recommendation of the Director of Audit to mitigate the shortcomings highlighted in the Audit Report for Financial Year 2019/2020.

SN (DOA REPORT REF)	ISSUE	PROPOSED ACTION PLAN	UNIT/AGENCIES/ RESPONSIBLE	STATUS OF ACTION TAKEN
5.10.2	Mechanisms for recovery of arrears. Valuation mechanisms not yet reviewed	Implementation of a Valuation Roll as a tool to make the open market value available prior to registration so as to allow the collection of revenue upfront at the time of registration itself and hence eliminate the occurrence of any arrears.	Valuation Department	Awaiting the development

RISK MANAGEMENT, CITIZEN ORIENTED INITIATIVES AND GOOD GOVERNANCE

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. Following the resumption of work after the lockdown, arrangements were made to ensure social distancing within the waiting area. Furthermore, a decision was taken to continue to service the public according to alphabetical order to avoid crowds on our premises.

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 as prescribed by the MPSAIR.

As the RGD is an intensive eservice provider, maintaining the system up and running in any adverse situation was crucial for the Department. Accordingly, the project launched for the implementation of a Business Continuity Plan is being taken forward and is on good track.

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 Rs 110.70 million was budgeted for Financial Year 2020/2021. This provision was allocated as follows:

Total Provision

Made up of:

	Provision (Rs)	%
Compensation of Employees	72.89	65.85
Goods and Services	18.51	16.72
Capital Expenditure	19,300	
Acquisition of Non-Financial Assets	19.30	17.43

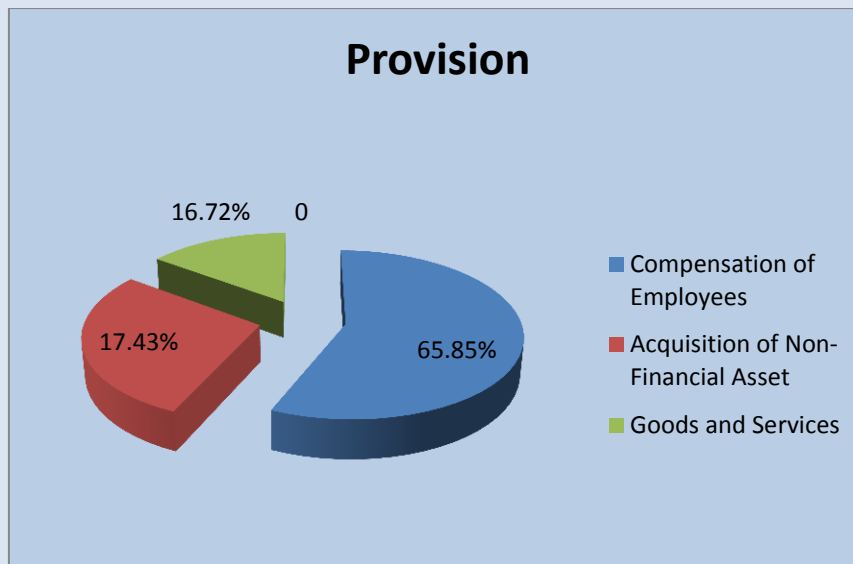


Figure 5: Budgeted Provision Allocated in 2020/2021

ANALYSIS OF MAJOR CHANGES

The budgeted and actual expenditure for year 2020/21 classified by economic categories is as follows:

Recurrent Expenditure	Budgeted Provision (Rs M)	Actual Expenditure (Rs M)
Compensation of Employees	72.89	67.50
Goods and Services	18.51	19.40
Acquisition of Non-Financial Assets	19.30	15.00

