REGISTRAR GENERAL'S DEPARTMENT

ANNUAL REPORT

2024-2025

Ensuring Legal Certainty
Safeguarding Property Rights
Empowering the Future

OCTOBER 2025

About this Report

The Registrar General's Department is pleased to present its Annual Report for the financial year 2024/2025. This report has been prepared in compliance with the statutory requirement of Section 4B of the Finance & Audit Act and in line with guidelines issued by the then Ministry of Finance and Economic Development through its Circular Letter No. 7 of 2018.

It is published to highlight our performance, transparency in our operations, good governance practices and projected future direction.

It gives an insight of the major achievements through the human and financial resources put at the disposal of the Department during the last financial year, that is, from 01 July 2024 to 30 June 2025.

PART I
About the Registrar General's Department

Part II
Highlights of our Key Milestones, Achievements and Progress

Part III
Financial Performance

Part IV
Way Forward

TABLE OF CONTENTS

LIST OF FIGURES

I am pleased to submit the Annual Report of the Registrar-General's Department (RGD) for the financial year 2024/2025. A year marked by dedication, innovation and continued progress toward achieving our strategies and objectives. This report provides an overview of the Department's performance, key achievements, challenges and strategic priorities.

It underscores our ongoing commitment to strengthening revenue collection, enhancing customer service, and reinforcing internal controls and governance frameworks. The report also outlines our initiatives planned for the coming year to sustain institutional excellence and support national development goals.

During the financial year 2024/2025, the Department achieved significant progress in fulfilling its mandate. The following highlights capture some of our main achievements:

Revenue Collection

The Department recorded a 20% increase in revenue compared to the previous year, continuing the consistent upward trend observed over the past five years — from Rs 5,062,389,000 in 2019/2020 to Rs 11,590,250,000 in 2024/2025.

Technology and Service Enhancement

Integration of MauPass (Individual)

The Registrar-General's Department successfully integrated MauPass (Individual), the Government's single sign-on authentication system, into the Mauritius eRegistry System (MeRS). This integration enables citizens to securely access RGD's online services through a single digital identity, thereby enhancing convenience, security, and efficiency.

AI-assisted chatbot on the RGD website

The launch of an AI-assisted chatbot on the RGD website now enables users to obtain instant responses to queries, receive guidance on registration processes, and report issues in real time. This innovation has significantly enhanced service accessibility, responsiveness, and overall user experience.

Consultancy Services - Strategic Assessment of the Mauritius (MeRS)

The Department commissioned a strategic assessment of the Mauritius e-Registry System (MeRS) to guide its modernization over the next five years. The proposed roadmap focuses on seven key areas — hardware, application architecture, business processes, IT security, governance, innovation, and legal framework — ensuring scalability, resilience, and alignment with international best practices. The final report provides the implementation framework for the MeRS modernization programme.

Arrears Management

To strengthen debt recovery efforts, a dedicated Debt Recovery Unit (DRU), headed by an in-house attorney, was established. This initiative has already yielded positive results, with approximately Rs 10 million recovered in arrears during the reporting period. Moreover, the Arrears Payment Scheme encouraged voluntary compliance and resulted in the collection of Rs 33,709,070 in arrears.

Electronic issue of Certificat de Gage through MeRS

Since September 2024, the Mauritius e-Registry System (MeRS) has been upgraded to enable the electronic issuance of the "Certificat de Gage" for motor vehicle transactions. This enhancement streamlines the registration and verification of charges/lien on vehicles, strengthens integration with the NLTA database, and incorporates digital validation to improve security. It represents a major milestone toward a fully digital, transparent, and user-centric registration environment in line with the Government's e-service objectives.

Customer Support Enhancement

To ensure continuous accessibility and timely assistance, an additional outsourced Call Centre was engaged to complement the in-house support unit. This initiative has significantly improved response times and reduced waiting periods, particularly for users of the newly implemented *Certificat de Gage* module.

Housing Support Schemes

For the third consecutive year, the Department successfully administered the Home Ownership and Home Loan Payment Schemes, disbursing financial support to over **50,000 beneficiaries** since its inception. This initiative underscores our ongoing contribution to national housing and social development goals.

Support national e-Government objectives:

The RGD remains firmly committed to advancing national e-Government objectives by expanding digital registration services, integrating with government platforms, enhancing online payment and data-sharing, streamlining procedures to improve the ease of doing business. These initiatives collectively promote transparency, legal certainty and efficiency through secure digital solutions.

It has been both an honour and a privilege to lead this Department and to serve our stakeholders. I wish to express my sincere appreciation to our: valued stakeholders, parent Ministry, and above all, to the dedicated staff and management team of the Registrar-General’s Department for their unwavering support, collaboration and contribution for driving our progress.

Together let us continue to build an RGD driven by innovation, accountability and service excellence.

S. Gukhool
Registrar-General

PART I

ABOUT THE REGISTRAR GENERAL'S DEPARTMENT

Origin and Establishment of the Registrar General's Department

French Colonial Period (1804–1835)

The Office of the Registrar-General was formally established in Mauritius during French colonial rule, under the administration of Governor Decaen in 1804. The creation followed the French Civil Code system, which required deeds and transactions to be registered to give them legal effect and publicity. The Registrar-General was entrusted with maintaining registers for:

- Deeds relating to sales, transfers, and mortgages of immovable property;
- Other acts passed before notaries and public officers.

The objective was to give deeds a *date certaine* (certain date) — a legal guarantee of authenticity and enforceability against third parties.

British Colonial Period (1810–1968)

After the British took over Mauritius in 1810, they retained most French civil laws and administrative structures, including the registration system.

The RGD continued to operate under the French legal framework, with adaptations to fit British colonial administration.

During this period, the Registrar-General's duties expanded to include:

- Acting as Conservator of Mortgages,
- Receiver of Duties and Fees,
- Managing Campement Site Taxes and stamp duties.

The RGD became a central institution in property transactions, ensuring legal security and maintaining public trust in ownership records.

Post-Independence Modernisation (1968–1990s)

After Mauritius got its independence in 1968, the Department continued under the Ministry of Finance. Reforms focused on improving:

- Revenue collection (registration duties and taxes),
- Archiving and retrieval of deeds,
- Uniform procedures for registration.

During the 1980s–1990s, with economic growth and property development, the volume of transactions increased rapidly putting pressure on manual systems.

Digital Transformation Era (2000–Present)

In the early 2000's, RGD initiated its first computerisation projects to improve efficiency and security of registration data. Databases for deeds, mortgages, and motor vehicle transactions were gradually developed.

Mauritius e-Registry Project was implemented in year 2014.The project aimed to transform RGD into a fully digital registry and improve the "Registering Property" indicator in the World Bank's *Doing Business Report*.

Our 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.

Our Mission

- To bring on board an increasing number of professionals and citizens to embrace the end-to-end online services provided by the department, which comprise of e-submission, e-taxation, e-payment, e-registration and e-delivery of registered documents, from any location where 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 global developments in the fields of data management pertaining to property and revenue collection.
- To sustain an innovative and conducive work environment for our staff and enable them to excel in customers' service.
- To sustain, improve and further progress on our innovative path.
- To have a more dynamic and highly productive work force consisting of multi-skilled, innovative and dedicated officers.

Our Objectives

- **Customer-Centric Service** – Reduce the need for physical visits to the department by promoting seamless online registration and digital transactions.
- **Digital Transformation** – Encourage and expand the use of e-services for greater accessibility, efficiency, and transparency.
- **Capacity Building** – Continuously invest in training and upskilling staff to maintain professionalism and adaptability.
- **Revenue Assurance** – Ensure efficient collection of revenue within the evolving legal and regulatory framework.
- **Workplace Excellence** – Provide a modern, safe, and technology-enabled environment to support staff performance and wellbeing.
- **Data Integrity** – Deliver timely, reliable, and accurate statistics on land transactions and revenue collection for informed decision-making.

Our Core Values

Integrity	Responsiveness	Fairness	Transparency & Accountability
RGD upholds the highest standards of integrity and honesty so as to gain the respect and confidence of stakeholders and the public at large.	RGD provides prompt, efficient, effective and quality service to stakeholders and the public at large in an effort to exceed their expectation.	RGD is committed to apply Registration Laws impartially and objectively and treat everyone in an equitable manner.	RGD efforts are geared towards the development of the Department in a manner which promotes a transparent and accountable administration.

Roles and Functions of the Registrar-General's Department

The Registrar-General's Department is responsible for the registration, preservation, and administration of deeds, documents, land records, and property-related taxation. It is structured into the following main sections:

Registration

- Registration of deeds and documents presented by notaries, legal practitioners, banks, financial institutions, and the public.
- Includes the registration of deeds of transfer of motor vehicles.

Land Registry

- Recording information on land ownership and related obligations.
- Ensuring publicity of transactions to safeguard creditors and parties in sales and leases of immovable property.
- Publication of encumbrances on property.
- Providing facilities for searches in the Land Registry.

Valuation

- Following up on reassessments of immovable property values made by the Chief Government Valuer, including representation before the Objection Unit and the Assessment Review Committee.
- Collection of annual taxes payable by Campement Site owners and Campement owners.

Activities of the Registrar-General's Department

Core Area	Key Activities	Purpose/ Outcome
Registration of Deeds & Documents	• Grants date certaine (Legal Certainty) • Registers deeds and documents submitted by notaries, legal practitioners, banks, financial institutions and the public	Ensures authenticity and enforceability of transactions
Revenue Collection	• Collects duties, taxes and fee on document registration • Issues certified copies of deeds • Administers Campement Tax and Campement Site Tax	Contributes to national revenue and improves service accessibility
Support to Property Valuation	• Publishes deeds relating to land transactions • Preserves and manages mortgages • Represents the RGD at the Assessment Review Committee	Safeguards property rights

Key Legislations Administered by the Department

➢ The Registration Duty Act

Provides for the levy of duties and taxes on documents according to their category, ensuring revenue collection and legal recognition of transactions.

➢ The Land (Duties and Taxes) Act

Governs the levy of property-related taxes, namely:

- Land Transfer Tax;
- Tax on transfer of leasehold rights in State Land
- Campement Site Tax
- Campement Tax

➢ The Road Traffic Act

(in so far as it relates to registration of transfer of ownership of motor vehicles and trailers) Provides the legal framework for the registration of transfers of ownership of vehicles, ensuring proper record-keeping and enforceability.

➢ The Transcription and Mortgage Act

Regulates the transcription of deeds relating to immovable property and the registration of mortgages, thereby protecting the rights of creditors and purchasers.

➢ The Acquisitive Prescription Act 2018

Provides for the registration of rights acquired through possession over time (*usucapion*), giving legal certainty to property ownership.

➢ The Inscription of Privileges and Mortgages Act

Governs the registration of privileges and mortgages, ensuring that creditors' rights are safeguarded against third parties.

➢ The Campement Site Tax (Exemption) Regulations 1985

Sets out conditions under which exemptions from the Campement Site Tax may be granted.

➢ Regulations under Economic Development Board Act

Provides for exemptions and specific registration requirements applicable to Smart City development projects, Property Development Scheme and Invest Hotel Scheme

➢ The Mauritian Civil Code (*Code Civil Mauricien*)

Contains provisions governing property rights, obligations, and contracts, forming the legal foundation for many registration activities.

