

Registrar-General's Department

2021/2022 ANNUAL REPORT



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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 2021/2022.

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 REGISTRAR-GENERAL'S DEPARTMENT**
- **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, Economic Planning and 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 improving the reputation of Mauritius as a world class eservice provider.

MISSION

- To bring on board an increasing number of professionals and citizens to embrace the end to end online services, which comprise of e submission, e taxation, any of the various modes of e payment now available, e registration and e delivery of registered documents, from anywhere provided internet is available.
- To adopt reforms for greater efficiency in collection of revenue and greater effectiveness of processes in line with global best practices for business facilitation.
- To keep abreast of the global developments in the fields of data management pertaining to properties and revenue collection.

- To have a more dynamic and highly productive work force made up of multi-skilled, innovative and dedicated officers.
- To sustain an innovative and conducive work environment for our staff and enable them to excel for our customers.
- To sustain, improve and further progress on our innovative path.

SUPERVISING OFFICER'S STATEMENT



I am pleased to present the Registrar-General's Department report for the Financial Year ended 30 June 2022.

Looking back, at how the Department successfully navigated through the challenging times of the aftermath of the Covid 19 pandemic during the financial year 2020-2021, we emerged in a better state of preparedness to respond to new challenges of

2021-2022 and to look ahead boldly towards the achievement of our mission and vision during the year under review.

Despite the negative impact of the pandemic on the recovery of our arrears, our main function of revenue collection was not compromised, nor was our customer service. In fact, we achieved an unprecedented amount in revenue collection which represents a remarkable 26.3 % increase of over the total of the last financial year. This positive impact was largely due to the boost in property transactions following the economic recovery and financial incentive offered by the government.

Another factor which contributed to the increase in revenue is the rise in the number of motor vehicles registered during this period and also due to the fiscal incentive of waiving of penalty on electric auto cycles registered as at 31 December 2021.

Over and above, implementation of these schemes has been sustained by the Department's efforts to improve efficiency in revenue collection and ensure compliance with the legislations.

Our regular investment in training, development and capacity building to ensure the required upskilling and upgrading of our human resources, contributed to further improve our level of service.

The Department was also entrusted the task of implementing the refund under the Home Loan Payment and Home Ownership Schemes, a newly introduced government community support program that aims at facilitating home ownership and construction. Our teams rose to the challenge and committed themselves to the tedious tasks of processing thousands of applications each month, entailing checking of as many deeds, validating amounts to be

refunded, effecting payments and also handling complaints with a view of further improving the mechanism set up to respond to this additional service.

Despite the criticality of our front desk services, our staff was encouraged to participate in the activities organized by the POWC, such as football and domino with a view of promoting a better work/ life balance in line with Government's policy, in addition to several other measures to promote staff welfare.

Given that certain Covid Restrictions were still maintained during part of the financial year, implementation of the Work From Home Scheme, was also maintained but on a more regulated roster basis, for back office work with a view of ensuring preparedness for business continuity. Following a training program provided by the Civil Service College, an updated version of the existing Business Continuity Plan was formulated, geared towards more responsiveness to new challenges and greater readiness in case any adverse situation arises.

Having successfully implemented the KPIs adopted in line with Government's vision to accelerate the transformation process in the Public Service, with respect to Training, Good Governance, and Fire Certificate for our premises, the Department continued to pave its way forward, simultaneously following up the projects that were initially initiated like:

- Project for the setting up of a one stop shop for the registration of motor vehicles in collaboration with other government agencies.
- Project on Automatic Process Automation through Artificial Intelligence tool, funded by UNDP.
- Follow up of Movable Property Registry System, in line with the global best practices as recommended by the World Bank and facilitated by the EDB.
- Project of replacement of existing Queue Management System by "Mo Rendez Vous" EQMS, developed locally and funded by MITCI.
- Extending search online facilities to an increasing number of stakeholders.

And initiating & implementing new projects like –

- Capacity Building-
 - competency based training course on Court Proceedings in-house to 52 operational and middle management staff,
 - Empowerment of 4 staff as first aiders by the Civil Service College,

- Participation of top management staff in 6th African Tax Research Network Congress online,
 - Knowledge transfer with respect to operational monitoring from foreign supplier to in-house IT Staff to reduce dependency on supplier.
-
- Development of new modes of payment, encompassed under the Instant Payment System following our selection to form part of the pilot team. System has been developed, successfully tested and currently awaiting launch.
 - Successful development and implementation of phase 1 of the e HR Project following our selection to form part of the pilot team.

