



Annual Report 2024/2025

Corporate and Business Registration Department

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Chapter 1.0 -About the Corporate & Business Registration Department



1.1 Our Vision

- To remain an innovative, aggressive, ethical and successful organisation by offering quality services to the corporate and business sectors locally and internationally.
- To be the one stop shop for doing business.
- To be a Law Enforcing Agency for the monitoring of companies and other entities in the fight against money laundering and the financing of terrorism activities.

1.2 Our Mission

- To put the customer first whilst ensuring a better, more sustainable future for all.
- To provide customers with excellent, reliable and timely service.
- To ensure that the legislative frameworks that govern the businesses are efficient, responsive and user and investor-friendly.



1.3 Supervising Officer's Statement

CBRD has achieved significant milestones on its transformation journey. Our vision is to build on the already strong foundation for the future advancement of the registry.

The evolving regulatory and economic landscape and stakeholders' perspectives will be key considerations that would guide our future strategies.

Moving forward, we will continue to explore the application of advanced technology for new initiatives, ensuring high availability, robustness and enhanced security for company registration and governance.

The revamped CBRIS announced already will, alongside our continued commitment, provide quality service to the community. This new enhanced version will be designed to cater for the latest AI technology that will in tune with the modern era.

A major initiative which the CBRD launched since last year is the SMS services. This new service will be a powerful tool for communication and compliance for our stakeholders.

SMS services offer a reliable, efficient, and cost-effective way for regulators to communicate with companies. By leveraging this technology, we ensure timely delivery of important messages, enhance compliance, and foster a positive relationship with the regulated community.

In today's fast-paced, globally interconnected world, the demand for continuous access to regulatory services is becoming increasingly critical. With that in mind, CBRD will launch the 24/7 project which will be operational on a continuous basis will ensure that there is no disruption of service.

The strategic focus and aspirations for the coming years rest on how we can excel in our regulatory role and fulfil our mission in fostering a trusted business environment. We firmly believe that CBRD will attain those objectives



1.4 Roles and Functions of the Corporate & Business Registration Department

The Corporate and Business Registration Department (CBRD) is a government office, which falls under the aegis of the Ministry of Finance and Economic Planning and Development.

The CBRD is the sole repository where one may obtain business information about entities administered under the following legislations:

- ↻ **Code de Civil Mauricien**
- ↻ **Le Code de Commerce 1985**
- ↻ **The Protected Cell Company (PCC) Act 1999**
- ↻ **Companies Act 2001**
- ↻ **The Business Registration Act 2002**
- ↻ **The Insolvency Act 2009**
- ↻ **The Limited Partnerships Act 2011**
- ↻ **The Foundations Act 2012**
- ↻ **Limited Liability Partnerships Act 2016**
- ↻ **The Anti-Money Laundering and Combatting the Financing of Terrorism and Proliferation (Miscellaneous Provisions) Act 2019 in relation to company service providers.**
- ↻ **The Local Government Act in relation to the collection of Trade Fee.**

1.5 Our Service Profile:

- ↻ **Incorporation of Companies**
- ↻ **Registration of Documents**
- ↻ **Registration of Foundations**
- ↻ **Registration of Sociétés**
- ↻ **Registration of Limited Partnerships and Limited Liability Partnerships**
- ↻ **Registration of Businesses**
- ↻ **Registration of Company Service Providers**
- ↻ **Administration of Insolvency Law**
- ↻ **Registration of Insolvency Practitioners**



1.6 Functions of Corporate and Business Registration Department

- ↻ **The incorporation, registration and striking-off of companies.**
- ↻ **The registration of documents that must be filed under the Companies Act 2001.**
- ↻ **The provision of information to the public**
- ↻ **The enforcement of compliance with the legal requirements**
- ↻ **Registration of Businesses.**
- ↻ **The Insolvency Service**
- ↻ **Registration of Limited Partnerships, Limited Liability Partnership and Foundations**
- ↻ **A Unit to ensure compliance with Anti Money Laundering/ Counter Financial Terrorism**
- ↻ **A Legal Unit to provide for an effective management of court cases.**

1.7 Other services offered

- ↻ **Availability and Reservation of Names**
- ↻ **Access to a centralized Source of Information**
- ↻ **Provision of Online Facilities**
- ↻ **Provision of copies of documents**
- ↻ **Collection of Annual Registration Fees**
- ↻ **Provision of Counter Service to Public**
- ↻ **Handling of both legal and general Complaints**
- ↻ **Enforcement and Compounding of offences**
- ↻ **Sharing of accurate, adequate and timely Beneficial Ownership information with Competent Authorities**
- ↻ **Communication Strategy**
- ↻ **Collection of classified trade fees on behalf of Local Authorities**
- ↻ **In house training of staff**

1.8 Gender Statement

Gender has never been an issue at the CBRD. Under the Companies Act, an applicant is free to register a board consisting of directors who are either female or male. No restriction in any sort is applied. However, the Companies Act, through the Finance (Miscellaneous Provisions) Act 2019, has been amended and provision has been made that there shall be at least one woman on the Board of a Public Company. Further amendment for at least 25% women directors to sit on the board of public listed companies.



