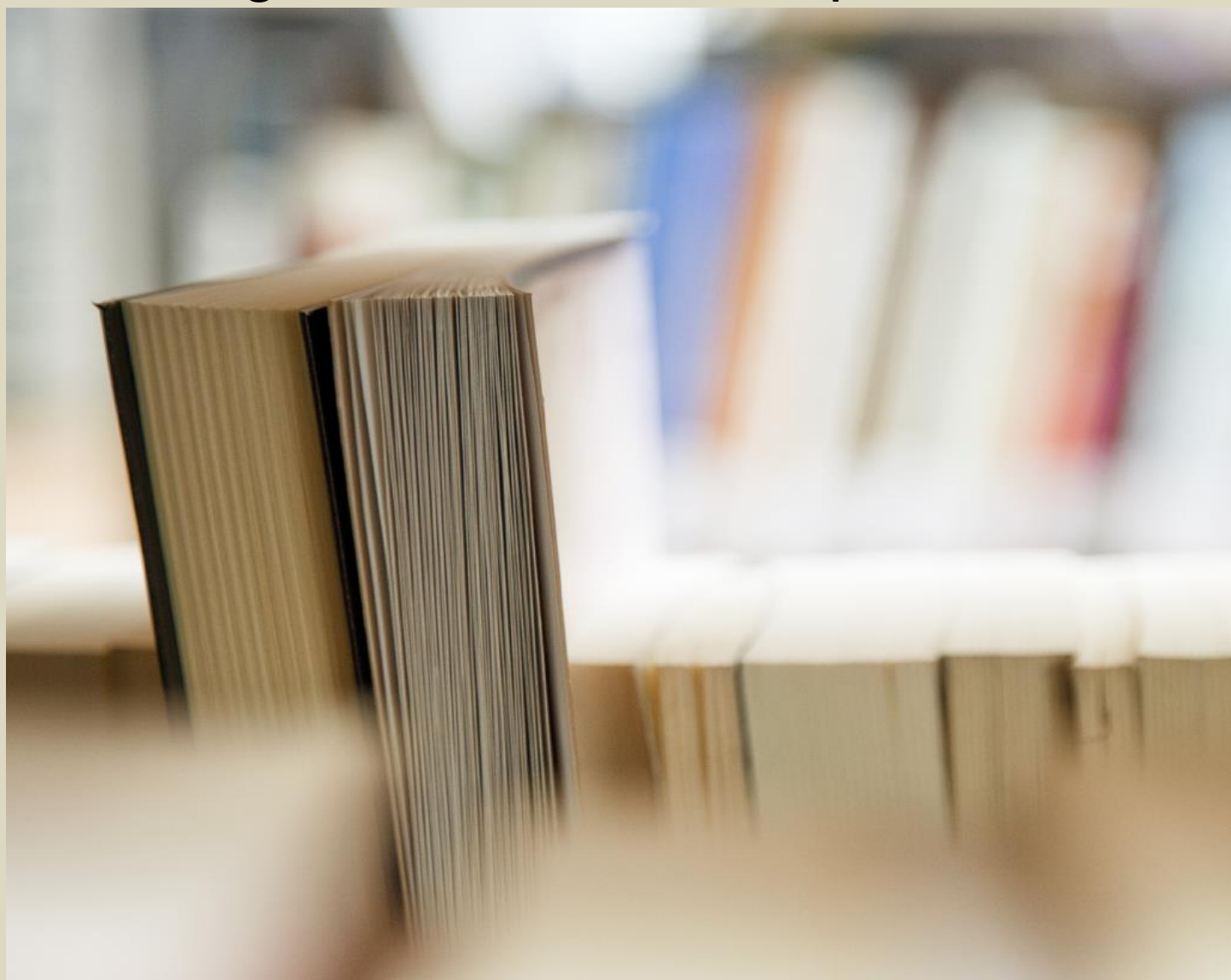


Registrar-General's Department



Chan
Shirley

Annual Report 2022/2023

About this report

Annual reports are the primary means by which government departments, organisations, and corporations formally communicate with their shareholders, investors, and the general public about the operations that took place during a financial year and its expected future direction. The Annual Report must be prepared by every government department each year as required by Section 4B of the Finance & Audit Act.

The Annual Report on Performance of the Department is a statutory requirement in accordance with Section 4B of the Finance & Audit Act. This present report provides a comprehensive report on performance and achievement throughout the period 2022/2023.

The greatest value of annual reports lies in that they provide a means of reflection on the overall performance of a department for a financial year. Moreover, through annual reports, a department also has an opportunity to better market itself and present its achievements and good performance to the general public.