STAKEHOLDERS OF THE REGISTRAR-GENERAL'S DEPARTMENT

GOVERNMENT AND POLICY STAKEHOLDERS

- **Ministry of Finance:** Parent Ministry
- **Attorney General's Office** – for legal and legislative matters
- **Ministry of Information Technology, Communication and Innovation –** for digital transformation and system integration
- **National Land Transport Authority (NLTA)** – for vehicle registration services
- **Mauritius Revenue Authority** – for registration of new vehicles
- **Ministry of Commerce** – Trade license update
- **Registrar of Companies** – for corporate information
- **Statistics Mauritius** – for data sharing and reporting

INSTITUTIONAL AND REGULATORY PARTNERS

- **Financial Intelligence Unit (FIU)** – for compliance and anti-money laundering oversight
- **National Audit Office (NAO)** – for audit and financial governance

STAKEHOLDERS OF THE REGISTRAR-GENERAL'S DEPARTMENT

- **Notaries**
- **Attorneys and Barristers**
- **Banks and Financial Institutions**
- **Valuers, Surveyors, and Estate Agents**

- **Private Sector Operators** – real estate developers, insurance companies, etc.
- **General Public** – citizens seeking registration, certified copies, searches, or property transactions

- **World Bank** – for public sector modernisation and reform support
- **United Nations Agencies** (United Nations Development Programme, UNDP) – for governance and innovation initiatives

- **RGD Management and Staff** – core implementers of policy, service delivery, and innovation
- **Trade Unions and Staff Associations** – for welfare and workplace engagement

Internal stakeholders / About Our People

The strength of the Registrar-General's Department lies in its people. Our Human Resource Management Section plays a central role in building and sustaining a skilled, motivated, and service-oriented workforce that supports the Department's mandate of legal certainty, efficient service delivery, and revenue collection.

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 Department has continued to engage with employees at different levels with a view to understanding and responding to their needs, while 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
- Implementation of the Leave Management System – e-HR

Organisational Structure/ Top Management

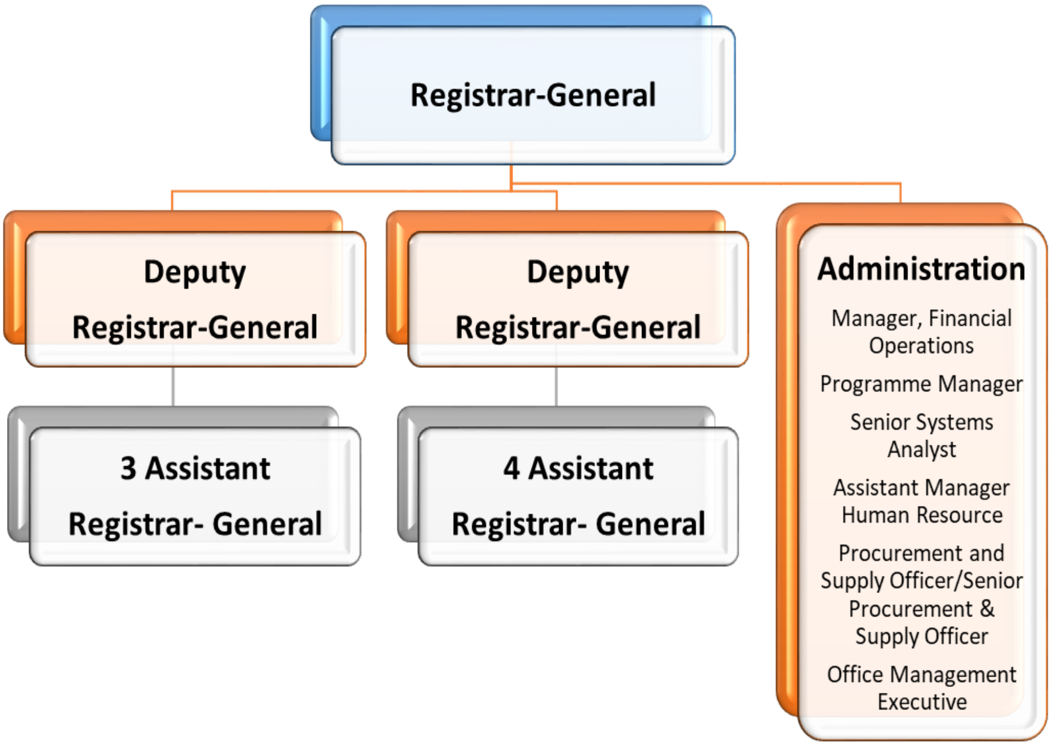
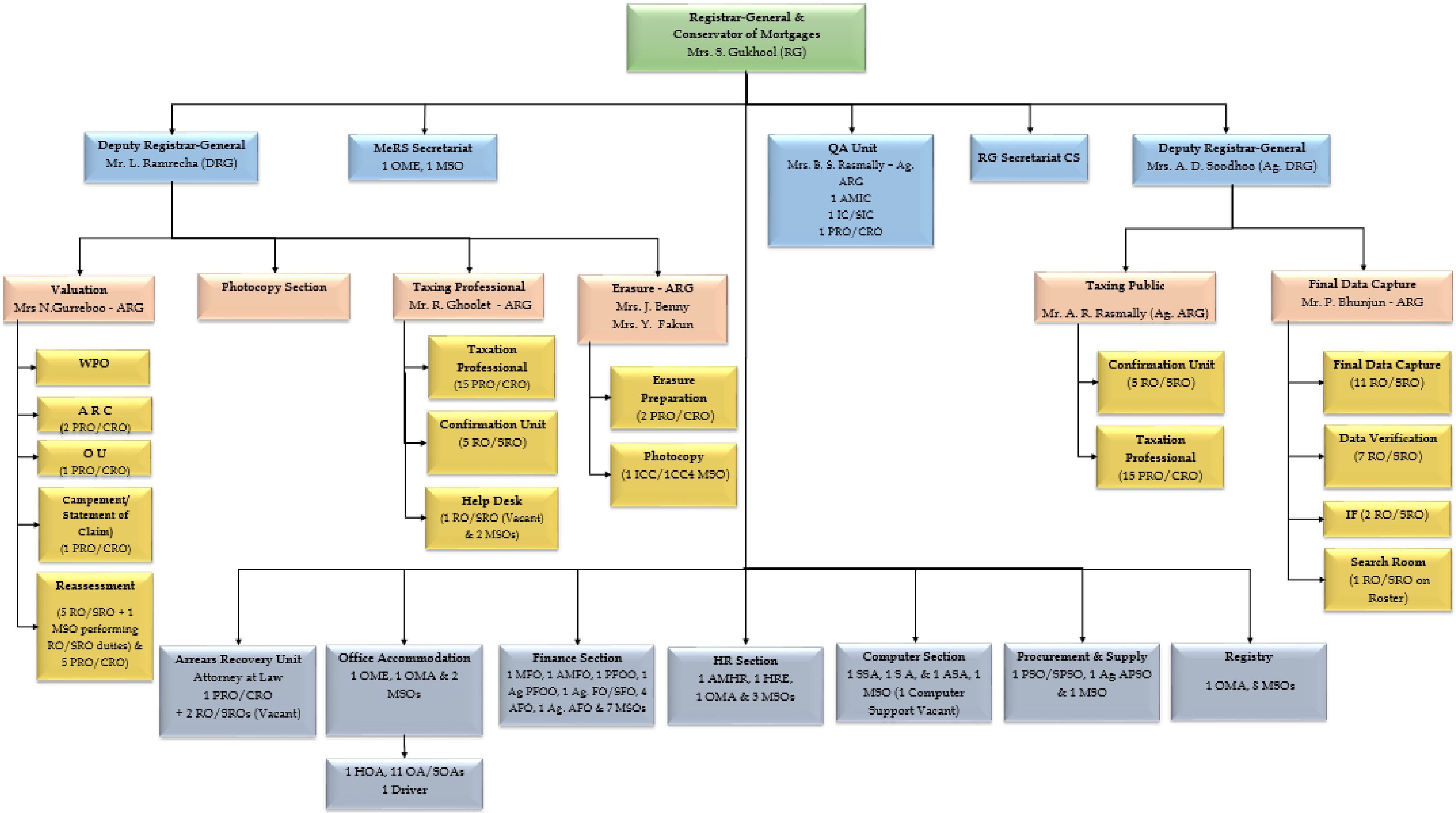


Figure 1: Top Management

Organigram – Registrar-General's Department



RG: Registrar-General, DRG: Deputy Registrar-General, ARG Assistant Registrar-General, CRO: Chief Registration Officer, PRO/CRO: Principal Registration Officer/ Chief Registration Officer, SRO: Senior Registration Officer; RO/SRO: Registration Officer/Senior Registration Officer, Ag RO/SRO: Acting Registration Officer/Senior Registration Officer, OME: Office Management Executive, AMHR: Assistant Manager, Human Resource, HRE: Human Resource Executive, OMA: Office Management Assistant, MSO: Management Support Officer, ICC: Inscription & Check Clerk, CCC: Copyist & Check Clerk, CS Confidential Secretary, WPO Word Processing Operator, PSO/SPSO: Procurement & Supply Officer/Senior Procurement & Supply Officer, SA: Systems Analyst, ASA: Assistant Systems Analyst CSO: Computer Support Officer MFO: Manager Financial Operations, AMFO: Assistant Manager Financial Operations, FO/SFO: Financial Officer/Senior Financial Officer, HOA: Head Office Auxiliary, OA/SOA: Office Auxiliary/Senior Office Auxiliary.

Figure 2. Organigram of Registrar General's Department

Staffing Structure in terms of different cadre

Cadre	Grades attached to the Cadre	No of Officers in the Grade
Technical Cadre	Registrar-General	1
	Deputy Registrar-General	2
	Assistant Registrar-General	7
	Principal Registration Officer/ Chief Registration Officer	43
	Registration Officer/Senior Registration Officer	49
	Inscription and Check Clerk	1
	Copyist & Check Clerk	1
General Service Cadre	Office Management Executive	2
	Office Management Assistant	3
	Confidential Secretary	1
	Management Support Officer	32
	Word Processing Operator	2
	Head Office Auxiliary	1
	Office Auxiliary/Senior Office Auxiliary	11
Finance Cadre	Manager Financial Operations	1
	Assistant Manager Financial Operations	1
	Principal Financial Operations Officer	1
	Financial Officer/Senior Financial Officer	1
	Assistant Financial Operations Officer	5
Human Resource Cadre	Assistant Manager Human Resources	1
	Human Resource Executive	1
Procurement & Supply Cadre	Procurement & Supply Officer/Senior Procurement & Supply Officer	1
	Assistant Procurement & Supply Officer	1
IT	Senior Systems Analyst	1
	Systems Analyst	1
	Computer Support Officer	1
Internal Control Cadre	Assistant Manager Internal Control	1
	Internal Control Officer/Senior Internal Control Officer	1

Figure 3: Cadres and Grades at RGD

Key Manpower Training/Development

Employee training and development help employees become better at their jobs and overcome performance gaps that are based on lack of knowledge and/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 move into more senior roles.

For the year 2024/25, the Registrar-General's Department was allocated an amount of Rs 100,000 for the conduct of training. As illustrated in figure 4, 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), Training programme was conducted in house on 16 January 2025 on Mental Health and Wellbeing for one batch of 30 officers from the among different grades at the Department with a view to prioritisation of Mental Health at the workplace.

Furthermore, six officers in the grades of Assistant Registrar General and One Acting Assistant Registrar General followed a two-day Training Course on Legislative Drafting with a view to upgrading their knowledge on the matter on 16 and 19 September 2024 and 03 and 05 June 2025 respectively.