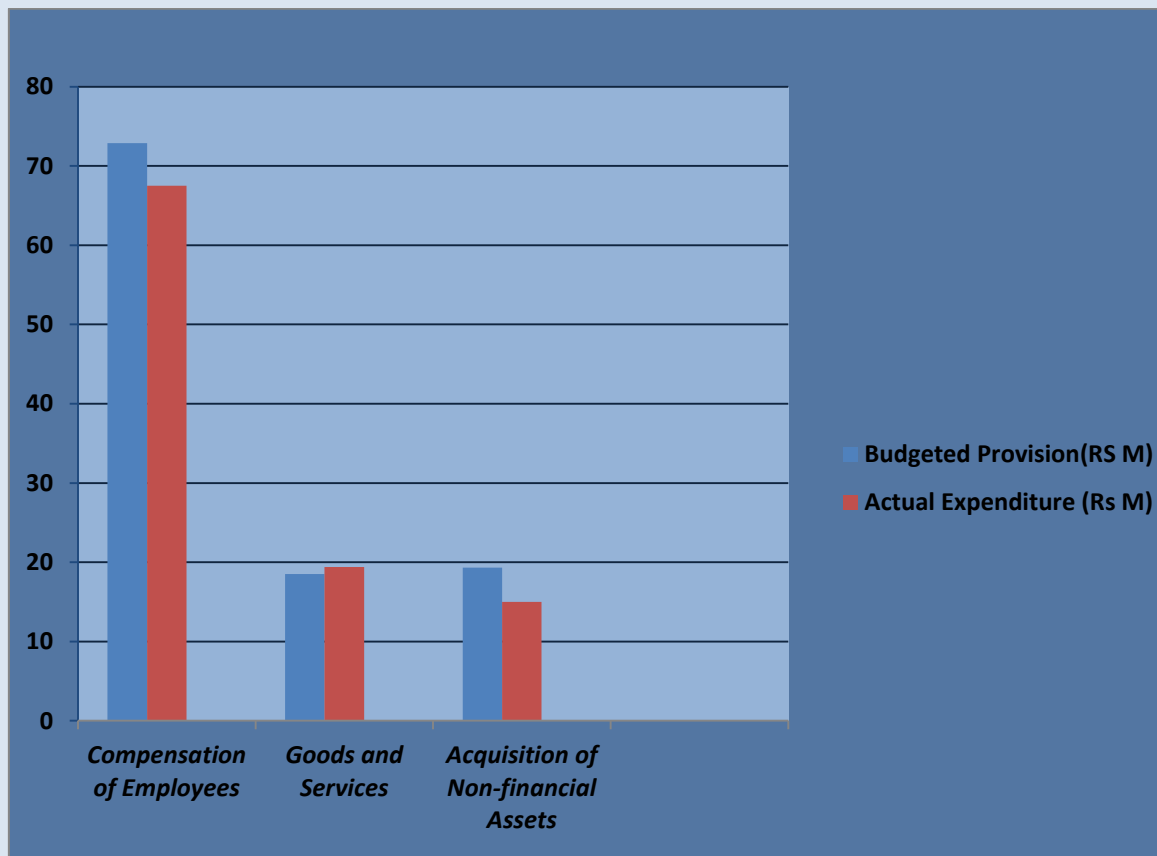


Figure 6: Recurrent Expenditure

Analysis of budgeted and actual expenditure for Years 2019/20 and 2020/21

Expenditure	Provision	Expenditure	Provision	Expenditure
	2020/2021	2020/2021	2019/2020	2019/2020
Compensation of Employees	72.89	67.50	82.14	71.60
Goods and Services	18.51	19.40	21.56	17.51
Acquisition of Non-Financial Assets	19.30	15.00	41.30	17.48