Components of the Annual Report:



Contents

About this report.....	1
Components of the Annual Report:	1
List of Figures	3
PART I – ABOUT THE REGISTRAR-GENERAL’S DEPARTMENT	4
Supervising Officer’s Statement.....	5
Roles and functions of the department	9
Activities at the Department	10
Key legislations under the responsibility of the Department.....	10
Gender Statement	11
About Our People	12
Human Resource Management Section.....	12
Essential Function of Human Resource Section	12
Organisational Structure.....	13
Key Manpower Training/Development	17
Gender Distribution.....	18
Work-From-Home Scheme	18
Workforce Planning including Succession Planning	19
Health, safety and Welfare of Staff – Work-Life Balance.....	20
Part ii – Department Achievements and Challenges	21
Transformation Implementation Committees – Key Performance Indicators	26
Implementation plan to address shortcomings identified by the Director of Audit	26
Risk management, citizen-oriented initiatives and good governance.....	27
Performance Analysis	28
Part iii – Financial Performance	29
Financial Highlights.....	29
Analysis of major changes	29
Statements of Revenue and Expenditure.....	29
Statement of Revenue	30
Statement of Expenditure	32
Part iv – Way Forward	33
Trends and Challenges.....	33
Strategic Direction	34
Projected Enhancements to Boost and Fluidify Businesses	35

List of Figures

Figure 1: Top Management at RGD	13
Figure 2: Sections and Units at RGD.....	14
Figure 3: Cadres and Grades at RGD.....	16
Figure 4: Gender Distribution at RGD.....	18
Figure 5: Implementation of Key Actions	26
Figure 6: Shortcomings Highlighted by DOA	26
Figure 7: Performance for Last Three Years	28
Figure 8: Analysis of Major Changes - Years 2021/2022 and 2022/2023	29
Figure 9: Statement of Revenue	30
Figure 10: Revenue Collection 2021-2022 & 2022-2023	31
Figure 11: Statement of Expenditure	32
Figure 12: Expenditure 2021-2022 & 2022-2023	32

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 Annual Report of the Registrar-General's Department for the Financial Year ended 30 June 2023.

2022/2023 has been another year of continuing achievements for the Department marked by the collection of another unprecedented amount of revenue which reached Rs 8.54 billion, representing an increase of 19 % over the amount collected for the last financial year.

This increase is attributed to the recovery of our economy and to our multi-pronged strategy to respond to the measures that entailed, amongst others, the Department's efforts to ensure greater efficiency through increased vigilance for timely identification and response to non-compliance to legal requirements so as to curb tax avoidance. Furthermore, the renewal of the Home Ownership Scheme and the Home loan Payment Scheme, again impacted the property transactions by a positive boost. Our teams worked tirelessly to implement this budgetary measure and the payments made under these two schemes amounted to Rs 1.37 Billion and Rs 354 Million for the Home Ownership and Home Loan Payment Schemes respectively compared to Rs 837 Million and Rs 116 Million for the previous year.

In addition, the adoption of an open-door policy contributed to ensure efficiency of our operations of the office. Lastly, the putting in place of bold strategies, also contributed to achieve a greater amount in recovery of arrears. Debt collection rose from Rs 78.5 M to Rs 102.7 M, that is by 30 % compared to last year, following our new debt collection approach which encompasses communication through the media and aggressive outreach activities where our teams were physically present around the island as part of the 'Ansam avek CSU' National initiative under the aegis of the Prime Minister's Office.

We also recognize that our human resource is a critical part of our success in optimizing the customer experience and in impacting the image and reputation of the Department. Hence, in our endeavour to reinforce our organizational culture for an effective, efficient and courteous customer service, last year, we sustained our support to staff capacity building through in house,

customized training programmes by the Civil Service College. A Training Programme on Performance Management System in the Public service was dispensed to 46 staff of Management and Middle Management Level. Five online courses available on the iTrain Platform of the Civil Service College (Mauritius) were provided to 42 officers of the technical cadre namely Deputy Registrar-General, Assistant Registrar-General and Principal Registration Officer/Chief Registration Officer. The modules were Code of Ethics for Public Officers, Enhancing Integrity in the Public Service, Personal Grooming and Body Language and Interpersonal Communications Skills and Performance Management System in the Public Service.

Our organizational culture is also characterized by cohesiveness among the different grades. Officers of the General Services Cadre as well as Office Auxiliary Cadre were provided with training on Safety & Health in Practice and Fire Safety & Fire Risk Management, sponsored by the Ministry of Public Service, Administrative & Institutional Reforms since June 2023.