Two officers from the Finance Cadre and one from HR section were nominated for the Training Course on Advanced Microsoft Excel in the months of August and October 2024. Two officers from the Office Accommodation section followed a Training Course on Government Asset Register on 29 and 30 August 2024 and 22 and 23 January 2025. Two officers were nominated for the six half-day Training Course on First Aid in the months of August 2024.

Furthermore, in house training/ knowledge sharing on Erasure was organised and delivered by a Deputy Registrar General in February 2025 for 15 officers of the Registration Cadre.

Officers of the General Services Cadre as well as Office Auxiliary Cadre attended training on Safety and Health in the workplace. Practical training on Fire Safety and Fire Risk Management for Members of the Fire Warden Team and Capacity building and Capacity Development Training programs were sponsored by the Ministry of Public Service, Administrative & Institutional Reforms.

The Manager Financial Operations was nominated for the Training Course on AI in Government: A Practical Introduction on 26 November 2024.

Furthermore, in compliance with provisions of the Occupational Safety & Health Act (OSHA) Legislations, seven officers were provided with a one-day training on Managing Risk at the Workplace and three officers were nominated for a two-day Training Programme on "Driving OSH Management System: A Practical Approach" for steering Committee Members of the Department.

Moreover On-hand (practical) training on real RGD cases are conducted daily by supervising officers to Taxing officers to enhance analytical skills, and improve operational efficiency.

Registrar General's Department – Training Plan FY 2024/2025

Category	Training	Dates	No. of Officers	Remarks
A. In-House Training	Training on Mental Health and Wellbeing	16 January 2025	30 (all grades)	Conducted in collaboration with CSCM, with a view to prioritising mental health at the workplace.
B. In-House On-the-Job Training	Training/Knowledge Sharing on Erasure and Preparation of Certificates	February 2025	15 (ARG, PRO/CRO)	Training provided by Ag. DRG.
C. Competency Enhancing Training Courses	Training Course on Legislative Drafting	September 2024 & June 2025	6 (ARG, Ag. ARG)	Organised in collaboration with CSCM.
	Training Course on Advanced Microsoft Excel	Two-day course in FY 2024/25	6	Run by CSCM – Sponsored by RGD.
	Training Course on Government Asset Register	Two-day course in August 2024 & January 2025	2 (Office Accommodation Section)	Organised by CSCM – Sponsored by RGD.
	Training Course on First Aid	Six half-days in August 2024	2	Organised by CSCM – Sponsored by RGD.
	Training Course in Transport Management	1 day in November 2024	1 (MSO – Office Accommodation Unit)	Organised by CSCM – Sponsored by RGD.
	Training Course on AI in Government: A Practical Introduction	1 day in November 2024	1 (MFO)	Organised by CSCM – Sponsored by RGD.
D. Courses by MPSAR	Training Course on Management and Leadership Development	1 day in January 2025	1 (AMHR)	Run by CSCM – Sponsored by MPSAR.
	Training on Fire Safety and Fire Risk Management (Fire Warden Team)	Two days in FY 2024/25	12	Organised and sponsored by MPSAR.
	Training on Managing Risk at the Workplace	One day in Oct, Dec, Mar & Apr 2025	5	Organised and sponsored by MPSAR.
	OSH Management System (OSH Steering Committee)	Two days in Nov 2024, Feb & Apr 2025	3	Organised and sponsored by MPSAR.
	Safety & Health in the Workplace (MSOs)	One day in FY 2024/25	8	Organised and sponsored by MPSAR.
	Workplace Safety (WPO/SWPO)	One day in February 2025	1	Organised and sponsored by MPSAR.
	Safety & Health in Practice (OA/SOA)	One day Oct–Dec 2024	4	Organised and sponsored by MPSAR.
	Induction/Foundation Course for newly recruited MSO	Five days in Oct & Dec 2024, June 2025	3	Organised and sponsored by MPSAR.

	Induction Course for WPO	Three days in February 2025	1	Organised and sponsored by MPSAR.
	Induction Course for OA/SOA	Three days in November 2024	4	Organised and sponsored by MPSAR.
E. Capacity Building & Development Programmes	Professional Development Programme for OA/SOA	Three days in FY 2024/25	11	Run by CSCM – Sponsored by MPSAR.
	Professional Development Programme for CS	Seven days April–June 2025	1	Run by CSCM – Sponsored by MPSAR.
	Professional Development Programme for Support Staff	Three days in FY 2024/25	18 (MSO)	Run by CSCM – Sponsored by MPSAR.
	Training Programme for Supervisory/Technical Grade (Level 3)	Three days in FY 2024/25	6	Run by CSCM – Sponsored by MPSAR.
	Strategic Management & Leadership Programme for Middle Management	Three days in January 2025	1 DRG, 1 ARG	Run by CSCM – Sponsored by MPSAR.

Figure 4: Training Year 2024/2025

Gender Policy statement

Mauritius' National Gender Policy (2022–2030) seeks to mainstream gender equality across all public institutions and sectors. The RGD's internal gender policies are aligned with this national framework. We strive to maintain a supportive and collegial environment where all employees—regardless of gender—feel valued, respected, and empowered.

Equal Opportunities

We are committed to providing equal access to training and career advancement opportunities for all employees, fostering a culture of inclusiveness and continuous professional development.

Work–Life Balance

We promote policies and practices that support a healthy work–life balance, recognizing the diverse needs of our workforce. This includes flexible work arrangements and leave provisions to enable staff to care for children, parents, or other family members.

Professional Development

We place strong emphasis on professional and leadership development, encouraging employees to build their capabilities, strengthen their confidence, and pursue growth both individually and collectively.

Gender Distribution of RGD Staff

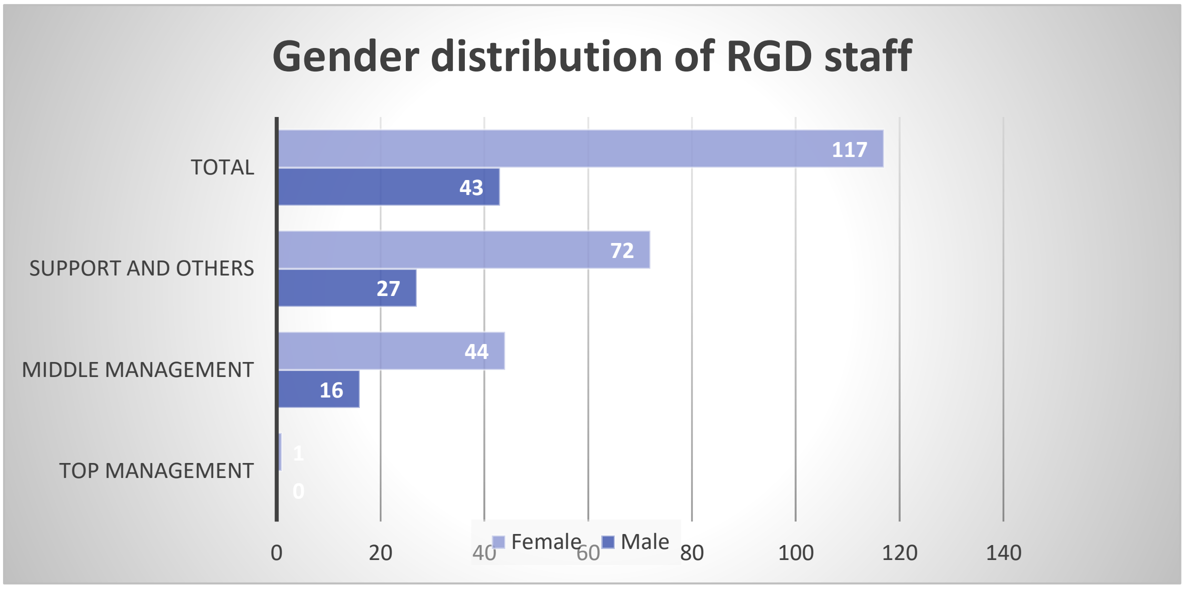


Figure 5: Gender Distribution at RGD

Workforce planning and Succession planning

Staff are periodically rotated across sections based on their skills, experience, and aptitudes to build a versatile, multi-skilled workforce. This practice ensures continuity of operations, provides opportunities for practical learning, and develops staff readiness for higher responsibilities.

Teamwork is emphasized, with staff replacements during brief absences maintaining smooth service delivery while fostering leadership experience for senior members.

Succession Planning is a key priority, aimed at enhancing skills, bridging knowledge gaps, and preparing staff to assume responsibilities of retiring or promoted colleagues. Two Deputy Registrar-Generals oversee the main sections, while Assistant Registrar-Generals manage daily operations. In the absence of senior officers, the next-ranking staff assume responsibilities in line with PSC regulations, ensuring uninterrupted services and leadership development.

Regular management meetings and brainstorming sessions facilitate collaborative decision-making, knowledge sharing, and effective succession planning. Engagement with the Trade Union fosters trust and supports solutions in the Department's best interest.

By integrating health, safety, welfare, and work-life balance into its core operational philosophy, the Registrar-General's Department continues to nurture a resilient, motivated, and high-performing workforce. These efforts not only contribute to employee well-being but also reinforce the Department's commitment to delivering effective, people-centred, and sustainable public services.

Health, Safety and Welfare of Staff – Work-Life Balance

The Registrar-General's Department (RGD) recognises that its workforce is its most valuable asset. Ensuring the health, safety, and welfare of employees is therefore central to the Department's human resource management strategy. The RGD continuously strives to foster a safe, healthy, and supportive working environment that promotes both personal and professional well-being.

The Department operates in compliance with the **Occupational Safety and Health Act** and related regulations. It prioritises preventive measures and continuous monitoring to mitigate workplace risks and ensure safe working conditions across all regional offices.

Key Health and Safety Measures:

- **Regular Workplace Inspections:** Carried out to identify hazards and ensure compliance with health and safety standards.
- **Fire Safety Preparedness:** Installation and maintenance of fire extinguishers, smoke detectors, and clear evacuation routes. Fire drills are conducted periodically in collaboration with the Fire Services Department.
- **Ergonomic Workspaces:** Provision of ergonomic furniture, improved lighting, and ventilation to reduce occupational strain. The Finance and Cash Counter areas has been renovated to ensure the proper segregation of cash counters for enhanced security, to comply with the Safety and Health requirements regarding fire safety.
- **First Aid Readiness:** Each section is equipped with a first aid kit, and designated staff members receive basic first aid and emergency response training.

Occupational Health Support:

The Department encourages employees to attend regular medical check-ups and health screenings organised by the Ministry of Health and Wellness. Awareness sessions on stress management, non-communicable diseases, and workplace ergonomics are also periodically conducted.

Staff Welfare

Staff welfare initiatives at the RGD aim to enhance employee satisfaction, motivation, and engagement while fostering a sense of belonging and team spirit.

Main Welfare Initiatives:

- **Welfare Committee Activities:** A dedicated Welfare Committee coordinates recreational, cultural, and social activities throughout the year to strengthen camaraderie and morale.
- **Recognition and Appreciation:** Staff are acknowledged for their long service, performance excellence, and contributions to departmental objectives.
- **Counselling and Emotional Support:** Confidential counselling services are made accessible to officers experiencing personal or work-related challenges.
- **Medical and Emergency Assistance:** Facilitation of urgent medical leave and support in cases of illness or family emergencies.
- **Team-Building Events:** Outdoor activities are organised to encourage teamwork, mutual respect, and communication.