Transformation at the RGD is no longer an event, it is a journey meant to achieve high targets both at individual and organizational level. The RGD therefore pursues its transformative journey, taking on board its staff, placing the stakes higher than where we left at the end of the last financial year.

I therefore seize this opportunity to thank my staff for their contribution and my colleagues at the Ministry of Finance, Economic Planning and Development for their support.

D. Hurrynag (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 additional duty and taxes on deeds/documents following reassessment

The Department has three main functions:

Registration

- Registration of particulars of deeds and documents presented by notaries, members of the legal profession, banks, financial institutions and the public among others, inclusive of deeds of transfer of vehicles.

Land Registry

- To record information regarding Land ownership and obligations and to give publicity, ensuring the safeguard of interests of creditors and of parties in sales and leases of immovable properties
- To give publicity to encumbrances on properties.
- to provide for search facility.

Valuation

- Follow up action after reassessment of values of immovable properties by the Chief Government Valuer, including representation before the Objection Unit and the Tax Appeal Tribunal.
- Collection of annual tax payable by campement site owners and campement owners.

ACTIVITIES AT THE DEPARTMENT

- Registration of deeds and documents to give them a “date certaine” i.e. to make valid against third parties
- 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
 - Search in the land registry
- Administration of Land Transactions and give publicity
 - Publication of Deeds and preservation of Mortgages.

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 motivated.