Safety and wellbeing of our people is at the heart of our approach, in line with our vision of having a dynamic and productive workforce and providing them with a conducive work environment. The Department continuously innovates the workplace and is a regular recipient of funding for projects under the EWEP and the Improvement of Counter Services. In the same vein, in order to provide our staff with a smarter IT Tool, ongoing enhancements are made to our Online Registration System, the MeRS which provides all the essential e services since 2014. While fostering a positive and fulfilling work environment through meaningful engagement, a strong focus is maintained on wellbeing, diversity and inclusivity. With the collaboration of the Ministry of Health and Wellness, the following activities were carried out:

- Screening for non-communicable diseases such as Diabetes, Breast Cancer, hyper tension and cardio vascular disease;
- Screening for HIV;
- Weight Monitoring;
- Eye Check Up

The Health Promotion Club initiated monthly outdoor activities with a view of striking the proper work life balance. Some of the activities were very successful as we benefited from the support of doctors from the Ministry of Health and Wellness who came on site to create more awareness on the importance of outdoor physical activities.

Moreover, the implementation of the Work-From-Home Scheme, which was introduced in 2021 and further regulated thereafter, has been maintained on a rotational basis even after the Covid 19 restrictions have been waived. This flexible working arrangement has resulted in an increase in productivity and a more timely service delivery. The Department has therefore adopted this Hybrid Model which consists of Work from Home teams for Back-office Work and Front Desk Officers at counters in Office.

Looking back, from a holistic perspective, we can proudly say that 2022/2023 marks another year of dedication, commitment and achievement. Among the major projects that were initiated, some have already been successfully tested and gone live like:

- The replacement of existing Queue Management System by “Mo Rendez Vous” EQMS, developed locally and funded by MITCI.
 - The implementation of new modes of mobile payment, encompassed under the Instant Payment System following our selection to form part of the pilot team.
 - Extension of search on line facilities to more active users and provision of search on line facility from 8.00 am to 6.30 pm instead of 9.00 am to 3.30 pm
 - Remote search access via VPN on a 24/7 basis was successfully provided to stakeholders for specific government projects.
 - Successful Implementation of Mastercard Payment Gateway Services Project to allow online payments to reach SBM, in replacement of the SBM Payment Gateway that was decommissioned by the end of May.
 - Full Implementation of leave Management system following our selection to form part of the pilot team for eHR Projects and
 - Knowledge transfer from the foreign supplier to our IT Staff with respect to operational monitoring resulting in the replacement of the Operational Monitoring Services contract.
- Projects which are still in progress include:

-
- A major landmark project, The Online One-Stop-Shop for registration of motor vehicle involving several public sector organizations for data sharing is nearing completion.
 - Another novel project, The Movable Property Registry System, is still under discussion in view of the major legal amendments involved and finally, another innovative project, namely:
 - Artificial (Intelligent) Process Automation tool for data capture, funded by UNDP is being followed up at the level of the UNDP, in view of non-responsive suppliers so far.

As the RGD pursues its journey to shift from a better organization to become one of the best, several laudable initiatives have been earmarked for the coming financial year, amongst others,

- the setting up of 2 new units, a Quality Assurance Unit to be manned by IC Cadre on a permanent basis and RGD staff and an Arrears Recovery Unit to be headed by an Attorney at Law dedicated to the RGD,
- further enhancement to the search on line module with access during extended hours and online payment vouchers,
- implementation of MAUPASS

As we embark upon the next financial year, the Department remains strongly committed to continue the efficient collection of duties and taxes, and to further enhance our customer service while leveraging further advances in technologies together with ongoing capability building of our people. However, we acknowledge that steering the Department through our challenge of debt recovery dating several decades, remains a great concern.

Finally, I acknowledge the dedication of all committed staff of the Department and support of colleagues of the Ministry of Finance, Economic Planning and Development and thank them for their ongoing cooperation without which our achievements in 2022/2023 would not have been possible.

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 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
 - Publication of Deeds related to land transactions make them enforceable against third parties.
 - 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. 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.

Although our Female Staff outnumber our Male Staff, 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 Function of Human Resource Section

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
- ♣ Implementation of the Leave Management System
- ♣ eHR