The RGD continues to promote inclusivity and gender sensitivity in all welfare activities, ensuring that the needs of all staff members are equally addressed.

Work-Life Balance

The Department acknowledges that a healthy balance between professional and personal life is essential for sustained productivity, creativity, and staff retention.

Key Measures Implemented:

- **Flexible Working Hours:**

  Certain sections operate on staggered schedules to accommodate personal commitments without compromising service delivery.

- **Leave Provisions:**

  Compassionate, maternity, and paternity leave are actively encouraged to promote family well-being.

- **Supportive Leadership:**

  Supervisors are sensitised to adopt empathetic management approaches, ensuring staff are supported in balancing work demands and personal responsibilities.

Work From Home at RGD

The Registrar-General’s Department has embraced Work From Home (WFH) arrangements as part of its commitment to flexible and modern working practices. Initially introduced to ensure business continuity during COVID pandemic, WFH has now become an integral part of the Department’s operational strategy.

Staff are enrolled in the WFH scheme based on the nature of their duties, skills, and experience, allowing essential tasks to continue seamlessly even during brief absences or emergencies. WFH is implemented on a rotational and regulated basis, ensuring equitable participation while maintaining efficiency across all sections.

The scheme promotes work-life balance, reduces commuting time, and fosters a motivated and productive workforce. Regular communication, digital collaboration tools, and clear performance monitoring ensure that service quality and responsiveness are maintained.

Introduced in 2021 as part of the Department’s resilience and business continuity strategy today, 15% of officers participate on a rotational and regulated basis. The scheme has proven to enhance flexibility, productivity and employee satisfaction.

Risk Management policy at RGD

The Registrar-General's Department (RGD) adopts a structured and proactive approach to risk management to safeguard its operations, staff, and stakeholders while ensuring uninterrupted service delivery. Recognising the wide spectrum of risks—including operational, financial, legal, technological, and reputational—

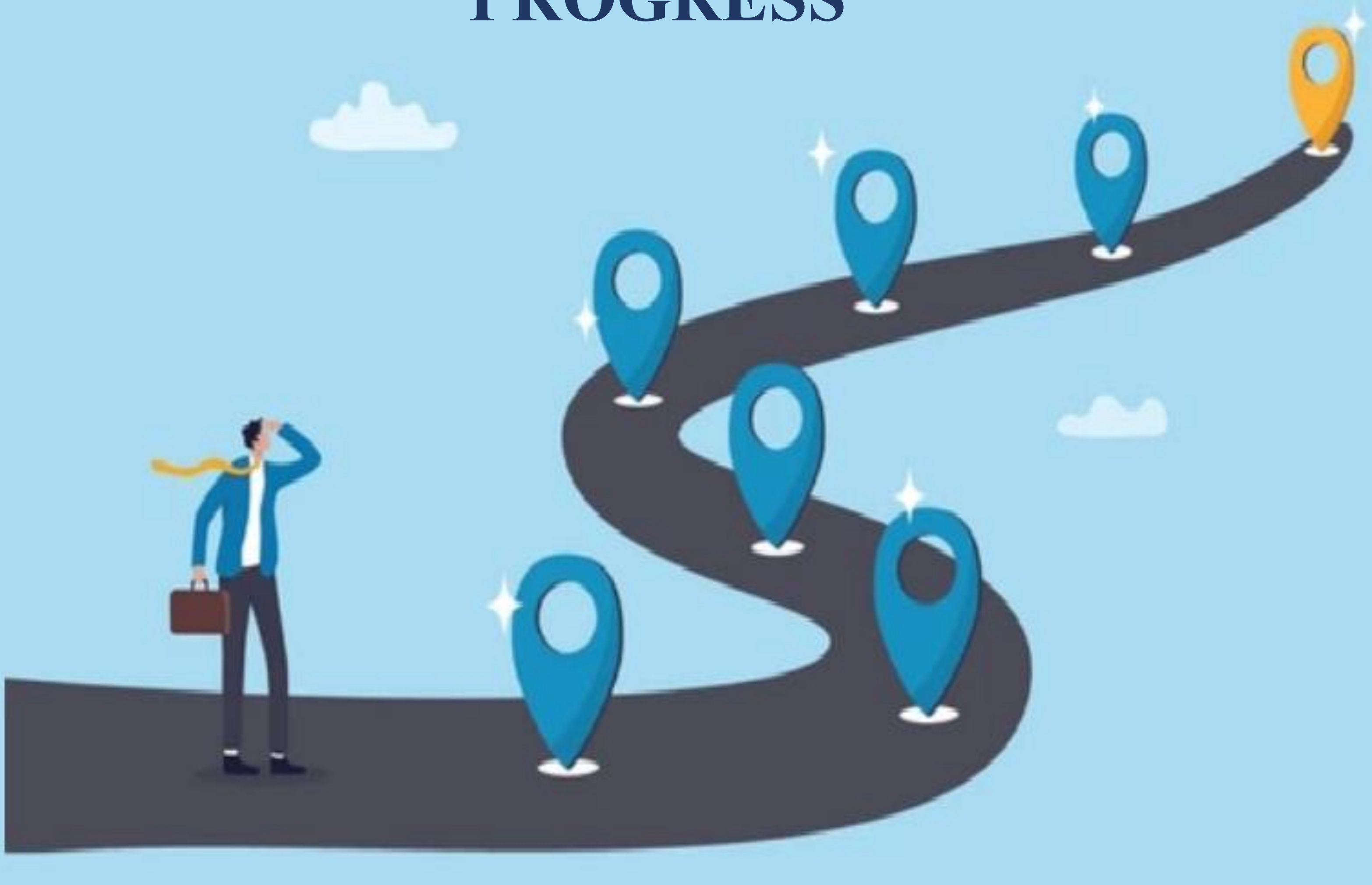
Key Risk Management Strategies

1. **Risk Identification and Assessment**: All potential risks are systematically identified, analysed, and prioritised based on likelihood and potential impact. This includes assessing emerging risks related to technological changes, cyber threats, and legislative amendments.
2. **Mitigation and Control Measures**: RGD implements policies, procedures, and internal controls to mitigate risks. These include operational protocols, IT security measures, and financial oversight mechanisms to prevent errors, fraud, or system failures.
3. **Business Continuity and Disaster Recovery**: Comprehensive plans are being put in place to maintain critical services during emergencies, natural disasters, or unexpected disruptions. Regular testing ensures staff readiness and system resilience.
4. **Governance and Oversight:** A Risk Management Committee, comprising senior management, monitors risk exposure, reviews mitigation strategies, and ensures alignment with statutory requirements and best practices.
5. **Staff Training and Awareness**: Employees receive regular training on risk awareness, compliance, and emergency response, fostering a culture of accountability and vigilance throughout the Department.
6. **Continuous Monitoring and Review**: Risk management is a dynamic process; policies and mitigation measures are regularly reviewed and updated to address evolving challenges, ensuring that RGD remains agile and resilient.

Through these measures, RGD not only protects its assets, operations, and reputation but also enhances stakeholder confidence and organisational effectiveness. By embedding risk management into its culture, the Department ensures sustainable service delivery while maintaining high standards of accountability, safety, and performance.

PART II

HIGHLIGHTS OF OUR KEY MILESTONES, ACHIEVEMENTS AND PROGRESS



Projects implemented this financial year

The Registrar-General's Department is pleased to present an overview of the key milestones achieved, the accomplishments realised, and the progress attained this financial year. These achievements demonstrate our continued commitment to strengthening service delivery, enhancing operational efficiency, and advancing digital transformation in support of national development objectives.

(I) Hiring the services of an attorney under the expert skill scheme to head the Arrears Recovery Unit

This initiative aims at strengthening the Department's legal capacity in debts management and recovery. The attorney provides the necessary legal expertise to design and implement robust recovery strategies, ensuring compliance with the law while accelerating the settlement of outstanding debts. By adopting a more structured and legally sound approach, the Department has been able to enhance efficiency in debt recovery and instil greater accountability among debtors. As a result of this initiative, a total of **Rs 10 million** was successfully collected during the current financial year, marking a significant contribution to public revenue and reinforcing the Department's commitment to financial sustainability.

II) Implementation of MauPass (Individual) at the Registrar General's Department

1. Background

MauPass is the national single sign-on authentication platform developed by the Government of Mauritius to provide secure and unified access to online public services. It enables citizens to use a single digital identity to access multiple government portals.

2. Objective at RGD

The integration of **MauPass Individual** aims to:

- Simplify user authentication for RGD online services (e.g. MeRS, e-Search, e-Registration).
- Strengthen data security and privacy.
- Facilitate seamless access to government services under a "one citizen, one identity" principle.
- Support the government's digital transformation agenda.

3. Key Benefits

- **Enhanced Security:** Strong authentication and identity verification reduce fraud and misuse.
- **Improved User Experience:** Users need only one account to access all government e-services, including RGD.
- **Operational Efficiency:** Reduced administrative burden in managing multiple user credentials.

(III) Issue of Certificat de Gage through MeRS

Since September 2024, the Mauritius e-Registry System (MeRS) has been enhanced to include the **issuance of the Certificat de Gage**, a key document used in secured transaction over motor vehicles.

This initiative streamlines the registration and verification of charges on movable property by:

- **Providing digital access** – Certificat de Gage can now be issued electronically through MeRS, reducing the need for in-person visits at the NLTA.
- **Enhancing efficiency** – Automated validation and integration with the vehicle registration database ensure faster turnaround times.
- **Strengthening security** – Digital certificates reduce risks of fraud and improve traceability through unique identifiers and system-based verification.

The successful implementation of this service represents an important step toward a fully digital, transparent, and user-friendly registration environment for motor vehicles.

(IV) Strategic Assessment of the Mauritius e-Registry System after ten years of operation

The Registrar General's Department (RGD) engaged consultancy services to conduct a comprehensive assessment of the Mauritius e-Registry System (MeRS) and its related dependencies, with a view to developing a five-year strategic plan supported by a SMART action framework.

- **Rationale**

1. The RGD is a key national institution, contributing around 5% of Mauritius's total tax revenue and processing approximately 192,000 deeds annually.
2. The Mauritius e-Registry Project (MeRP), implemented in 2014, has delivered significant benefits but is now constrained by technological limitations.
3. To remain scalable, secure, and compliant with international best practices, MeRP requires modernization and forward-looking reforms.

The final consultancy report sets out the recommended implementation framework and define the road map for the modernization of the Mauritius e-Registry System.

PROJECTS INITIATED THIS FINANCIAL YEAR AND THOSE IN PROGRESS

(I) Extension of the Online Search Module and Introduction of e-Vouchers for Payment

The RGD is extending its online search module to provide the general public with broader access to RGD Land Registry, complemented by the introduction of e-vouchers as a secure and convenient payment method. The aim is to:

- **Enhance accessibility**
  Citizens, businesses, and professionals will be able to conduct searches from any location without the need to visit the RGD in person.
- **Facilitate digital payments**
  e-Vouchers will allow users to pay securely online, reducing visits to RGD and reliance on cash transactions.

User Acceptance Testing (UAT) is currently underway, and once finalized, the service will be rolled out to the public as part of RGD's continued effort to provide seamless, reliable, and modern e-services.

(II) Movable Property Registry System (MPRS)

The Movable Property Registry System (MPRS), initiated under the guidance of the World Bank with the Economic Development Board (EDB) acting as facilitator, represents a major reform in strengthening secured transactions and improving access to finance in Mauritius.