ABOUT OUR PEOPLE

The Registrar of Companies is the Administrative Head and Supervising Officer of the Department. She is assisted in her duties by the Deputy Registrar of Companies, four Assistant Registrar of Companies and officers of the Technical Cadre namely Compliance Cadre, Analyst Cadre, Financial Operations Cadre, Human Resource Cadre, Procurement & Supply Cadre, Officers in the General Services Cadre, Document Processing Officers and Workmen's group. The Registrar of Companies is responsible for the overall administration and general supervision of the different sections of the Department. The Registrar is also the Director of Insolvency.

Further, following the report by the Financial Action Task Force (FAFT), the Government has set up a framework to deal with all matters pertaining to Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT).

Through amendment to the Financial Intelligence and Anti-money Laundering Act, the Corporate and Business Registration Department (CBRD) has been designated as 'Supervisor' for Company Service Providers on issues related to AML/CFT.

The CBRD is presently manned by 135 officers including:

Four Interns from the Service to Mauritius Programme who are posted at the Department to provide support as well as to enhance their employability on the labour market;

Three officers from the Central Information Systems Division (CISD) are posted at the Department on a full-time basis; and

One Health and Safety Officer on a part time basis.

The workforce of the Department comprises of professionals with various backgrounds and diverse competencies and who are committed to drive transformational change across the public service and implement government programs and policies effectively. To ensure the continuity of its competent services, the CBRD has sponsored 12 officers of the compliance cadre to follow the Diploma in Legal Studies course. Presently, three officers of the compliance cadre have been sponsored to follow the Diploma in Legal Studies course at the Open University of Mauritius.



The table below shows the HR Structure of the institution.

SENIOR MANAGEMENT TEAM / HEAD OF SECTION		
CORPORATE AND BUSINESS REGISTRATION DEPARTMENT		
SN	DESIGNATION	NAME
1	REGISTRAR OF COMPANIES	Mrs D. PACKIRY P. CHINIEN Tel: 202 0619 Email: rocd@intnet.mu
2	ACTING DEPUTY REGISTRAR OF COMPANIES	Mr. SOOKRAM BOODHOO Tel: 202 0603 Email: soboodhoo@govmu.org
3	ASSISTANT REGISTRAR OF COMPANIES	Mr ATTEQUR ISSACJEE BEEBEEJAUN Tel: 208 4895 Email: aibeebeejaun@govmu.org
4	ASSISTANT REGISTRAR OF COMPANIES	MRS GEETA DEVI RAMJADA Tel: 202 0622 Email: gramjada@govmu.org
5	ASSISTANT REGISTRAR OF COMPANIES	MRS CHANDRAMANEE SEEBURN Tel: 202 0623 Email: cseeburn@govmu.org
6	OFFICIAL RECEIVER	Mr. VASOODAYVEN VIRASAMI Tel: 210 3134 Email: yvirasami@govmu.org
7	LEAD ANALYST	Mr. AVINASH RUGHOOBUR Tel: 202 0611 Email: arughoobur@govmu.org