Organisational Structure

Senior Management Team

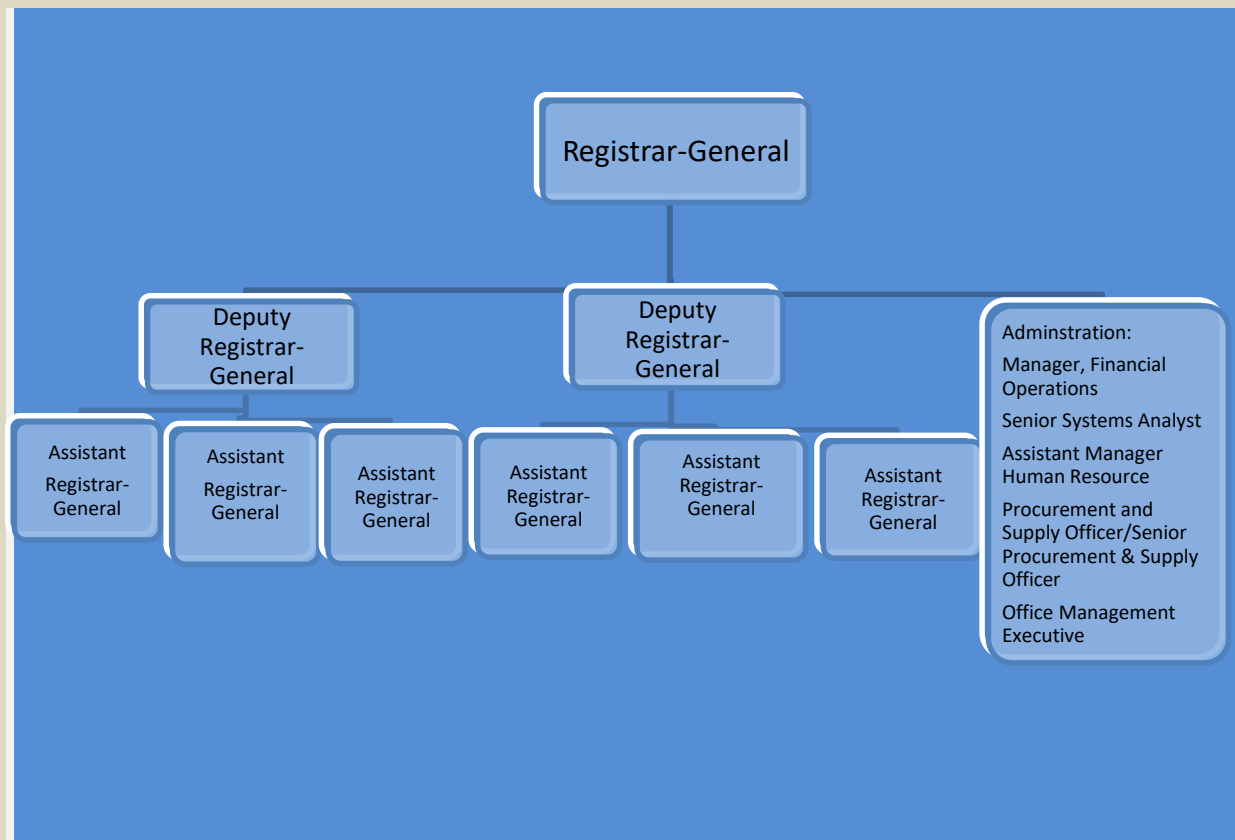


Figure 1: Top Management at RGD

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 Team	
			Help Desk/ Submission	
		Taxing Public	Taxing	
			Confirmation Team	
		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		
		Quality Assurance Unit		

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 Cadre
- Internal Control Cadre (one officer posted on a permanent basis)

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

For year 2022/23, 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, taking into consideration requests for training made by staff during the performance appraisal exercise.

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.

Following discussions held and in collaboration with the Civil Service College Mauritius (CSCM), a Competency-based Training programme was conducted in house on 09 and 10 January 2023 (Batch I) and 11 and 12 January 2023 (Batch II), on Performance Management System, for 45 officers of the Registration Cadre and one OME, with a view to upgrading their skills and knowledge so that they are better equipped to conduct an effective appraisal in a productive and positive manner. The officers were awarded a Certificate by the CSCM upon completion of the course.

Furthermore, 42 officers from the Registration Cadre were given access to follow online courses on the iTrain Platform of the CSCM regarding the modules: Performance Management System in the Civil Service, Code of Ethics for Public Officers, Enhancing Integrity in the Public Service, Personal Grooming and Body Language and Interpersonal Communications Skills.

Officers of the General Services Cadre as well as Office Auxiliary Cadre who form part of the Fire Warden Team were provided with training on Safety & Health in practice and training on Fire Safety & Fire Risk Management, sponsored by the Ministry of Public Service, Administrative & Institutional Reforms.

Furthermore, in compliance with provisions of the Occupational Safety & Health Act (OSHA) Legislations, two officers were provided with a two-day training on Implementing OSH Management System for Members of the OSH Steering Committee.

Gender Distribution

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

Categories	Male	Female
Top Management	-	1
Middle Management	23	42
Support and Others	26	65
Total	49	108

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 date, 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. It 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 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 2022 to 30 June 2023, 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 2023, 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 streamline the legislations, provide incentives and to eliminate loopholes with a view to improving our doing business and achieving greater effectiveness and efficiency in revenue collection. Incentives were given in accordance with legislations governing the acquisition of immovable property by non-citizens and also regarding the repayment of debts through the Arrears Payment Scheme.

It is to be noted that amendments to legislations are made, taking into consideration the recommendations of the World Bank 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.

■ **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 consultancy 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. The procurement exercise was relaunched in the absence of a responsive bidder.