- **Strategic Importance**

  The MPRS will provide a modern, transparent, and efficient platform for the registration of security interests over movable assets, thereby enabling businesses, especially SMEs, to leverage their movable property to secure credit. This reform is expected to significantly improve the country's ease of doing business indicators.

- **Legislative Framework**

  Progress on the project has been slower than initially anticipated, primarily due to the substantial legislative reforms required. A new legal framework is essential to support the operations of the MPRS, and the first draft legislation has already been submitted for review to ensure the framework is robust, comprehensive, and aligned with international best practices.

- **Technical Specifications**

  The system's technical specifications have been carefully developed in line with the **UNCITRAL Legislative Guide on Secured Transactions**, ensuring consistency with global norms and interoperability with other registries. This will position Mauritius as a modern and competitive jurisdiction for secured transactions.

The MPRS is a cornerstone project that will modernize the country's collateral registry framework, enhance access to finance, and contribute to sustainable economic growth.

(III) Disaster Recovery (DR) Infrastructure for MeRS at RGD

The Mauritius e-Registry System (MeRS) is a mission-critical platform that underpins land and property registration. Given its centrality to government operations and the economy, ensuring uninterrupted service delivery and business continuity is a top priority.

To mitigate risks of downtime, data loss, and cyber incidents, the Government of Mauritius has invested in a robust Disaster Recovery (DR) Infrastructure, scheduled for installation in September 2025.

The initiative focuses on:

- **Secondary DR Site** – Establishing a fully equipped disaster recovery facility to serve as a fallback environment in case of primary site failure.
- **Data Replication** – Real-time data replication mechanisms to ensure that critical records and transactions are continuously backed up and available at the DR site.
- **Recovery Time Objectives (RTOs)** – Benchmarking against international best practice to ensure that services can be restored within acceptable timeframes, with minimal data loss.
- **Testing & Simulation** – Periodic DR drills and failover simulations to be conducted to validate readiness and to train IT and operational staff in handling potential disruptions.
- **Integration with Business Continuity Planning (BCP)** – A Department's broader continuity framework, ensuring financial, and operational functions remain resilient in case of disruption.

The DR infrastructure will provide the assurance that MeRS can withstand disruptions—whether natural disasters, system failures, or cyber-attacks—while safeguarding the integrity, availability, and security of public records.

(IV) Extension of MAUPASS for Corporate Access

After successful implementation of the **MAUPASS**, the national digital identity platform for individuals, the Registrar General's Department will provide a **unique and secure identifier for corporate entities** to access our online systems.

Through this initiative:

- **Integration with National Digital Strategy**
  This extension supports the broader government objective of a unified, interoperable e-government ecosystem, where MAUPASS acts as a single gateway to multiple services.

- **Improved Compliance & Security**
  Centralized authentication reduces risks of impersonation and strengthens data integrity.

The extension of MAUPASS for corporates is therefore a milestone in our journey towards a fully digital, integrated, and citizen- as well as business-centric registry environment.

(V) Revamping the RGD Website

The current website of the Registrar General's Department (RGD) requires a comprehensive revamp to better align with the Department's evolving functions, digital transformation initiatives, and the expectations of citizens, businesses, and other stakeholders. The proposed revamp aims to transform the website into a modern, user-centric, and service-oriented digital platform that reflects the RGD's role as a key enabler of secure transactions, business facilitation, and national development.

- **Enhanced User Experience and Accessibility**

The existing website is largely informational and lacks interactive and user-friendly features. The new design will focus on intuitive navigation, mobile responsiveness and ease of use.

- **Strengthened Communication and Transparency**

A modern website will facilitate proactive communication with stakeholders through regular updates, FAQs, notices, circulars, and service statistics. It will also serve as a repository of laws, procedures, and guidelines, fostering trust and transparency in public service delivery.

(VI) Mauritius Revenue Authority (MRA) view on RGD database

The MRA is actively implementing a digital strategy that leverages third-party data and analytics to strengthen tax administration and compliance.

As part of the country's broader digital modernization efforts, a data-sharing initiative between the MRA and the Registrar-General's Department (RGD) is currently underway.

(VII) Communication campaign for promoting online vehicle registration by individuals.

The primary Objective of the campaign is to encourage individual vehicle owners to register transfer of their vehicles online instead of using manual in-person processes.

Key Messages

- **Convenience:** Register your vehicle anytime, anywhere – no queues, no hassle.
- **Speed:** Complete registration in minutes, receive confirmation instantly.
- **Security:** Safe and secure platform with verified transactions.
- **Support:** Helpdesk available to guide you through every step.
- **Multilingual communication:** Ensure messages are accessible in all major languages used by vehicle owners.

It will increase awareness of the online vehicle registration platform by simplify understanding of the process and requirements. Hence build trust in the digital service.

Transformation Implementation Committees – Key Performance Indicators

Pursuant to Circular Letter No. 40 of 2021 from the Ministry of Public Service, Administrative and Institutional Reforms, which sets out the approved Key Performance Indicators (KPIs) for the Financial Year 2024/2025, the current status is outlined below.

SN	KPI	STATUS
1.	Implementation of an enhanced system to speed up registration of motor vehicle	The project has been implemented successfully in September 2024. NLTA maintained that the issue of except that the issue of Horsepower certificate had to remain under their purview. The automation of the Horse Power Certificate was not implemented in MeRS Hence the project is considered to be completed.

Figure 6: Implementation of Key Actions

Implementation plan to address shortcomings identified by the Director of Audit

This Department has devised plans according to the recommendations of the Director of Audit to mitigate the shortcomings highlighted in the Audit Report for Financial Year 2024/2025.

SN	FINDINGS	RECOMMENDATIONS	HOW WERE RECOMMENDATIONS ADDRESSED?
Improving Service Delivery			
1	Limited Accessibility to Online Search (*Page 227, Para 9.4.1*)	To meet the increasing demands of RGD's stakeholders, the Department should consider extending the search hours to a 24/7 basis.	The search hours will be further extended up to 11.00 pm upon implementation of payment by e-voucher. It is to be noted that the implementation of the MauPass Corporate is a prerequisite for the implementation of the e-voucher. The MauPass Corporate project for which the Registrar-General's Department was selected to pilot was expected to be implemented by June 2025. The e-voucher is at User Acceptance Test (UAT) level and is expected to go-live by end of October 2025.

2	Implementation of an Online One-Stop-Shop.: The public has to queue up and wait for long hours at the NLTA counters for applications regarding “Certificat de Gage sans Deplacement” before proceeding for registration at RGD and for transfer of ownership.		Following the successful implementation of One Stop Shop for Registration of Motor Vehicles with the collaboration of several institutions for the sharing of data through the InfoHighway Platform, the automation of the process of issue of “Certificat de Gage”, so far carried out by the NLTA has been successfully integrated in MeRS as provided by the amendment in law brought to the Road Traffic Act. As regard the automation of Horsepower Certificate after change of ownership, the NLTA maintained that the issue of Horsepower Certificate had to remain under their purview. Therefore, the automation of the Horsepower Certificate was not implemented under MeRS. **Hence, the project is considered to be completed.**

	The Memorandum of Understanding (MOU) defining the roles and responsibilities of each party to the project has still not been signed. *(Page 228 Para 9.4.1)*	The Accounting Officer of RGD should ensure that all parties sign the agreement.	The Memorandum of Understanding (MOU) with respect to online One-Stop-Shop Project has been signed with four out of five parties. MOU with Civil Status Division has not yet been signed as the latter is currently consulting its parent Ministry.

Figure 7 Shortcomings Highlighted by DOA

Risk management, citizen-oriented initiatives and good governance

1. Risk Management

The Registrar-General's Department (RGD) adopts a proactive approach to risk management to ensure the integrity, continuity, and credibility of its operations. Key elements include:

- **Operational Risk Controls:** Procedures and internal audits are conducted to safeguard against errors, fraud, and data breaches.
- **Set up Business Continuity & Disaster Recovery Plan:** A Disaster Recovery (DR) site, currently being commissioned and regular system backups will ensure continuity of the Mauritius eRegistry System (MeRS) and other core services in case of disruptions.
- **Cybersecurity & Data Protection:** With the increasing digitalisation of services, RGD with the collaboration of the IT security unit team enforces strict cybersecurity protocols aligned with the Data Protection Act and government ICT security policies.
- **Compliance Risk Management:** Regular reviews ensure that registration, notarial, and valuation operations comply with legal and procedural standards.
- **Capacity Building:** Staff are trained on risk awareness, ethics, and compliance to strengthen institutional resilience.

2. Citizen-Oriented Initiatives

As a service-driven department, the RGD prioritises accessibility, transparency, and customer satisfaction in all its functions.
Major citizen-oriented initiatives include:

- **Digital Transformation through MeRS:** Citizens and professionals can register documents, pay fees online, and obtain registered e-documents digitally, thus reducing in-person visits and turnaround times.
- **E-Payment Integration:** Simplifies transactions for the public and enhances transparency in revenue collection.
- **Customer Service Desks & Feedback Mechanisms:** Dedicated counters, helplines, and online feedback channels enable quicker responses and service improvements.
- **Awareness & Outreach Campaigns:** Public information sessions and collaboration with stakeholders (banks, notaries, surveyors, and the public) enhance understanding of registration and compliance procedures.

- **Accessibility & Inclusiveness:** Efforts are made to provide equitable access to services, including improved communication tools and simplified online interfaces.

3. Good Governance

Good governance underpins the RGD's mandate to uphold public trust and accountability.
Core principles and practices include:

- **Transparency & Accountability:** Financial and operational reporting mechanisms ensure proper revenue accounting and public accountability.
- **Ethical Standards & Integrity:** Staff are guided by the Code of Ethics for Public Officers and are regularly sensitised on ethical conduct and conflict-of-interest policies.
- **Performance Monitoring:** Key Performance Indicators (KPIs) and Service Level Agreements (SLAs) are used to monitor and evaluate performance across units.
- **Legal Compliance:** All activities are governed by established legislation such as the Registration Duty Act, Notaries Act, and Land (Duties and Taxes) Act.
- **Decision-Making & Consultation:** Leadership fosters participatory management, encouraging input from officers at various levels to enhance operational efficiency and innovation.
- **Audit and Internal Control:** Regular internal audits, compliance checks, and follow-ups on audit recommendations ensure sound financial and administrative management.

Through robust risk management, citizen-centric reforms, and adherence to good governance principles, the RGD continues to strengthen its institutional credibility and service excellence. These measures align with national priorities of digital transformation, public sector modernization, and sustainable revenue growth.