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/eHR

ORGANISATIONAL STRUCTURE

SENIOR MANAGEMENT TEAM

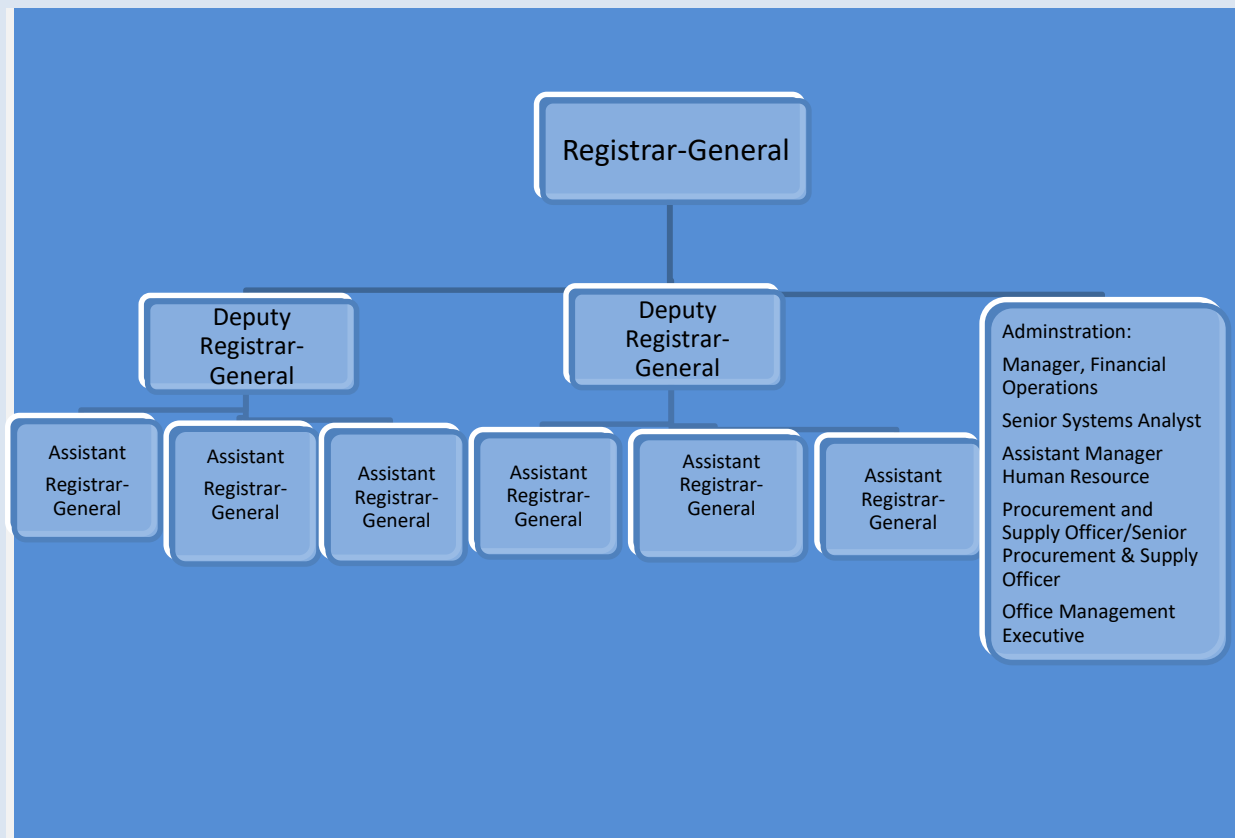


Figure 1: Top Management at RGD

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 Unit	
			Help Desk/ Submission	
		Taxing Public	Taxing	
		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. Principal Registration Officer/Chief Registration Officer 5. Senior Registration Officer (Personal) 6. Registration Officer/Senior Registration Officer 7. Inscription & Check Clerk 8. 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 	
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

Employee training and development help employees become better at their jobs and overcome performance gaps that are based on lack of knowledge or skills. It is also important for succession planning as it helps to identify high-performing employees and then assists those employees with the development of the knowledge and skills they need to advance into more senior roles.

For year 2021/2022, the Registrar - General's Department was allocated an amount of Rs 100,000 for the conduct of Training. Accordingly, officers were nominated as per training needs identified by the Training Committee and the respective Heads of Sections/Departments, taking into consideration requests for training made by staff during the performance appraisal exercise.

Following discussions held and in collaboration with the Civil Service College Mauritius (CSCM), a Competency-based Training programme was conducted in house on 05 and 06 January 2022, on Court Proceedings, for 53 officers of the Registration Cadre, with a view to upgrading their skills and knowledge so that they are better equipped and hence more confident to attend court. The officers were awarded a Certificate by the CCM upon completion of the course.

Furthermore, from 6th – 8th September 2021, officers from the top management team participated in the 6th African Tax Research Network Congress to keep abreast of the global developments in the fields of revenue collection.

Officers of the General Services Cadre as well as Office Auxiliary Cadre were provided with training on Capacity building and Capacity Development, programs which were sponsored by the Ministry of Public Service , Administrative & Institutional Reforms.

Furthermore, in compliance with provisions of the Occupational Safety & Health Act (OSHA) Legislations, four officers were provided with Certified Training Course on First Aid.

Finally, in compliance with Policy for Employment of Disabled Persons, the Department agreed to provide Work Placement/ Internship to one candidate with permanent disability

under the STM Programme. The intern was posted at the Help Desk as from June 2021 and is being maintained in post.

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	11	33
Support and Others	33	72
Total	45	107

Figure 4: Gender Distribution at RGD

WORK FROM HOME SCHEME.

The work from home scheme is now fully operational at the Department since 2021. Initially, some 26 members of staff were enrolled on the scheme, and as at June 2022, it has been extended to a total number of 41 officers comprising of staff of the Registration Cadre, working on a rotational and more regulated basis.

This arrangement has proved to be effective, more so as it is now considered as the new normal working culture to ensure resilience and business continuity in the service. Furthermore, since the Department operates a computerised system with end to end digital processes, the Work From Home Team is readily available to effect full cycle testing proactively even after working hours to ensure that the system is up and running to service our customers the next working day whenever there is any disruption in the service due to network problems.

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 versatile and 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 and responsibilities 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 period 01 July 2021 to 30 June 2022, the Health and Safety Committee held meetings every two months to look into safety and health issues across all units of the Department. The recommendations and proposals of the Safety and Health Committee were given prompt attention so as to ward off any risk to the safety and health of officers.

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. In this respect, the Department celebrated the Public Service Day on 23 June 2022, with a view to enhancing the work climate, while recognising the work and contribution of public officers in the public sector.