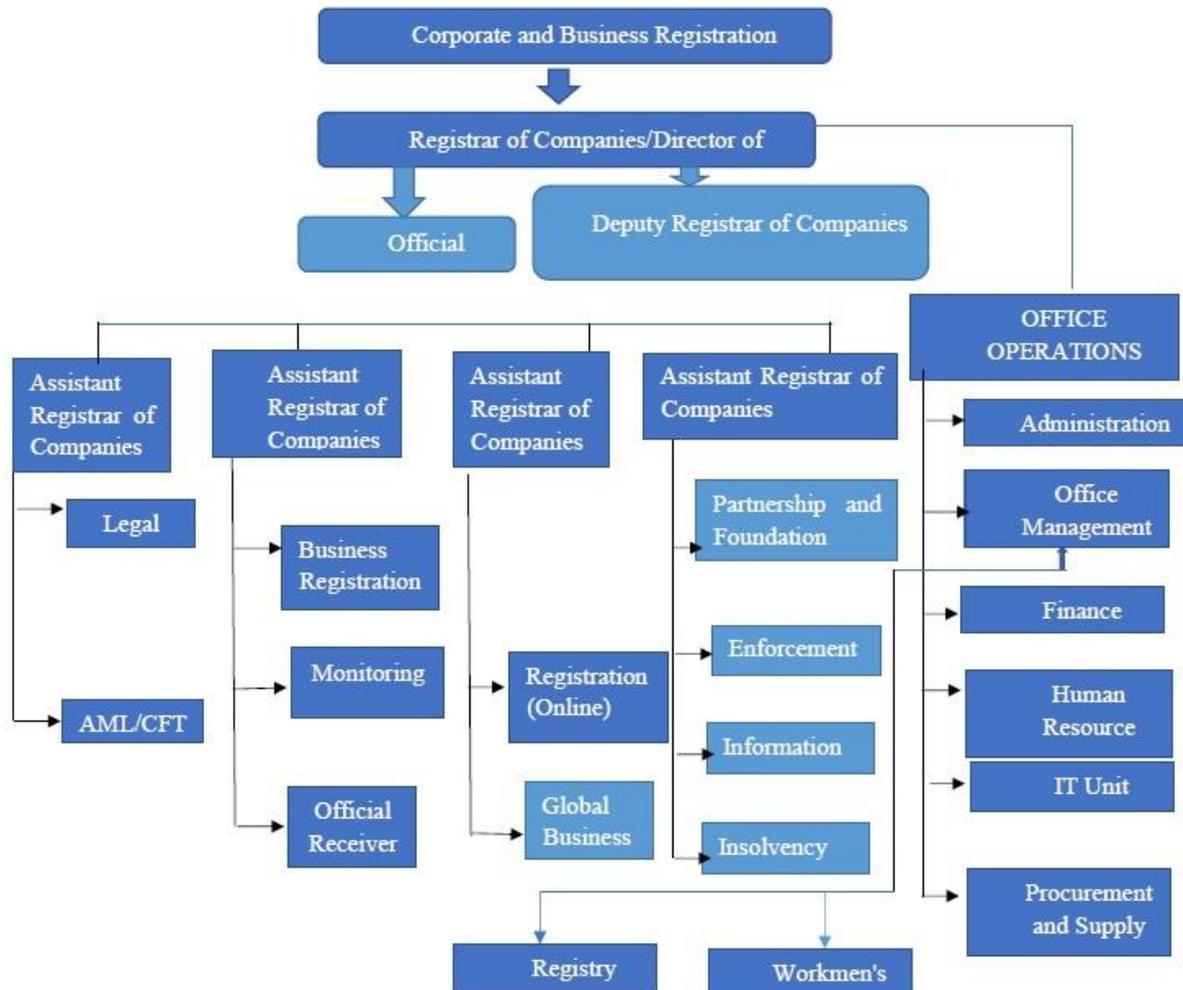


SN	DESIGNATION	NAME
8	ANALYST / SENIOR ANALYST	Mr. EHSAN MOHAMMAD DINALLY Tel: 213 2742 Email: <u>edinally@govmu.org</u>
9	SENIOR SYSTEMS ANALYST	Mrs. SARADA GOPAL Tel: 202 0608 Email: <u>sgopal@govmu.org</u>
10	ASSISTANT MANAGER HUMAN RESOURCES	Mrs. SOGRAH BIBI FOONDON Tel: 202 0629 Email: <u>bfoondon@govmu.org</u>
11	ASSISTANT MANAGER FINANCIAL OPERATIONS	Mrs. BEEBEE TAHEERAH AMODE Tel: 202 0613 Email: <u>tamode@govmu.org</u>
12	ASSISTANT MANAGER PROCUREMENT AND SUPPLY	Mr. NAND KUMAR HURKOO Tel: 202 0609 Email: <u>nkhurkoo@govmu.org</u>
13	OFFICE MANAGEMENT EXECUTIVE	Mr. PRITHVIRAJ GOPAUL Tel: 202 0606 Email: <u>prgopaul@govmu.org</u>
14	IT UNIT	Mrs. SARADA GOPAL Tel: 202 0608 Email: <u>sgopal@govmu.org</u>