Performance Analysis

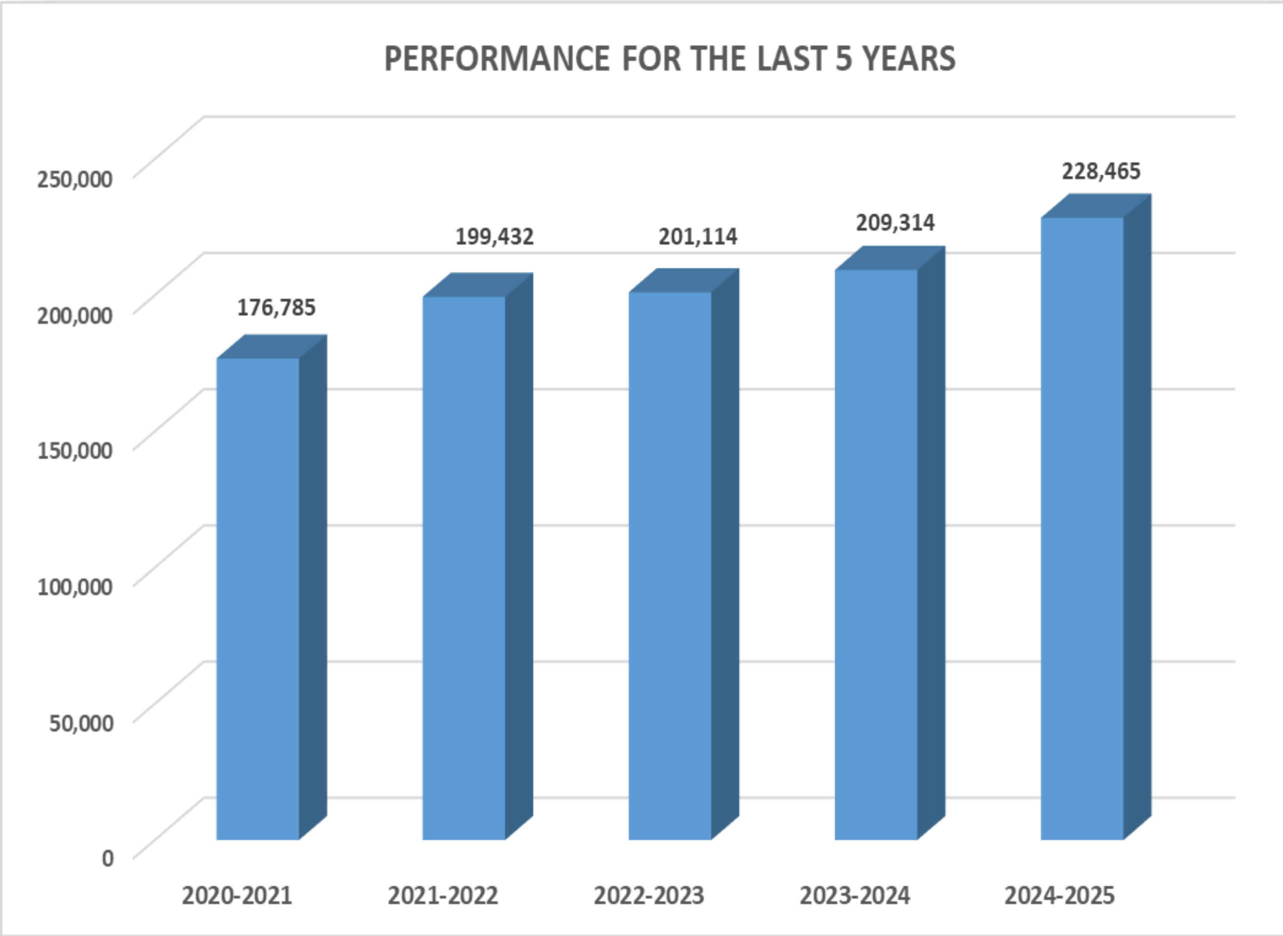


Figure 8: Number of documents registered 2020/2021 - 2024/2025

The figure above displays our actual performance in terms number of documents registered at the Department for financial 2024/2025 in comparison with the four previous financial years.

The figures depict a steady increase in the number of documents registered at the level of the Department which has contributed to a substantial increase in revenue collected as tabulated below.

REVENUE COLLECTION
FOR FINANCIAL YEAR 2020-2021 TO 2024-2025

Financial Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Rs. (Million)	Rs. (Million)	Rs. (Million)	Rs. (Million)	Rs. (Million)
Recurrent Taxes on Immovable Property	2.78	3.24	2.29	2.7	2.71
Other Non-Recurrent Taxes on Property	25.11	30.13	38.12	89.86	27.42
Taxes on Financial and Capital Transactions	5,636.18	6,992.77	8,371.99	9,375.44	11,421.09
Administrative Fees	-	121.09	124.09	128.12	139.03
Total Revenue from Property Income and other Sources	5.664.07	7,147.23	8,536.49	9,596.12	11,590.25

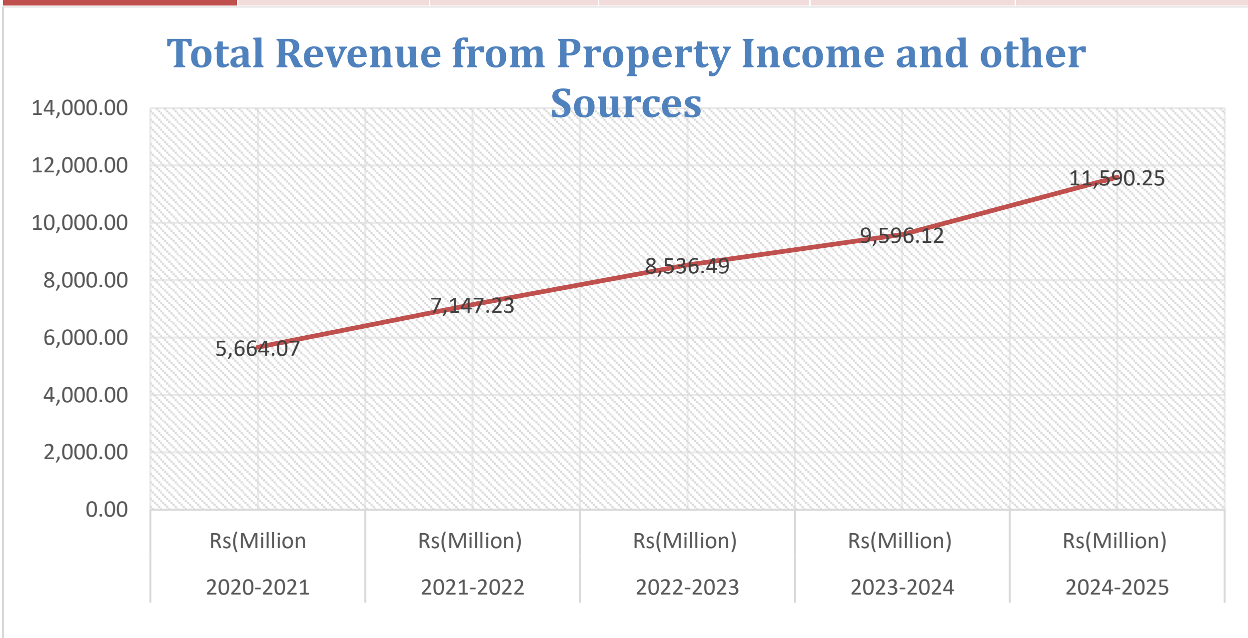


Figure 9: Revenue Collection 2020/2021-2024/2025

The table displays the total revenue collection from property income and other sources over the past five years, from 2020-2021 to 2024-2025.

EVOLUTION OF ARREARS FROM FINANCIAL YEAR 2020-2021 to 2024-2025

The figure above illustrates the trend in outstanding arrears over the past five years. Managing these arrears has remained a persistent challenge, particularly as a significant portion dates back several decades. Nonetheless, recent initiatives have yielded positive results, with approximately Rs 33 million collected under the Arrears Payment Scheme during the financial year 2024/2025. However, this progress was offset by an equivalent number of new cases recorded over the same period.

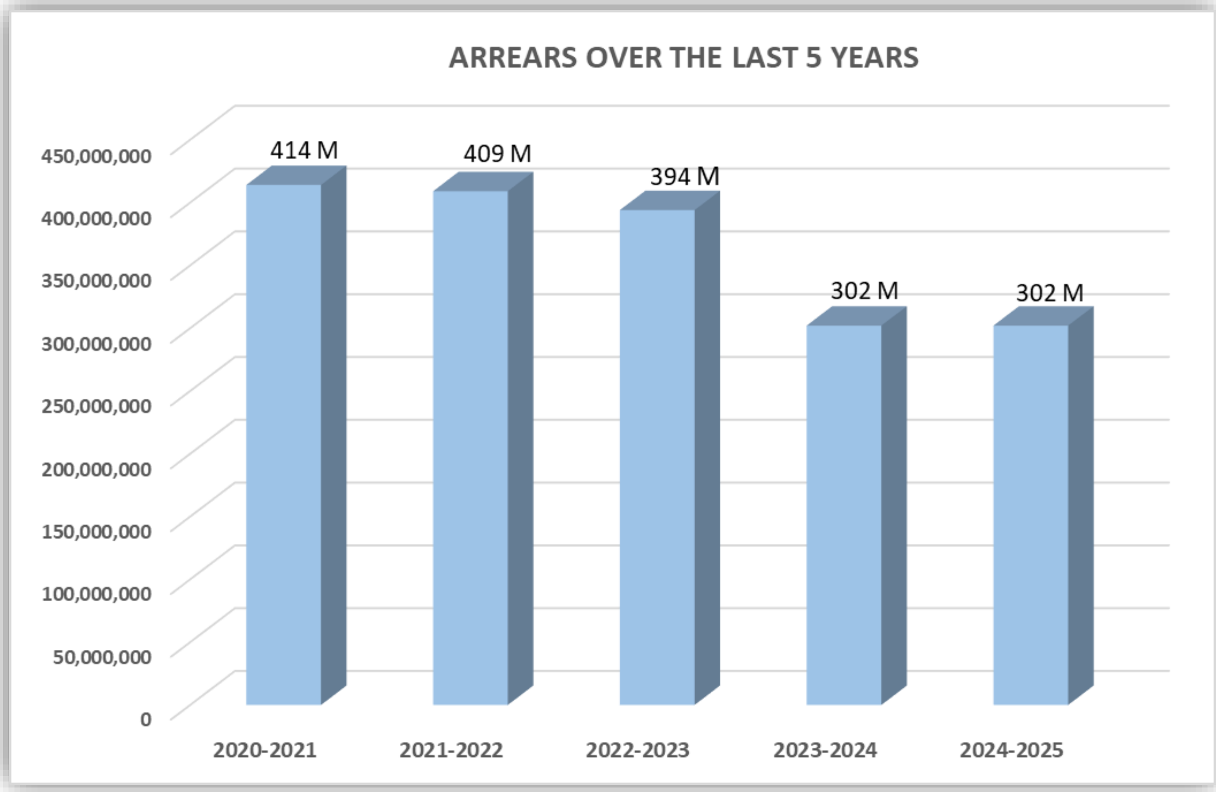


Figure 10: Arrears of Revenue 2020/2021 to 2024-2025

PART III

FINANCIAL PERFORMANCE

Financial Highlights

For the Financial Year 2024/2025, disbursements of funds were made from Vote 7-6 ‘’Registrar General’s Department”.

The Total Voted Provision for Financial Year 2024/25 was Rs 189.5 Million and was allocated as follows:

Recurrent Expenditure: Rs 127.7 Million

Capital Expenditure : Rs 61.8 Million

Analysis of Major changes

Expenditure Category	Voted Provision (Rs Million)	Actual Expenditure (Rs Million)	Voted Provision (Rs Million)	Actual Expenditure (Rs Million)
	2023/2024	**2023/2024**	**2024/2025**	**2024/2025**
Compensation of Employees	93.10	88.71	98.60	93.12
Goods and Services	28.40	25.30	29.10	25.74
Acquisition of Non-Financial Assets	45.00	10.00	61.8	52.21
Total	**166.50**	**124.01**	**189.50**	**171.07**

Figure 11: Analysis of major changes for year 2023/24 and 2024/25

The Total Expenditure incurred in Financial Year 2024/2025 was Rs 171.07 Million compared to Rs 124.01 Million in Financial Year 2023/2024.