Our participation in the activities of the Public Officers Welfare Council is a regular feature with the collaboration of the RGD staff welfare association.

PART II – DEPARTMENT ACHIEVEMENTS AND CHALLENGES

■ Amendment to Legislations

Amendments were brought to the relevant legislations to provide incentives to sectors severely impacted by the COVID pandemic with a view to achieving economic recovery in the immovable property and construction sectors. Accordingly, incentives were given in accordance to legislations governing the transfer of built up hotels and the acquisition of immovable property.

It is to be noted that amendments to legislations are made, taking into consideration the recommendations of the World Bank legislations that the operations are aligned with the global best practices with a view of simplifying processes and reducing the cost of registration of property.

■ Upgrading of Mauritius eRegistry System (MeRS)

Following the replacement of the end of life hardware by new hardware through a project for upgrading of MeRS and migration of all applications and data to the upgraded IT infrastructure which was completed in January 2021, a tender exercise for consultancy services was launched to review and enhance the whole MeRS, to propose new tools and technology that would meet the demands of stakeholders more effectively for the next decade.

■ 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 to be rendered more effective. The system is being subject to intensive testing since it will cater for payments to the tune of Rs 2 M.

In addition, the RGD was selected to pilot another payment scheme, an initiative of the BOM and the Treasury, the Instant Payment System which encompasses various modes of payment such as scanning of QR Code, Internet Banking, Blink and Juice. The development of the IPS which allows for payment to the tune of Rs 100,000 without bank charges, was completed within the time frame and a soft launch is to be scheduled prior to going live. This is in line with our strategy of ongoing innovation to excel in customer service.

■ **Enhancement of the MERS**

- **Implementation of a Queue Management System**

Another innovative project has been initiated to replace the existing Queue Management System which was developed by our foreign supplier and was about to phase out. The RGD implemented “Mo Rendez Vous EQMS ”, a system developed locally and funded by MITCI, which besides visual display, offers more features such as announcement via text to voice, scheduling of appointment and generation of reports among others, which is beneficial to both our internal and external customers.

- **Implementation of a Movable Property Registration System**

The Department is pursuing work sessions with the World Bank in consultation with several stakeholders, facilitated by the EDB for the initiation of a project for a Movable Property Registry System in line with the global best practices as recommended by the World Bank. This project also, being another pioneering initiative where for the first time, stakeholders would be allowed to use technology and not only access information but also perform operations without the intervention of the RGD staff as if operating a self-service module, requires in depth discussions prior to its development.

- **Extension of Search Online**

Following the upgrading and replacement of IT Infrastructure, access to search online has been continuously extended to enable stakeholders to effect searches on behalf of banks, Land Surveyors, an increasing number of 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.

To further meet the demands of our stakeholders, the Department has also embarked on an initiative to extend the search hours to a 24/7 basis.

- **IT Network and Operational Monitoring**

Following the transfer of the IT Network Monitoring Task from GOC to RGD IT Unit for timely detection of network issues in the dedicated Internet Line (EVLL) and timely identification and resolution of issues related to network and

bandwidth by RGD IT staff, another step has been undertaken to reduce dependency on our foreign supplier. Knowledge transfer to the in house IT Staff with respect to operational monitoring has been implemented, after a scheduled training provided to them by the supplier.

- **Sharing of Data**

Sharing of data through the InfoHighway Platform with the NLTA has been implemented in the context of interagency Collaboration for setting up an online platform for one stop shop for registration of motor 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 InfoHighway Platform. This trend is being maintained and for the implementation of future projects, the RGD, which so far acted as the Publisher of Data, has also applied to other institutions to act as Subscriber of Data.

- **On line one stop Shop for Registration of Motor Vehicles**

Following measures announced in the Budget Speech 2020-2021, the RGD embarked on a pioneering project for an online one-stop-shop for registration of Motor Vehicle to provide a seamless service to the stakeholders.

Given that this project's complexity lies in the linking of modules developed by several entities for their respective processes, the consultation phase prior to the development is longer. The follow up of this complex and unique project is under way.