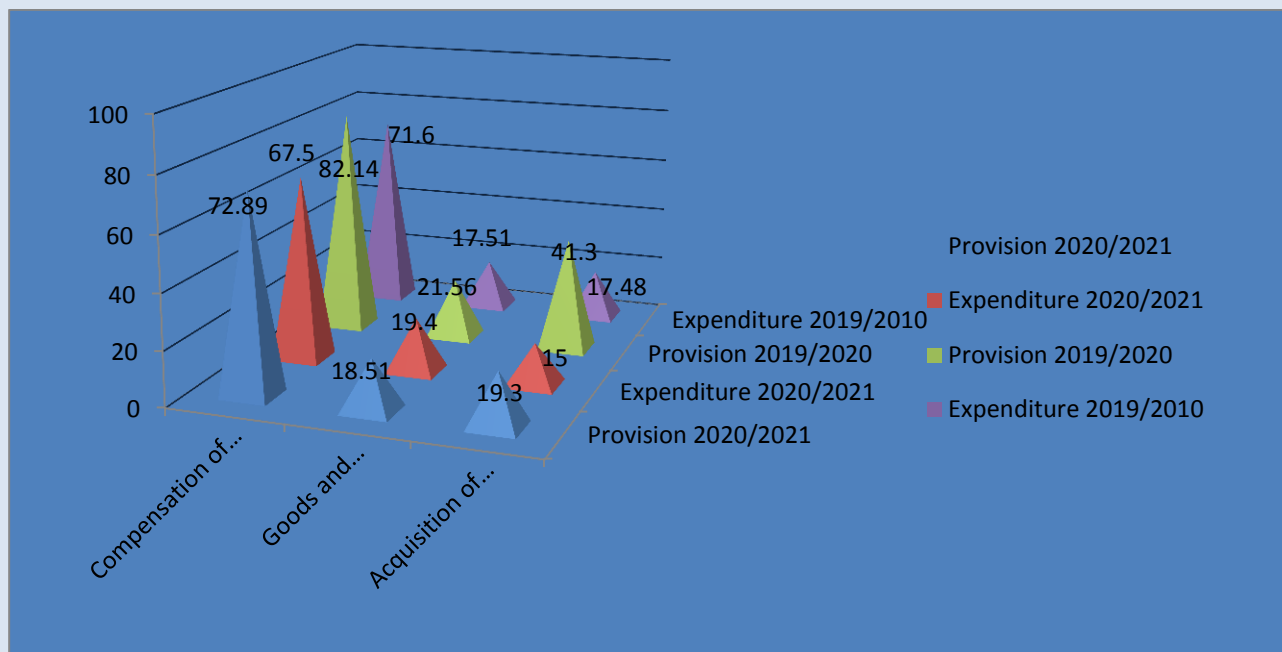


Figure 7: Expenditure Year 2019/2020 and 2020/2021

• Compensation of Employees

Covid-19 pandemic disrupted the exercise of filling of some vacancies. Hence there has been a decrease in the 2020/2021 expenditure for compensation of employees.

STATEMENTS OF REVENUE AND EXPENDITURE

STATEMENT OF REVENUE

Revenue (Rs million)	2019-2020 Actual	2020-2021 Estimates	2020-2021 Actual
Taxes on Property	7,980	6,000	7,980
Taxes on Financial and Capital Transactions	5,009,175	6,480,000	5,009,175
Other Non-Recurrent Taxes on Property	45,234	50,000	25,090
Total Revenue from Property Income and other Sources	5,062,389	5,527,000	5,916,590

Figure 8: Statement of Revenue

Total revenue collected in 2020/2021 amounted to Rs 5.92 billion compared to 5.07 billion in 2019/2020. This increase is mainly due to activities returning back to normal.

STATEMENT OF EXPENDITURE

Head/Sub-Head of Expenditure (Rs million)	2019-2020 Actual	2020-2021 Estimates	2020-2021 Actual
Compensation of Employees	71.60	72.89	67.50
Goods and Services	17.51	18.51	19.40
Subsidies			
Grants			
Social Benefits			
Other Expense			
Acquisition of non-financial assets	17.48	19.30	15.00
Acquisition of financial assets			
Total	106.59	110.70	101.90

Figure 9: Statement of Expenditure

PART IV – WAY FORWARD

TRENDS AND CHALLENGES

The COVID 19 Pandemic has accelerated the pace of structural changes, the new trend being to shift to remote work and adopt the Work From Home culture. Our way forward is to capitalise on what we have already achieved, scale up, and enhance the capacity to become more and more responsive in adverse situations.

The Department implements e-services which allow stakeholders and members of the public to submit their documents, effect payment, retrieve their registered document and effect Searches from their home/office on line, hence, our immediate response through Work from Home 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. Work from Home Scheme is being continuously implemented without disrupting service to the public.

The upcoming initiatives of the RGD include a landmark venture conducted in close collaboration of the EDB to improve the secured transactions regime in Mauritius to enhance access to credit facilities, particularly for micro, small and medium enterprises by improving the legal and institutional frameworks with respect to secured transactions involving movable property. Along with the regulatory amendments, this project would ensue the development of a Notice Based registry at the technical level. The future of enhancement of our digital transformation is seen as the shift to robotics and artificial process automation, project which will be achieved with the assistance of the UNDP.

The COVID 19 Pandemic has taught us to reinvent ourselves at all levels, the new trend being to shift to remote work and adopt the Work from Home. Our way forward is to capitalise on what we have already achieved, scale up, and enhance the capacity to become more and more responsive in adverse situations.

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.

STRATEGIC DIRECTION

The Department pursues its endeavour to implement the Online Services fully so that our stakeholders and members of the public can more easily:

- Submit their documents online;
- Track the status of the documents;
- Effect payment online;
- Retrieve registered documents online; and
- Effect searches online.

The aim is to further minimise the displacement of the stakeholders to our Department in order to avail of our services and expedite the process time as well as the collection of revenue.

Therefore, this Office will spare no efforts to provide greater Search Online facilities to our stakeholders and members of the public. Significant progress has been achieved so far and the implementation of an Intelligence Process Automation Tool is underway.

PROJECTED ENHANCEMENTS TO BOOST AND FLUIDIFY BUSINESSES

- Implementation of a new Module for Registration of Motor Vehicle by sharing information from MRA Customs Department, National Land Transport Authority (NLTA) and all other stakeholders concerned 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.
- The Search Online Module will be enhanced to cater for all stakeholders and why not from abroad.
- Implementation of a Notice Based Registry and Collateral Registers in line with the Global Best Practices.
- Implementation of an enhanced Electronic Queue Management System (MoRendezVous).