The increase in expenditure mainly under Expenditure Category ‘’Compensation of Employees” and Acquisition of Non-Financial Assets is due to:

- Payment of yearly salary increment, salary compensation and increase in travelling allowances to staff of the Registrar General’s Department.
- Acquisition of ICT equipment and setting up of ICT infrastructure respectively.

Statement of Revenue and Expenditure

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

Revenue	2023-2024 Estimates (Rs Million)	2023-2024 Actual (Rs Million)	2024-2025 Estimates (Rs Million)	2024-2025 Actual (Rs Million)
Recurrent Taxes on Immovable Property	5.00	2.70	5.0	2.71
Other Non-Recurrent Taxes on Property	85.00	89.86	100.0	27.42
Taxes on Financial and Capital Transactions	9,966.00	9375.44	13,075.0	11,421.09
Administrative Fees	132.00	128.12	133.0	139.03
Total Revenue from Property Income and other sources	10,188.00	9,596.12	13,313.00	11,590.25

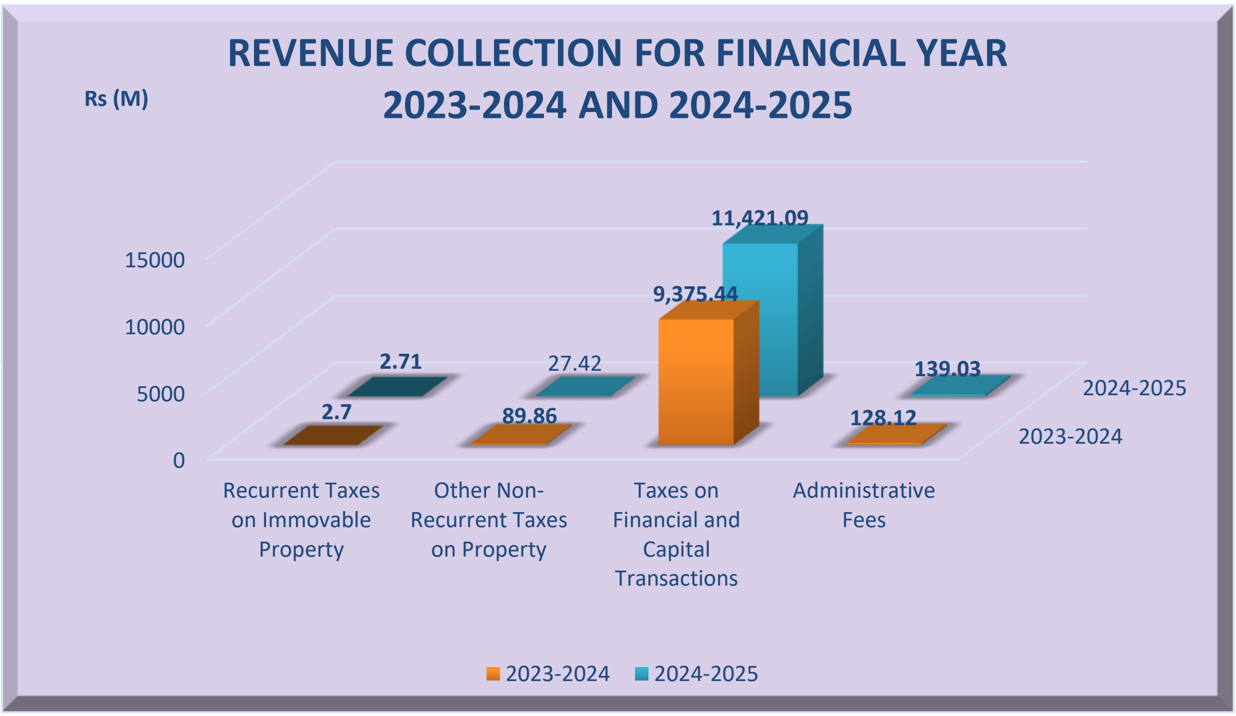


Figure 12: Revenue Collection

Analysis of Revenue Collections

1. Revenue collection shows a positive trend over the years and a total collection of Rs 11.6 Billion is recorded for 2024/2025. This represents 87% of the Total Revenue Estimates for the Year.

2. Compared to Financial Year 2023/2024, an increase of 20.8% is recorded in Financial Year 2024/2025.

3. The above increase is reflected mainly under Taxes on Financial and Capital Transactions, from Rs 9.38 Billion in 2023-2024 to Rs 11.42 Billion in Year 2024-2025. The increase is mainly attributed to a higher number of transactions registered under this category. Effective revenue management, along with other measures adopted by the Department, has also contributed to this growth.

Statement of Expenditure

Head/Sub-Head of Expenditure	2023-2024 Actual (Rs Million)	2024-2025 Estimates (Rs Million)	2024-2025 Actual (Rs Million)
Compensation of Employees	88.71	98.6	93.12
Goods and Services	25.30	29.1	25.74
Acquisition of Non-Financial Assets	10.00	61.8	52.21
Total	**124.01**	**189.5**	**171.07**

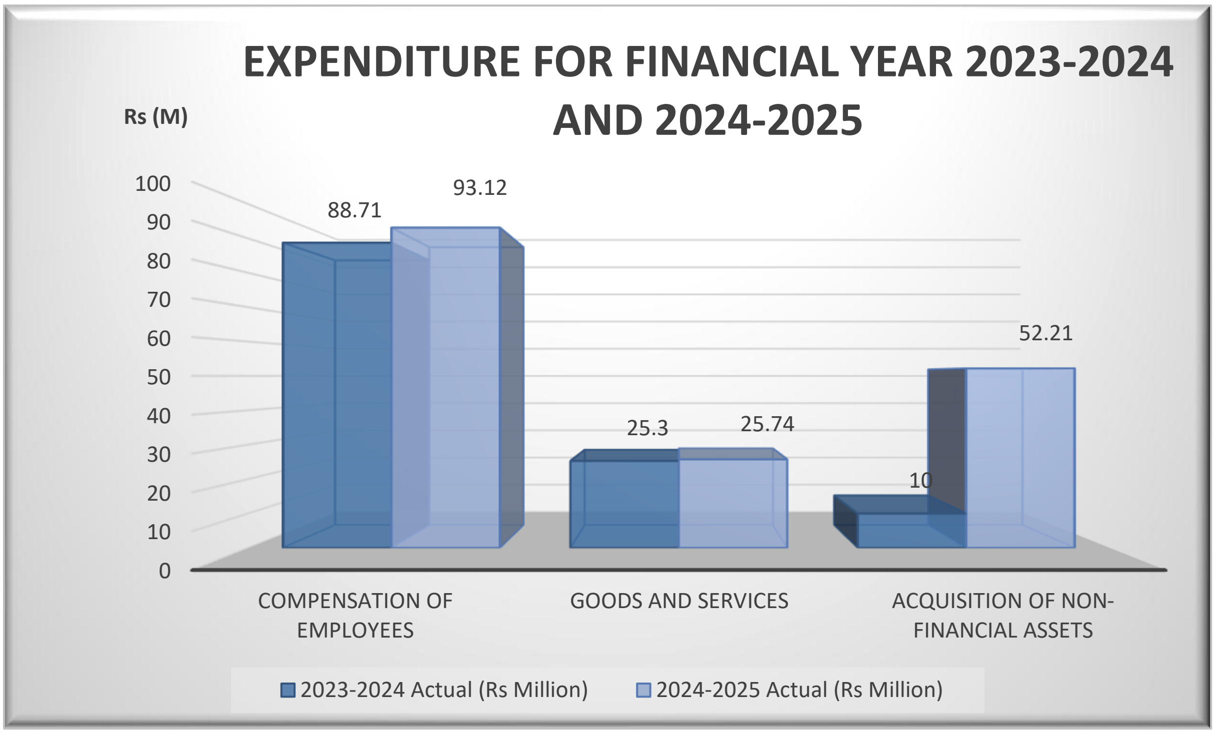


Figure 13: Statement of Expenditure from 2023-2024 and 2024/2025

Analysis of expenditure

1. For 2024-2025 an increase of 4.97% is noted under expenditure category "Compensation of Employees" due to payment of Increments, Allowances and Compensation as approved by Government.

2. Whilst there has been negligible increase in expenditure category "Goods and Services" a significant increase of 422.1% is noted in expenditure category "Acquisition of Non-Financial Assets." This is due to acquisition of ICT equipment and setting up of the related Infrastructure by the department.

Payments under the Home Ownership Scheme (HOS) and Home Loan Payment Scheme (HLPS)

The table below shows payments under Home Ownership and Home Loan Payments over three financial years: 2022-2023, 2023-2024 and 2024-2025.

	2022-2023	**2023-2024**	**2024-2025**
	Rs (M)	**Rs (M)**	**Rs (M)**
Home Ownership Scheme	1,370.00	1,473.50	1,751.90
Home Loan Payment Scheme	353.90	301.20	384.40
Amount Disbursed	**1,723.90**	**1,774.70**	**2,136.30**

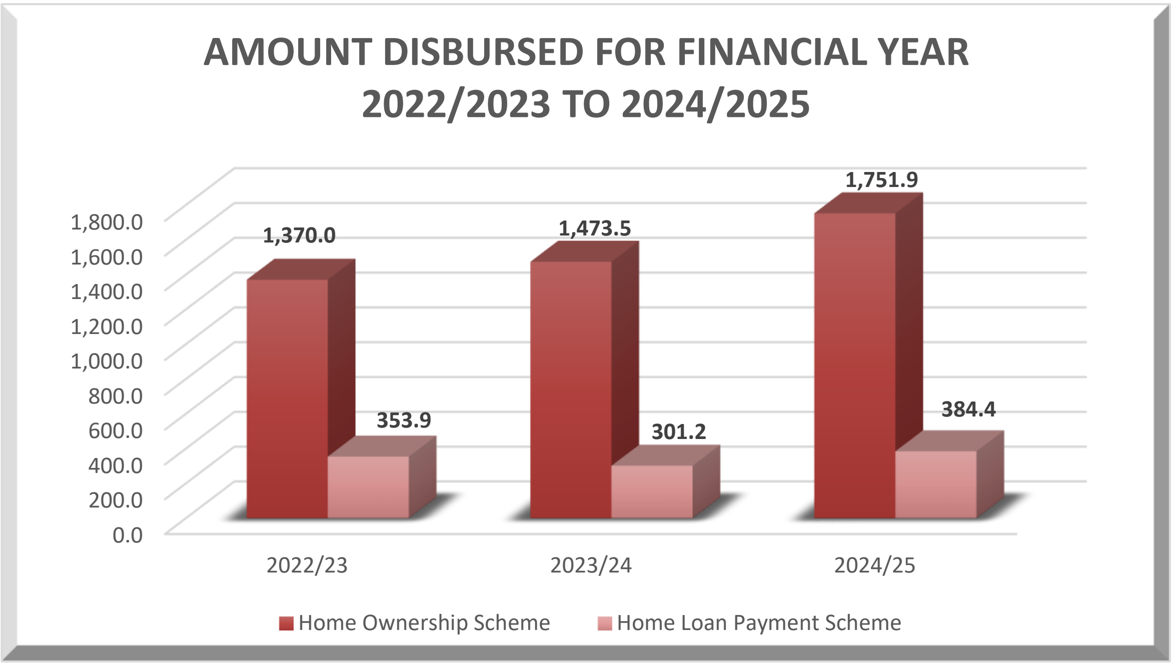


Figure 14: Payments under HLPS & HOS 2022/2023 to 2024/2025

Analysis of Home Ownership Scheme and Home Loan Payment Scheme

1. Since 2022/2023 there has been a steady rise in payments for Home Ownership Scheme whereas a decline is noted in refund for Home Loan Payment Scheme.
2. As compared to 2023-2024, payments under Home Ownership Scheme have increased by 3% whereas payments under Home Loan Payment Scheme have decreased by 5% in 2024-2025. Moreover, the total disbursement under the two schemes increased by 1.7% from 2023/2024 to 2024/2025.