Organisation Chart

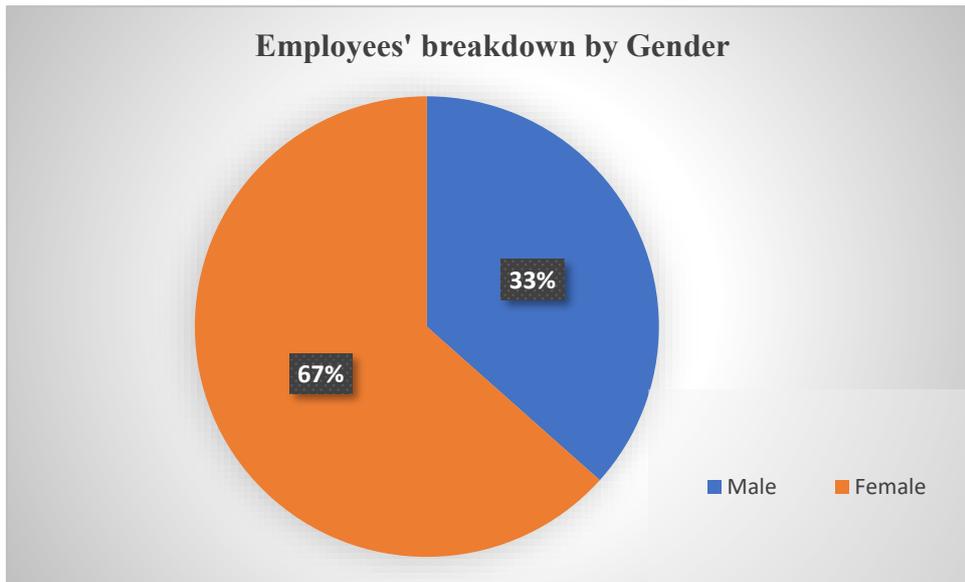
The organisational structure of the Ministry is presented below:





The employee breakdown by gender as at 30 June 2025, the Department had a workforce of 135 officers as follows:

Employees	Male	Female	Total
Compliance Cadre	16	43	59
Official Receiver	1	-	1
Manager XBRL	1	-	1
Financial Operations Cadre	2	7	9
Human Resources Cadre	-	2	2
Procurement and Supply Cadre	1	-	1
General Service Staff	10	27	37
IT Unit	-	3	3
Analyst /Senior Analyst	3	-	3
Lead Analyst	1	-	1
Document Processing Officer	4	-	4
Workmen's Class	5	4	9
Service to Mauritius Programme	1	3	4
Trainees under the Youth Employment Programme	-	-	-
Health and Safety Officer on a part time basis	-	1	1
Total	45	90	135



Human Resource Development

Human Resource Development is a structured process that supports employees in acquiring and refining the skills they need for their future roles. It also focuses on developing their abilities and tapping into their individual and organisational growth potential. HRD aims to promote a positive work culture, promoting strong relationships, teamwork, and collaboration. This contributes to employees' professional satisfaction, motivation, and pride in their work. The following are some key points that are considered:

- a) enhancement of employee skills for better performance
- b) development of individuals' potential for growth
- c) the prevalence of positive work culture and teamwork

A successful HRD involves a dynamic process that goes beyond specific techniques and tools. It involves using mechanisms like performance appraisal, counselling, training, and organisational development to initiate and support continuous growth. It is essential for organisations to periodically assess these mechanisms to ensure they align with and enhance the Human Resource Development process.

The Key objectives of the HRD are –

- **Boosting productivity and performance**
- **Enhancing skills for changing demands**
- **Promoting career development and growth**
- **Creating a positive learning environment**
- **Aligning goals with organisational objectives**



The members of the staff at the CBRD are helped to acquire new competencies through the various systems continuously.

1. Succession Planning

A key component of Human resource planning is succession management which ensures organisational and institutional readiness, flexibility and responsiveness in delivery of services. Succession planning is at the top of the priority list as organizations contemplate the sheer numbers of employees who will be heading for retirement in upcoming years. Without a strong succession-planning program, organisations are not prepared to fill openings created by retirement, promotion, unexpected departures, nor are they able to meet demands for additional staff. The number of retired, recruited, promoted staff is as follows–

- ❖ During the financial year, four officers retired and three officers resigned from the service as follows:
 - Deputy Registrar of Companies – 1
 - Assistant Registrar of Companies – 1
 - Chief Compliance Officer - 1
 - Management Support Officer – 1
 - 1 Compliance Officer resigned from the service
 - 2 Management Support Officer resigned from the service
- ❖ One Chief Compliance Officer has been promoted to the grade of Assistant Registrar of Companies
- ❖ Two Principal Compliance Officers have been promoted to the grade of Chief Compliance Officer
- ❖ Two Compliance Officers have been promoted to the grade of Principal Compliance Officer
- ❖ There have been other recruitments/promotions in the General Service Cadre.

2. Training and Development

Training has a direct impact on an organization's productivity and performance. It gives employees a better understanding of their responsibilities and the knowledge and skills they need to do their job. This will improve their confidence which will positively impact performance.