■ **ePayment**

A Direct Debit Scheme which was developed by the Bank of Mauritius (BOM) to enable professionals and stakeholders to effect payment up to the tune of Rs 2 M through Direct has been subject to intensive testing with several stakeholders in the live environment. After the minor trouble shooting, the system is expected to be ready to be extended to all stakeholders by December 2023.

In addition, the Instant Payment System, an initiative of the BOM and the Treasury, which encompasses various modes of payment such as scanning of QR Code, Internet Banking, Blink & Juice and allows for payment to the tune of Rs 100,000 without bank charges, has also been successfully tested in live environment. We have already proceeded to a soft

launch and the collective launch by all the other institutions which were selected to pilot this project will be scheduled early 2024. This is in line with our strategy of ongoing innovation to excel in customer service.

The Mastercard Payment Gateway Services Project which was implemented to replace the SBM Payment Gateway that was to be decommissioned by the end of May, went live on the 30th May 2023 to allow online payments to reach SBM.

■ **Enhancement of the MeRS**

● **Implementation of a Queue Management System**

The replacement of the existing Queue Management System which was developed by our foreign supplier, by “Mo Rendez Vous EQMS, a system, developed locally and funded by MITCI, has been successfully implemented since September 2022. Besides visual display, the additional features such as announcement via text to voice, scheduling of appointment and generation of reports among others, this system has proved to be appealing to our internal and external customers and management of the queue unfolds smoothly on a daily basis.

● **The Interest Module for Reassessment Unit**

The Interest Rate Module, developed to calculate interests on arrears, went live after successful testing.

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

Following additional work sessions with the representatives of World Bank and the State Law Office, the project for a Movable Property Registry System in line with the global best practices as recommended by the World Bank, is still underway. This project is a 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 operating a self-service module. As such, it requires significant amendments to existing legislations and consequential amendments.

● **Initiation of MAUPASS**

The Department Initiated Maupass integration for harmonization with other upcoming projects/systems such as Moveable collateral registry. Development is underway.

- **Extension of Search Online**

Following the upgrading and replacement of IT Infrastructure, access to search online has been continuously extended to an increasing number of stakeholders to enable them to effect from their workplace instead of coming at the RGD premises.

To further meet the demands of our stakeholders, since February 2023, the search hours, which was from 9.00 am to 3.30 pm, has been extended and is now from 8.00 am to 6.30 pm. The Department has also granted remote search access via VPN on a 24/7 basis to stakeholders for specific Government projects.

- **IT Network and Operational Monitoring**

The responsibility for operational monitoring is being gradually shifted to RGD IT Staff 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 identification & resolution of issues related to network and bandwidth. Thus, in order to ensure greater efficiency in operational monitoring

- (i) knowledge transfer to the in-house IT Staff with respect to operational monitoring has been effected and,
- (ii) the monitoring is being closely followed through specific clauses in our contracts.

- **Business Continuity Plan**

An updated version of our IT Contingency Plan geared towards responding to new challenges, was formulated, following training provided by the Civil Service College. The Business Continuity Plan which encompasses this IT Contingency Plan is under development.

- **Sharing of Data**

Following the agreements for sharing of our data with other institutions, 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

The online one-stop-shop for registration of Motor Vehicle is a pioneering project 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, it required a longer consultation phase. The development phase which depends on the digitalisation status of these institutions, is currently completed to the tune of 85 % and it is expected to be available for testing early 2024.

■ Administrative Reforms

- In view of successive retirement of experienced staff, Capacity Building through ongoing in-house coaching and knowledge sharing as immediate solution and formal training programs by resource persons from the Civil Service College as from January 2022 were carried out to bridge knowledge gap.
- The Department maintained the Implementation of the Work-From-Home Scheme, but on a more regulated basis 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.
- Finalised the setting up of 2 new units at the RGD:
 - (i) The Arrears Recovery Unit following the approval from MPSAIR for RGD to retain the services of 5 State Attorneys and
 - (ii) The Quality Assurance Unit with a staff of Internal Control Unit posted on a permanent basis at RGD.

■ 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.

-
- Even if there has been an increase in the collection of arrears, this does not seem to make a significant difference on the overall figure. However, an age analysis of our arrears indicates clear improvement in debt management with respect to the figures for the recent years.
 - As provided by our legislations, lists of significant amounts due have been referred to the MRA for recovery. However, recovery of arrears remains a concern.

■ Enhancement of the work environment/work climate

- Ongoing enhancements of the units by replacement of worn-out furniture /equipment by new ones procured through the Improvement of Counter Scheme.
- Replacement of sanitisers by Automated Hand Sanitiser and an Infrared Automated Temperature Sensor under the EWEP Scheme.
- Life balance through ongoing participation of staff in recreational activities.
- Outdoor activities organised by The Health Promotion Club.
- Distribution of cakes and refreshment to mark the Public Service Day.
- Renewal of contract of the two private security officers to reinforce security of staff in the public area.