- **The Administrative Reforms include:**

- Capacity Building through ongoing in house coaching and knowledge sharing as immediate solution and formulation of training program on Court Proceedings by Civil Service College as from January 2022 to bridge their knowledge gap following successive retirements;
- After having successfully embarked on a Pilot Work from Home Project during the post confinement period, the Department proceeded with the

Implementation of a more regulated and extended Work from Home Team to ensure business continuity during any adverse situation.

- Participation in several working sessions with the EDB and WB Representatives regarding the follow up of the implementation of the Movable Property Registry System in line with the Global Best Practices to fulfil our vision of thus making Mauritius as a world class eservice provider.
- Maintaining the implementation of an inclusive workforce by renewing the Inclusion of 1 STM at Helpdesk in compliance with the Policy for Employment of Disabled Persons.

■ **Improvement of Revenues/Arrears Collection**

- Maintaining one examiner /coach attached to each Taxing Unit, the Professional Taxing Unit and the Public Taxing Unit to track and mitigate errors in taxation, has proved to be effective and contributed to achieve an unprecedented amount in revenue collection.
- Given that the overall computation of arrears is cumulative of the figures for previous years, the amount recovered, does not seem to make a significant difference. However, an age analysis of our arrears indicates clear improvement in debt management for the last financial year which accounts for only 3 % of the overall amount of arrears.
- As provided by our legislations, lists of cases with significant amounts due have been referred to the MRA for recovery. However, recovery of arrears, especially for the period prior to 2018 which represents 84 % of the total arrears, remains a concern and the Department, with the support of its parent Ministry is exploring various avenue to address this problem.

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

- Extension of Delivery Counters at the Public Taxing Unit through the Improvement of Counter Scheme.
- Setting up of a counter in the Search Room under the Improvement of Counter Scheme.

- Replacement of sanitisers by Automated Hand Sanitiser and an Infrared Automated Temperature Sensor under the EWEP Scheme.
- Recruitment of 2 private security officers to reinforce security of staff in the public area.
- Life balance through ongoing participation of staff in recreational activities.
- Setting up of a Health Promotion Club.
- Marked the Public Service Day by cake distribution.

TRANSFORMATION IMPLEMENTATION COMMITTEES – KEY PERFORMANCE INDICATORS

In accordance with Circular Letter No. 40 of 2021 from the Ministry of Public Service, Administrative and Institutional Reforms, pertaining to approved Key Performance Indicators for Financial Year 2021/2022 for Ministries and Department, hereunder are the status:

SN	KPI	STATUS
1.	Training Budget	100% of Budget allocated to training partly face to face and partly online
2.	Implementation of e- HR System	The Department successfully embarked on the Phase 1 of project – The Leave Management System (LMS) is operational as from March 2022.
3.	Compliance of buildings housing Public Officers with fire safety requirements	The Department initiated all required action

Figure 5: 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 2020/2021

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	Still Awaiting the development

Figure 6: Shortcomings highlighted by DOA

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.

The implementations of several measures, like mandatory online submission, online payment and the new EQMS System have contributed to reduce the crowd 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 is crucial for the Department. Accordingly, a project has been launched for a consultancy to revamp the whole system, adopt cutting edge technology to make it more responsive to the needs of the customers by keeping pace with all developments in the field of technology.

PART III – FINANCIAL PERFORMANCE

FINANCIAL HIGHLIGHTS

The Registrar-General is the Accounting Officer for Vote 7-6 “Registrar-General’s Department” from which appropriation of funds for financial year 2021-2022 was made.

The Total Voted Provision for Financial Year 2021/22 was Rs 109 Million and was allocated as follows:

Recurrent Expenditure	:	Rs 98.8 Million
Capital Expenditure	:	Rs 10.2 Million

ANALYSIS OF MAJOR CHANGES

Analysis of Major changes for Years 2020/21 and 2021/22

Expenditure Category	Voted Provision (Rs Million)	Actual Expenditure (Rs Million)	Voted Provision (Rs Million)	Actual Expenditure (Rs Million)
	2021/2022	2021/2022	2020/2021	2020/2021
Compensation of Employees	78.60	77.58	72.89	67.50
Goods and Services	20.20	19.69	18.51	19.40
Acquisition of Non-Financial Assets	10.20	1.39	19.30	15.00

Figure 7: Analysis of Major changes for Years 2020/21 and 2021/22

The Total Expenditure incurred in Financial Year 2021/2022 was Rs 98.66 Million representing 90.5% of the Total Voted Provision for the year.