Training and development are important not only for an organization success as well as maintaining employee satisfaction. It presents a prime opportunity to expand the knowledge base of all employees. It also demonstrates that the organization invests in employees' abilities and potential and values employees as individuals and professionals.

The department believes in equipping its members of staff with relevant and ongoing training which is best way to increase productivity and performance.



Training opportunities provided to staff members for period July 2024 to June 2025 are as follows –

SN	Training Programme	No. of officers attended the training
1.	Effective Performance Appraisal	8
2.	Financial Operations in the Public Sector	2
3.	Essentials of Psychology and Counselling Techniques	4
4.	Problem Solving and Decision Making	1
5.	Leadership for Middle Managers	1
6.	Team Building and Management	2
7.	Mastering Telephone Skills	2
8.	Legislative Drafting	2
9.	Transformational Leadership and Emotional Intelligence	1
10.	Risk Management	2
11.	Handling Sexual Harassment Complaints Under the Sexual Harassment Workplace Policy	4
12.	Court Proceedings	8
13.	Transport Management	2
14.	A.I. in Government: A Practical Introduction	1
15.	First Aid	2
16.	Managerial Psychology for Managers	2



17.	Business English and French	2
18.	Advanced Microsoft Excel	1
19.	Advanced Microsoft Word	2
20.	Safety and Health in the Workplace	2
21.	Practical Training Sessions on the safe use of Fire Extinguishers	30
22.	Operations and Processes Management Training Programme for Support Staff (Level 2)	1
23.	Public Services Training Programme for Workmen's Group	2
24.	Fire Safety and Fire Risk Management	10
25.	Safety and Health in the Workplace for Management Support Officers	9
26.	Safety and Health in the Workplace for Office Auxiliaries/ Senior Office Auxiliaries	5
27.	e-HR (Core HR and LMS) and EAS	2
28.	Managing Risk at the Workplace	3
29.	OSH Management System	2
30.	Safety and Health in the Workplace for Office Management Assistants	1
31.	Managing Risk at Workplace for Representatives of Safety and Health Committees	3
32.	Induction Course for Word Processing Operators	1
33.	Foundation Course for Management Support Officers	4



TRENDS AND CHALLENGES

Today, the public service is required to operate in a rapidly changing environment marked by disruptive technologies and unprecedented global challenges, including pandemics. To accelerate economic growth and effectively support the Government in adopting new policies, it is essential to embrace fundamental shifts in the way services are delivered.

In this evolving context, digitalization plays a pivotal role in transforming public sector operations by streamlining processes and enhancing accessibility.

For CBRD in 2025, this transformation signals a new perspective in its regulatory and service mandate.. Collectively, these initiatives redefine the Department's delivery of public services, strengthen resilience, and support the Government in its mission to build a responsive and future-ready administration

TRENDS

The global trends reshaping the Public Service and most specifically this Department include:

- ↻ **Anti-money laundering and combating the financing of terrorism**
- ↻ **Setting of one stop shop for payment relating to trade fees in view to improve ease of doing business**
- ↻ **A new work culture encouraging Work from Home**
- ↻ **Emergence of paperless registry**
- ↻ **Greater use of collaborative platforms, teleconference and webinars for the sharing of up to date information to competent authorities.**



Finance section

Chapter 2.0 - Department's Achievements & Challenges

a. Major Achievements

- To maximise the collection of revenue, in line with the ease of doing business journey, classified trade fee is being collected at the CBRD on behalf of Local Authorities, since 3 January 2020. As from 2 July 2020, payment of classified trade fee electronically through the MNS portal is fully operational.
- Further, as from May 2021, VAT registration is being performed through CBRIS simultaneously on incorporation of a company, whenever applicable.



b. Status on Implementation of Budget Measures:

<i>Para Budget Speech including Annex</i>	Budget Measure	Status
<i>196(c)</i>	The Registrar of Businesses/Companies shall be the Central Repository of business licences and information.	In Progress. All public sector agencies have been contacted and the project is on-going.
<i>197(b)</i>	To reduce the cost of doing business in the aftermath of the COVID-19 pandemic, the restoration fee has been reduced from Rs. 15,000 to Rs. 5,000. The Applicant does not have to pay the costs of publication, as publication of the notice is done electronically.	Implemented. Regulations have been issued on 1 September 2020. Government Notice No. 207 of 2020 refers.
<i>137</i>	To converge the domestic and global business regime	In progress
<i>155-156</i>	SME turnover threshold increased up to Rs 100 million	Regulations passed and implemented with the Finance Act 2022
<i>166</i>	To incorporate a company and to start a business without a single rupee	Regulations passed and implemented with the Finance Act 2022



c. Status on Implementation of key actions:

<i>Key Action</i>	Key Performance Indicator	Target	Status
<i>Business Transformation</i>	(i) VAT Registration at time of incorporation of company	Business Facilitation	Effective as from May 2021
	(ii) Collection of fee regarding classified trade	Business Facilitation	<p>In the context of “Ease of doing Business”, CBRD is the collecting agent for trade fee as from January 2020.</p> <p>For the fiscal year <u>2024/2025</u>, CBRD has collected <u>Rs. 488,566,375.00</u> including <u>Real Estate Authorities</u>.</p>



d. Risk Management, Citizen Oriented Initiatives and Good Governance:

Continuous in- house training is carried out to ensure consistent and efficient service delivery. An Occupational Health and Safety Committee has been set and looks after the health and safety of our officers in their place of work.

To ensure the continuity of the CBRIS, a failover plan has been implemented at the Government Online Centre where all our servers are hosted.

In our quest to exceed our customer's expectation, CBRD is certified ISO 9001-2015 and Management and every staff member should adhere to the quality standards as laid down in the Quality Management System Manual.

Customer feedback questionnaires are distributed twice a year to take cognizance of their requirements and suggestions. Furthermore, seminars and workshops are organized with our direct stakeholders to ensure a sound collaboration for the smooth running of the Department.



e. Implementation Plan-Director of Audit comments for financial year 2023-2024

Sn	Issues	DOA Comments	Proposed Measures	Unit Responsible	Status of Actions taken/Implementation
1	Revenue collection	<ul style="list-style-type: none"> • Difference in amounts as per CBRIS and Treasury Records • Refunds of overpaid fees • e-payments 	<ul style="list-style-type: none"> • Matter referred to Service Provider • It is difficult to do proper reconciliation for credit card payments effected on the Accountant General Platform and CBRIS due to absence of a common identifier. 	Finance Section	New CBRIS 3.0 in process. Will cater for this shortcoming
2	Slow recovery of arrears	Rate of recovery for the past 5 years was slow, ranging from 3 to 8 percent of the total arrears in the ensuing financial year.	Compounding of offences has reduced the arrears of revenue significantly and has proved to be efficient and effective method of collecting revenue.	Enforcement Unit	<p>Action has been taken.</p> <p>All avenues have been explored to recover the arrears.</p> <p><i><u>Actually, SMS is being sent to Companies for dues to be settled.</u></i></p> <p>The recovery rate is beyond the control of CBRD.</p>



The CBRD is making significant and sustainable efforts towards contributing to place Mauritius amongst the best place to do business.

Towards this goal, CBRD has gone beyond its function as a regulator of business to take on the role of a facilitator. What this role means?

The office has developed the strategies towards creating a pro-business environment, whilst at the same time paving the way for initiatives that simplify business administration processes, establish a more robust yet flexible legislative framework.

CBRD will spare no effort towards achieving this goal and is working hard in this new direction.



Chapter 3.0- Financial Performance



The financial highlights for the Financial Year 2024/2025:

3.1 Total Expenditure FY 2024/25

Rs 000

Name of Ministry: Corporate and Business Registration Department

<i>Expenditure</i>	<u>158,000</u>
<i>Recurrent</i>	<u>148,000</u>
<i>Capital</i>	<u>10,000</u>