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 2022/2023 for Ministries and Department, hereunder are the status:

SN	KPI	STATUS
1.	Training Budget	100% of Budget spent on 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.	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. Arrears Recovery Unit	Valuation Department RGD	Still Awaiting the development Arrears recovery Unit headed by an Attorney-at-Law has been set up. Pending the recruitment of an Attorney-at-Law, the services of 5 Attorneys-at-Law from the SLO have been retained.

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 coupled with voice to text announcement which allow them to 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.

Recommendations made in the review by the OPSG Team, have been translated into concrete actions at the level of the Department.

Performance Analysis

The table and graph below display our actual performance in the number of documents registered at the Department for financial 2022/2023 in comparison with the two previous financial years. The figures depict a marked increase in the number of documents registered at the level of the department which has resulted in a substantial increase in revenue collected.

Financial Year	Number of Documents Registered
2020/2021	176,785
2021/2022	199,432
2022/2023	201,114

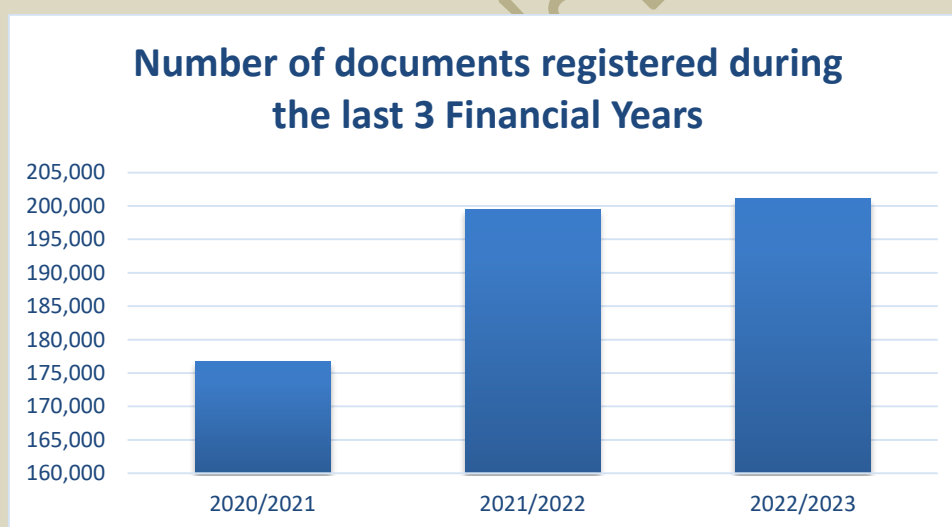


Figure 7: Performance for Last Three Years

Part iii – Financial Performance

Financial Highlights

For the Financial Year 2022/2023, disbursement of funds were made from Vote 7-6 “Registrar General’s Department”.

The Total Voted Provision for Financial Year 2022/23 was Rs 156.3 Million and was allocated as follows:

Recurrent Expenditure: Rs 116.5 Million

Capital Expenditure : Rs 39.8 Million

Analysis of major changes

Analysis of Major changes for Years 2021/22 and 2022/23

Expenditure Category	Voted Provision (Rs Million)	Actual Expenditure (Rs Million)	Voted Provision (Rs Million)	Actual Expenditure (Rs Million)
	2022/2023	2022/2023	2021/2022	2021/2022
Compensation of Employees	92.90	84.39	78.60	77.58
Goods and Services	23.60	18.76	20.20	19.69
Acquisition of Non-Financial Assets	39.80	6.27	10.20	1.39

Figure 8: Analysis of Major Changes - Years 2021/2022 and 2022/2023

The Total Expenditure incurred in Financial Year 2022/2023 was Rs109.42 million compared to Rs 98.66 million in Financial Year 2021/2022.

The increase in expenditure mainly under Expenditure Category “Compensation of Employees” is due to payment of yearly salary increment, salary compensation and increase in travelling allowances to staff of the Registrar-General’s Department.

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	2021-2022 Actual (Rs 000)	2022-2023 Estimates (Rs 000)	2022-2023 Actual (Rs 000)
Recurrent Taxes on Immovable Property	3,237	5,000	2,292
Other Non-Recurrent Taxes on Property	30,128	100,000	38,121
Taxes on Financial and Capital Transactions	6,992,769	9,683,000	8,371,988
Administrative Fees	121,088	130,000	124,090
Total Revenue from Property Income and other Sources	7,147,222	9,918,000	8,536,491

Figure 9: Statement of Revenue

An increase of 19% was recorded in Total Revenue Collection in Financial Year 2022/2023, compared to Financial Year 2021/2022, with a Total collection of Rs 8.54 Billion representing 86% of the Total Estimates for the Year.