Number of Beneficiaries under the HOS and HLPS

	2022/23	2023/24	2024/25
Home Ownership Scheme Beneficiaries	9,407	10,578	11,393
Home Loan Payment Scheme Beneficiaries	7,162	5,425	6,240
TOTAL	**16,569**	**16,003**	**17,633**

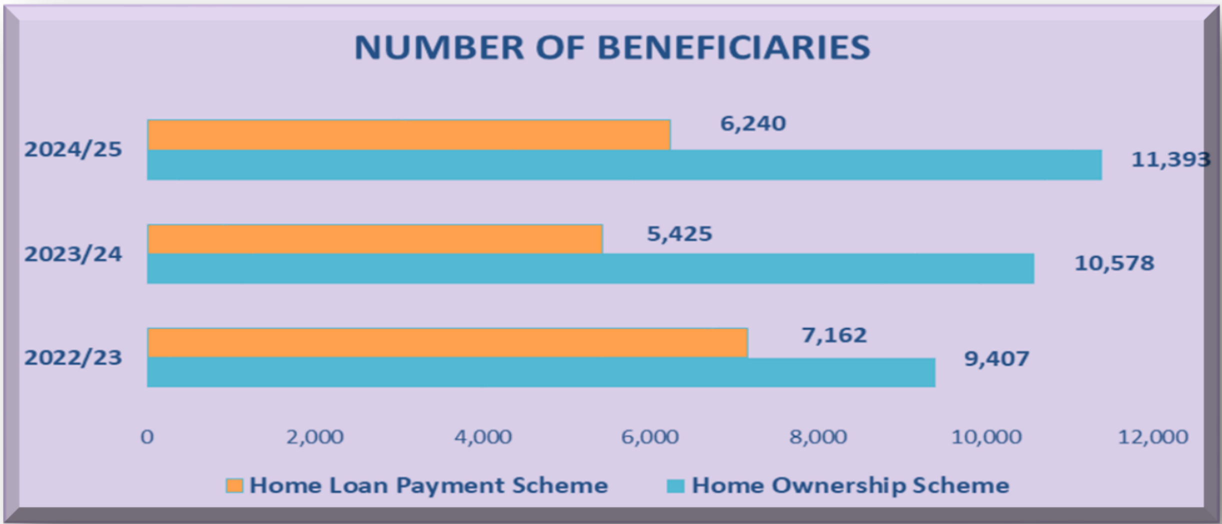


Figure 15 number of beneficiaries under HLPS and HOS 2022-2023 and 2024-2025

Analysis of Beneficiaries – HLPS and HOS

The HLPS and HOS are government initiatives aimed at: Facilitating access to housing for Mauritian citizens through financial incentives by providing refunds on registration of deeds of Sales of residential property and loan for housing construction.

The total number of beneficiaries under both schemes has increased in 2024-2025 as compared to past years.

PART IV

WAY FORWARD

SWOT ANALYSIS - Registrar General 's Department

STRENGTHS	WEAKNESSES
- Legal Authority & Credibility: Statutory body ensuring Authenticity and enforceability of transactions **- Revenue Generation:** Major contributor to national non-tax revenue through registration duties and fees	**- Outdated Infrastructure:** Costly replacement and maintenance **- Skills Gap:** Limited ICT staff and data analytics capacity **- Bureaucratic Delays:** Lengthy approval procedures and legislative dependencies
OPPORTUNITIES	**THREATS**
- Full Digitisation of Records: Complete transition to electronic archives **- Legislative Modernisation:** New Laws to support e-signatures, e-conveyancing **- Data Analytics for Policy:** Using RGD info to inform government decisions on property	**- Cybersecurity Risks:** Potential data breaches and system vulnerabilities **- Resistance to Change:** Cultural inertia among stakeholders toward digital adoption **- Budget Constraints:** Limited funding for modernisation projects and capacity building

Strategic Framework – Registrar-General's Department (RGD)

Strategic Direction	Key Focus Areas	Expected Outcomes
1. Revenue Optimization/Financial Sustainability	• **Automated Revenue Collection:** Ensure that all fees, duties, and charges are collected instantly via e-payments.	• Streamlined and transparent payment processing, reduced risk of errors or delays
	• **Analytics for Revenue Assurance:** Use dashboards to monitor collections, arrears, and revenue leakage in real time.	• Real-time visibility on revenue trends and arrears.
	• **Strengthen compliance and internal Audit mechanisms.**	• Improved internal controls and adherence to financial regulations; enhanced audit readiness
	• **Transparency:** Publish annual reports and open data sets on property transactions, revenue, and business registrations.	• Improved institutional accountability
2. Service Excellence and Customer-Centric Delivery	• **Automated Revenue Collection:** Ensure that all fees, duties, and charges are collected instantly via e-payments.	• Reduced physical visits and waiting time; faster service access; improved citizen engagement.
	• **Service Standards:** Publish and monitor *turnaround times* for different registrations to improve accountability. Establish feedback and Grievance mechanisms.	• Clear accountability; enhanced transparency and trust
	• **Strengthen collaboration** with notaries, banks, and the judiciary.	• Stronger institutional coordination and data sharing.

Strategic Direction	Key Focus Areas	Expected Outcomes
3. Digital Transformation and Modernisation	• **Revamping of Mauritius eRegistry System (MeRS)**	• Modern, reliable and high performing system.
	• **Hardware Infrastructure-** OS and virtualization platform upgrades,disaster recovery planning and backup modernization.	• Improved system performance, reliability and resilience.
	• **Application Architecture:** Technology stack upgrades and migration to Cloud technology.	• Scalable, flexible and cost-efficient architecture.
	• **Improve cybersecurity** and data protection.	• Strengthened data integrity and reduce vulnerabilities.
	• **Expand Online Services:** Enhance the MeRS to cover *all* deeds, transactions, and searches in real time.	• End to end online registry access with real-time updates.
	• **Mobile Access:** Develop a mobile-friendly platform for citizens and professionals (lawyers, notaries, valuers) to access records on-the-go.	• Convenient access to services and records from anywhere.
	• **AI & Automation:** Use AI for data capture and predictive analytics on land and property market trends.	• Faster and more accurate registration and analysis of property data.

Strategic Direction	Key Focus Areas	Expected Outcomes
3. Digital Transformation and Modernisation (Continued)	• **Business Process Improvements**: introduce structured deed registration, and self-service portals for banks and leasing companies	• Streamlined workflows; reduced manual intervention; faster turnaround.
	• **Interoperability:** Link RGD systems additionally with MRA, Mauritius Statistics, Supreme Court, and banks for seamless data sharing.	• Seamless exchange of verified data across institutions.
4. Legal and Institutional Strengthening	• **Review Outdated Laws:** Modernise the *Transcription & Mortgages Act*, *Inscription & Privileges Act, Registration Duty Act and Land (duties and taxes) Act* to align with digital practices.	• Modern, harmonized legal framework aligned with digital.
	• **E-Notarisation:** Review legal frameworks to accept e-contracts	• Legal recognition of electronic contract and remote notarization.
	• **Innovation and Transformation Unit:** Establish a dedicated digital transformation unit.	• Dedicated unit to drive digital transformation and innovation within RGD
	• **Data Protection & Cybersecurity:** Strengthen safeguards to protect data against misuse and cyber threats.	• Strengthened security policies and safeguards to prevent data breaches and misuse.

<table>
<tr><th>Strategic Direction</th><th>Key Focus Areas</th><th>Expected Outcomes</th></tr>
<tr><td rowspan="3">5. Human Capital Development and Leadership</td><td>• Continuous Training: Upskill staff on IT systems, legal reforms, customer service, and cybersecurity.</td><td>• Ongoing upskilling of staff in IT, legal reform, customer service, and cybersecurity.</td></tr>
<tr><td>• Change Management: Foster a culture that embraces innovation, accountability, and service excellence.</td><td>• Adoption of an innovation-oriented and accountable culture</td></tr>
<tr><td>• Talent Retention: Succession planning and provide career development opportunities and recognition schemes for high-performing officers.</td><td>• Set career development pathways for qualified officers</td></tr>
<tr><td rowspan="4">6. Risk Management, Business Continuity, and Resilience</td><td>• Disaster Recovery & Backup: Strengthen IT infrastructure with cloud-based backup systems.</td><td>• Guaranteed continuity of operations during crises; reduced data loss risk.</td></tr>
<tr><td>• Cybersecurity Framework: Adopt ISO/IEC 27001 standards for data security.</td><td>• Improved compliance and Audit readiness; strengthened data governance.</td></tr>
<tr><td>• Crisis Preparedness & Business Continuity Plan (BCP)</td><td>• Rapid response capability ensuring uninterrupted essential services.</td></tr>
<tr><td>• Risk Management: Implement comprehensive Risk Management Framework</td><td>• Reduced institutional risks; stronger accountability and ethical compliance.</td></tr>
</table>

Strategic Direction	Key Focus Areas	Expected Outcomes
7. Governance, Transparency, and Public Trust	• **Reinforce** ethical standards and internal controls.	• Increased institutional integrity and public confidence in RGD's operations.
	• **Promote** transparency and accountability in operations.	• Enhanced trust among citizens, partners.
	• **Increase public awareness** and stakeholder engagement.	• Strengthened collaboration with professionals, notaries, and the general public
	• **Ensure fairness and impartiality** in all processes	• Reinforced credibility and public trust in RGD.
8. Data, Research, and National Development	• **Real Estate Market Intelligence:** Use RGD data to publish *Property Market Trends* and *Land Statistics*	• Greater transparency in the property market; valuable insights for investors.
	• **Support Policy Making:** Provide government with evidence-based data for housing, taxation, and investment planning.	• More informed government decisions and effective policy interventions.
	• **Sustainable Development:** Integrate land registration data with environmental and climate risk mapping for disaster preparedness.	• Strengthened national resilience and sustainable land management practices.

Strategic Direction	Key Focus Areas	Expected Outcomes
9. Collaboration and Stakeholder Engagement	• **Strengthen partnerships with public and private entities.**	• Closer collaboration with banks, notaries, and government agencies.
	• **Facilitate inter-agency data sharing and interoperability.**	• Seamless exchange of verified data between RGD and partner institutions.
	• **Contribute to national revenue and investment policy initiatives.**	• Data and insights supporting fiscal planning, taxation, and investment promotion.
	• **Engage in regional and international best practices**	• Adoption of global standards and participation in regional initiatives.

Conclusion

Guided by these strategic initiatives, our department is steadfast in its pursuit of becoming a regional pioneer in the registration sector. By embracing innovation, enhancing service excellence, and driving institutional reform, we aim to secure top ranking in the World Bank's Business Ready (B-READY) Assessment.