3.2 Summary Statement of Expenditure by economic categories

Rs 000

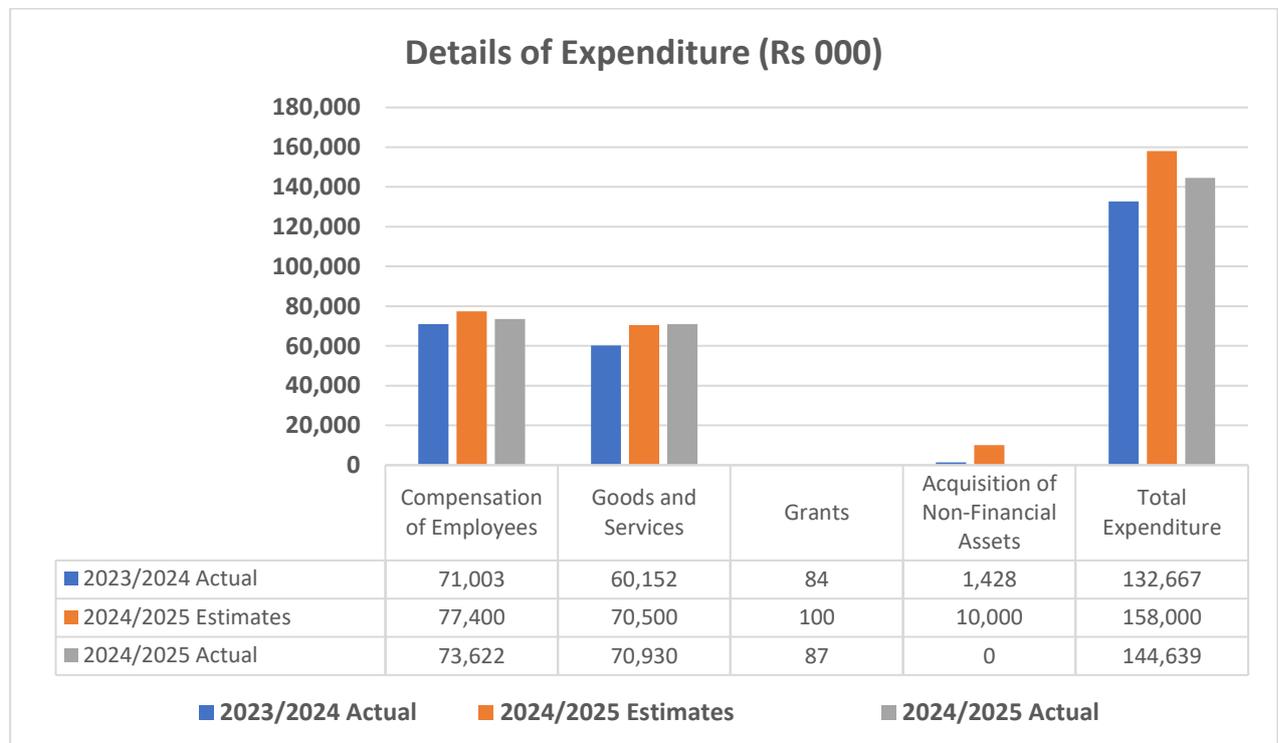
<i>Details of Expenditure</i>	2023/2024 Actual	2024/2025 Estimates	2024/2025 Actual
<i>Allowance to Minister</i>			
<i>Compensation of Employees</i>	<u>71,003</u>	<u>77,400</u>	<u>73,622</u>
<i>Goods and Services</i>	<u>60152</u>	<u>70,500</u>	<u>70,930</u>
<i>Grants</i>	<u>84</u>	<u>100</u>	<u>87</u>
<i>Social Benefits</i>			
<i>Other Expenses</i>			
<i>Acquisition of Non-Financial Assets</i>	<u>1428</u>	<u>10,000</u>	<u>0</u>
<i>Acquisition of Financial Assets</i>			
<i>Total Expenditure</i>	<u>132,667</u>	<u>158,000</u>	<u>144,639</u>



3.3. Statement of Revenue (if applicable)

Rs 000

<i>Revenue</i>	2023/24 Actual	2024/25 Estimates	2024/25 Actual
<i>Property Income</i>			
<i>Sales of Goods and Services</i>	<u>209,264</u>	<u>216,000</u>	<u>222,412</u>
<i>Fines, Penalties and Forfeits</i>			
<i>Miscellaneous Revenues</i>			
<i>Total Revenue from Property Income, User Fees and other Sources</i>			





Director of Audit Comments - Implementation Plan

Issues	DOA	Status of Actions taken/
(Report Ref)	Comments	Implementation Date
Corporate and Business Registration Department		
8.3.1	<p>No Business Continuity Plan/ Disaster Recovery Plan for</p> <p>Companies and Businesses Registration Integrated System</p>	<ul style="list-style-type: none"> • CBRD to liaise with the supplier for the preparation of the Business Continuity Plan (BCP)/Disaster Recovery Plan (DRP) for CBRIS in collaboration with CBRD end-users that may be continually enhanced by our department/supplier for continuous service delivery. • The issues reported were forwarded to Central Informatics Bureau (CIB) for advice. Following the advice of CIB, CBRD is discussing with all stakeholders to look for the best modus operandi as per recommendations made by the CIB, for examples, regular CBRIS backup, provision of critical services and operations in case of disruption of the CBRIS application.
	<p>Incomplete information on Companies Special Deposit Account – Rs 68 million</p>	<ul style="list-style-type: none"> • These are funds of companies and are kept by the Registrar of Companies in accordance with Section 315 of the Companies Act 2001. It is kept in a Companies special deposit account until it is claimed by the shareholders/directors. • All information in respect of defunct companies held in the Companies Special Deposit Account are available for inspection in the legal unit of CBRD.