The increase in expenditure from Rs 67.5 Million in Financial Year 2020/2021 to Rs 77.58 Million in Financial Year 2021/2022 under Expenditure Category ‘Compensation of Employees’ is mainly due the implementation of the PRB Report 2021 with subsequent increase in salary and other allowances.

STATEMENTS OF REVENUE AND EXPENDITURE

The Preparation of the Statement of Revenue and Expenditure is based on information extracted from the Treasury Accounting System (TAS).

STATEMENT OF REVENUE

Revenue	2020-2021 Actual (Rs 000)	2021-2022 Estimates (Rs 000)	2021-2022 Actual (Rs 000)
Recurrent Taxes on Immovable Property	2,775	6,000	3,237
Other Non-Recurrent Taxes on Property	25,105	65,000	30,128
Taxes on Financial and Capital Transactions	5,636,182	6,306,000	6,992,769
Administrative Fees		117,000	121,088
Total Revenue from Property Income and other Sources	5,664,062	6,494,000	7,147,222

Figure 8: Statement of Revenue

The Total Revenue collected in 2021/2022 amounted to Rs 7.15 billion compared to 5.66 billion in 2020/2021 representing an increase of 26.3%

This increase is mainly due to increase in the number of land transactions following the Home Ownership and Home Loan Payment Schemes introduced by the Government as a budgetary measure to implement a Government assistance program under which an applicant will be eligible for a refund of 5%, of the cost of the property if he purchases a residential property or 5% of the home loan contracted to construct a residential building.

The above measure entailed a rise in revenue collected on property transactions.

Additionally, another factor which contributed to an overall rise in the revenue collection, is the increase in the number of motor vehicles registered and also partly due to Government's incentive to waive penalty on the registration of electric auto cycles if registered up to 31 December 2021.

STATEMENT OF EXPENDITURE

Head/Sub-Head of Expenditure	2020-2021 Actual (Rs Million)	2021-2022 Estimates (Rs Million)	2021-2022 Actual (Rs Million)
Compensation of Employees	67.50	78.60	77.58
Goods and Services	19.40	20.20	19.69
Acquisition of non-financial assets	15.00	10.20	1.39
Total	101.9	109	98.66