The above increase is reflected mainly under Taxes on Financial and Capital Transactions, from Rs 7 Billion in 2021-2022 to 8.4 Billion in Year 2022-2023. This is explained by an increase in number of transactions registered.

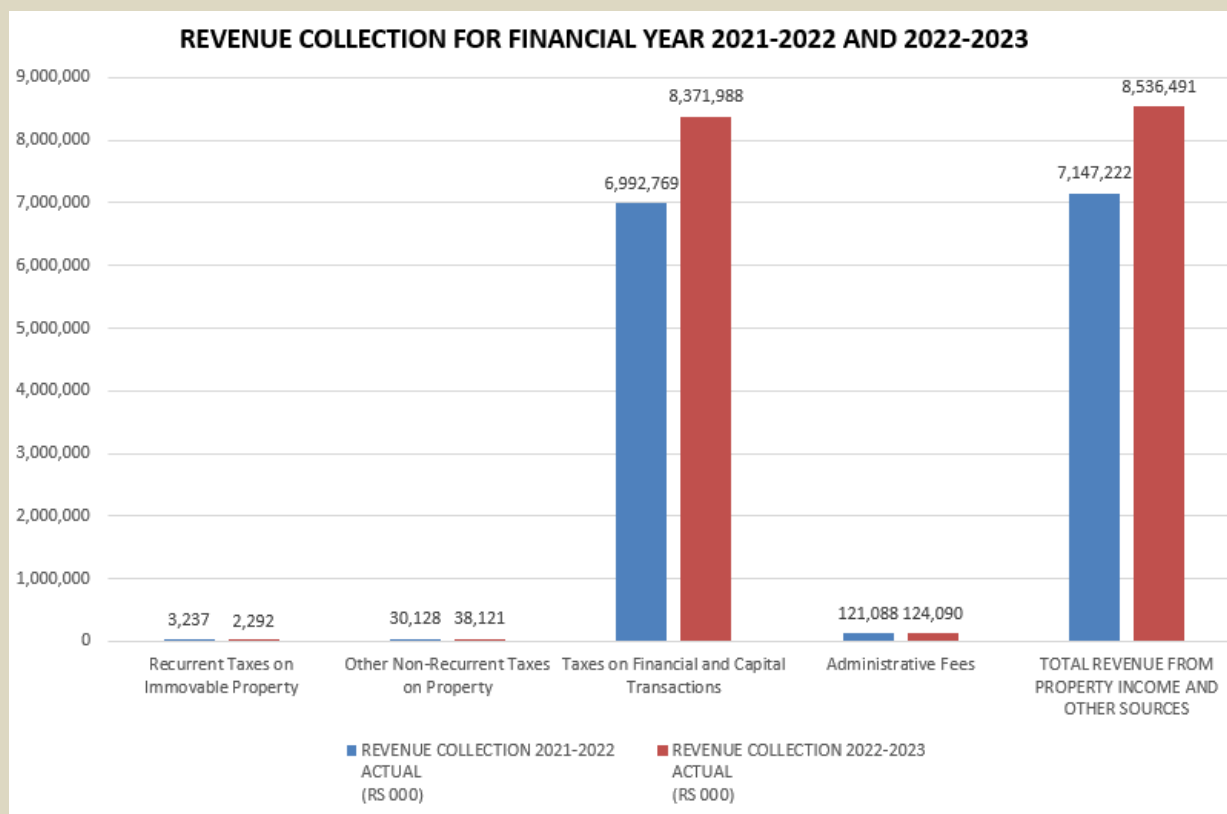


Figure 10: Revenue Collection 2021-2022 & 2022-2023

Statement of Expenditure

Head/Sub-Head of Expenditure	2021-2022 Actual (Rs Million)	2022-2023 Estimates (Rs Million)	2022-2023 Actual (Rs Million)
Compensation of Employees	77.58	92.90	84.39
Goods and Services	19.69	23.60	18.76
Acquisition of Non-Financial Assets	1.39	39.80	6.27
Total	98.66	156.30	109.42