Figure 9: Statement of Expenditure

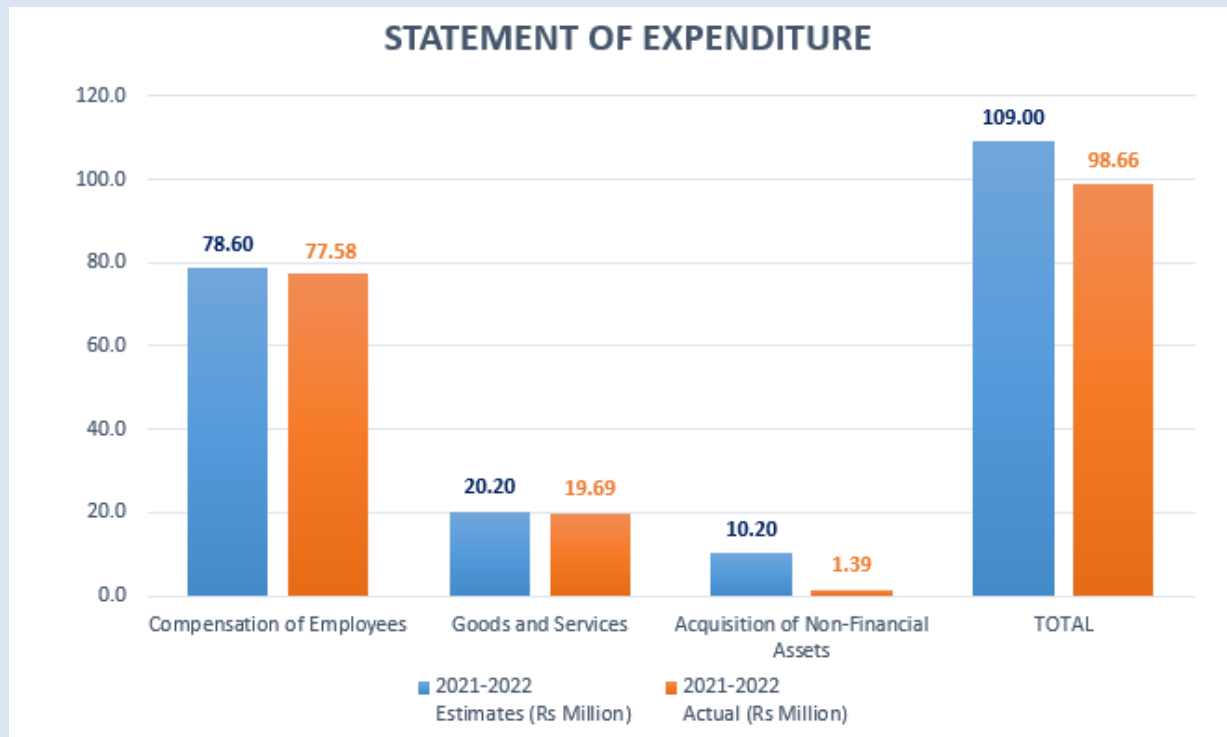


Figure 10: Estimates and Actual Expenditure 2021-2022

PART IV – WAY FORWARD

TRENDS AND CHALLENGES

The COVID 19 Pandemic has prompted us to develop initiatives to reinvent ourselves at all levels, one of which was the implementation of the Work from Home Scheme. In view of its effectiveness, the Department has chosen to maintain a Hybrid Work Model in this post COVID 19 economic recovery phase in order to ensure preparedness in the event of any other crisis.

Furthermore, following the computerization of the Department and the adoption of its online services by a growing majority of stakeholders, this Office is being geared to pursue its transformational journey as a dynamic and vibrant organization through a holistic strategic approach. Thus it is forging its way ahead, constantly innovating, through an ongoing reform strategy which encompasses:

- Adoption of cutting edge technology, upgraded IT System and equipment to keep pace with technological developments in line with the global best practices,
- continuous staff development as encouragement to boost their knowledge and skills with a view of bridging the existing gaps,
- enhanced work environment and initiatives for work life balance given that with the ageing population, the workforce's physical and mental wellbeing is gradually becoming a vital contemporary challenge,
- improved customer service delivery to achieve the ultimate objective of becoming a world class service provider.

However, the next challenge which is yet to be achieved is an attitudinal change so as to have an engaged workforce led by self-motivated heads of units with a new mind set and broad perspectives that would be committed and equipped not only to sustain the Department's progress but also to take it to greater heights.

STRATEGIC DIRECTION

Having successfully achieved the target of bringing a large majority of our stakeholders to embrace our online services, namely:

- Online submission of documents;
- Online Tracking the status of the documents;
- Online payment;
- Retrieval of registered documents online; and
- Effecting searches online;

the Department has accomplished the objective of reducing the number of customer visits.

By the same token, the problem of queues and crowd management has been addressed.

With a view of completely eliminating the numerous back and forth of customers between this Department and other Governmental agencies, the development of the online one stop shop for the registration of motor vehicles which required the collaboration of these different agencies, is underway.

Moving forward, the Department has also embarked upon another innovative project, for the development of a self-service platform, the Movable Property Registry System for the registration of securities on movable properties, which is being initiated in line with the global best practices.

Finally, in order to optimize the effectiveness of our operations, we are venturing to take our digital transformation to the next level with the introduction of Artificial Intelligence powered online processes. This ambitious project is still under discussion in view of the complexities at various levels.

Given that all these futuristic projects, would bring a major shift in our conventional way of operating, we are cautiously analysing and assessing all aspects prior to deep diving in each of the projects.

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), Civil Status Office, Ministry of Commerce and Consumer Protection 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 on a 24/7 basis and why not from abroad.
- Implementation of a Movable Property Registry System in line with the Global Best Practices.
- Following the implementation of the locally developed Electronic, Queue Management System, the Department would pursue its efforts to empower our IT Staff to reduce dependency on our foreign supplier and expedite the implementation of projects.
- Adoption of a single sign on (MAUPASS) to MeRS and several government online services.