Figure 11: Statement of Expenditure

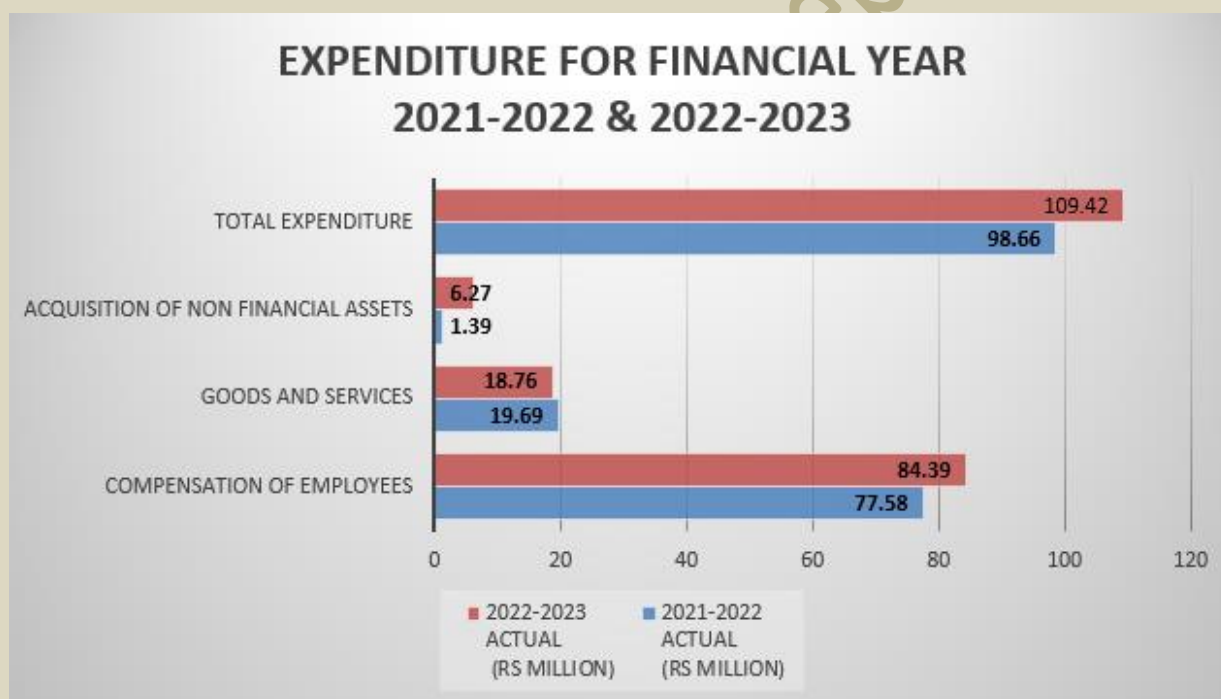


Figure 12: Expenditure 2021-2022 & 2022-2023

Part iv – Way Forward

Trends and Challenges

Registrar-General's Department has been an early adopter of new technologies in line with the e Government strategy, with the implementation of the Mauritius eRegistry System since 2014.

Building on this progress, ongoing enhancements, upgrading and upscaling have been continuously brought to take the system to another level. 2024 will mark the culmination of 10 years of digitalised end-to-end processes during which the business landscape has been definitely impacted in a positive way.

Our Land Registry is an important institution that collaborates closely with a wide range of businesses and other stakeholders, thus playing a key role in our economy and growth. With the initiation of landmark projects involving data transfer among several Governmental Institutions, we will shift from being simply an eservice provider to an organisation which operates in a digital ecosystem. At this pace, it is envisaged that the next system would make use of AI Technology which is gaining widespread deployment as a transformative technology.

Looking ahead, our main concern is to have the right capacity and capability to deliver its services in a timely manner to sustain business facilitation. We also endeavour to ensure that our approach to identification of and response to non-compliance and avoidance of duty and tax, in all their forms, is timely, robust and effective.

Besides harnessing cutting edge technology, another major concern is further investment in manpower in order to modernise our organisational culture and ways of working so as to develop an empowered, dedicated, committed and ultimately engaged workforce.

Our transformation is already well underway; however, we aim to continue to drive down processing times by optimising our operational capacity and capability. To achieve these targets, we are investing heavily in our system, work environment, people, individuals, teams, heads of units and the culture as a whole.

Strategic Direction

In view of the trend of previous successful achievements so far, and despite the challenges, the next financial year is set to be another transformative year. Our new performance framework for the next financial year includes:

- Timely and effective implementation of the policies, amongst others the Safety and Health, the Risk Management Policy and The Anti-Corruption Policy.
- Timely implementation of projects initiated in the year under review that were delayed due to legislative gaps or unavailability of responsive bidder in view of their complexity.
- Further modernising our organisational culture and ways of working.
- Ensuring customer satisfaction to our services, and trust in the integrity and accuracy of the data published.
- Staff engagement to the organisation.

Registrar-General's Department

Projected Enhancements to Boost and Fluidify Businesses

- Procurement of consultancy services with a view of launching of a New System by harnessing the latest technology, to replace the existing one which will reach a decade of operation in 2024 and which has proved to be resilient so far. However, in order to keep pace with the latest developments, provisions will be made to cater for the next decade's operations.
- Development of a Movable Property Registry System to keep pace with the global best practices for business facilitation.
- Development of an electronic register for interdict persons to facilitate related searches by specific stakeholders who are authorised by virtue of our legislations.

Registrar-General's Department