S/N	Budget Para	Measures	Objective	Description	Status
73	B.1(b)	The Corporate and Business Registration Department will offer onsite e-filing facilities during working hours.	Ease of Doing Business	To improve the doing business environment and foster an enabling environment for investment, trade and entrepreneurship	E-filing Service Centre already operational since May 2018.
172	C.10(a)	The Companies Act will be amended to provide for submission of a copy of the constitution as part of an application for incorporation of a company limited by guarantee.	Request from CBRD and other stakeholders	The constitution will provide a better precision regarding business activities of a company limited by guarantee.	Effective as from 27/07/2024.
173	C.10(b)	The Companies Act will be amended to clearly define the duties of a company secretary nominated by a one person company.	Duties not the same as under section 166 of the Companies Act 2001. Request for clarification from secretaries circle.	Duties not the same as under section 166 of the Companies Act 2001. To clear the confusion between the duties of a normal secretary and that of a one person company.	Effective as from 27/07/2024.
174	C.10(c)	The Companies Act will be amended to require the Board of a company to notify the Registrar of Companies on the resignation of a director or that of the secretary from its company.	Request from CBRD for monitoring purposes	To put the onus on the board of directors for the filing of the notice of resignation and enable CBRD website to provide accurate and timely information on office bearers.	Effective as from 27/07/2024.



175	C.10(d)	The Companies Act will be amended to review the appellation of the Institute of Chartered Secretaries and Administrators of the United Kingdom to that of Chartered Governance Institute.	CLAC Recommendation	To reflect the recent change in appellation.	Effective as from 27/07/2024.
176	C.10(e)	The Companies Act will be amended to ensure that the administrator appointed for the winding up of a limited life company complies with - provisions of the Insolvency Act.	Request from CBRD for monitoring purposes	To align duties of the administration process for limited life companies with the insolvency provisions of normal companies.	Effective as from 27/07/2024.
177	C.10(f)	The Companies Act will be amended to obtain the prior no objection from the FSC upon request for removal of a company, holding a global business licence, from the Register of Companies.	Request from CBRD for monitoring purposes	To facilitate the monitoring of GBC .	Effective as from 27/07/2024.
178	C.10(g)	The Companies Act will be amended to require that fees payable to the Registrar of Companies be paid at the time of submission of any document or at the time of a request.	Request from CBRD to avoid frivolous applications	To avoid the submission of frivolous applications and abuse of processing time.	Effective as from 27/07/2024.
179	C.10(h)	The Companies Act will be amended to allow a company holding a Global Business Licence or an Authorised Company to also comply with provisions of the Companies Act, relating to prejudiced shareholders and alterations to constitution, unless the constitution of the company provides otherwise.	Ministry Recommendation	Protection of Prejudiced Shareholders.	Effective as from 27/07/2024.



Chapter 4 – Way Forward

4.1 Trend and Challenges:



Trend and challenges facing the department so as to provide a situational analysis primarily rests upon the following parameters



SWOT ANALYSIS

4.1.1 Strengths:

The CBRD in line with its Vision statement, is offering quality and value-added services to corporate and business sector.

CBRD provides a large and diversified range of services to its customers.

CBRD is a facilitator and the Registrar of Companies is the regulator and administrator of several legislations namely the Companies Act 2001, Business Registration Act 2002, Insolvency Act 2009, Limited Partnerships Act 2011, Foundation Act 2012 and Limited Liability Partnerships Act 2016.

CBRD is the starting point of doing business in Mauritius.

The pulse of Innovation has been a driving factor throughout the Department and this is geared towards maximising efficiency and effectiveness at all management and technical levels.

E filing and on-line services at the CBRD have become the stepping stones to the digital world progress of E Government. Our products are innovative, customer friendly and is adaptive to situational changes so far as business environment is concerned. We are now embarking on an IT Security Audit whereby a risk assessment has been made and 43 minor nonconformities identified have already been addressed. The project is ongoing and the ITSU is following closely its implementation.

Our Personnel are qualified, experienced, trained, committed, dedicated, sympathetic and proactive management team and all this add to our strength. Customer-focus delivery is at the nexus of our achievable targets.

Our quality processes and procedures are benchmarked and ISO certified. Recurrent audit trail and reports are constant indicators of our ascending track throughout time. The foundation of our strength stems from the ability to question constantly our achievement. Our department is solution oriented with a holistic methodological approach to customer needs and satisfaction. Good leadership with firm determination, pro-activeness, spirit of innovation, experiencing the best and always adopted an open-door policy.

The CBRD, aligned with its 2024–2025 Vision, continues delivering quality and value-added services to the corporate and business sector. CBRD offers a wide and diversified range of services to its stakeholders.

CBRD acts as a facilitator while the Registrar of Companies remains the regulator and administrator of several legislations namely the Companies Act 2001, Business Registration Act 2002, Insolvency Act 2009, Limited Partnerships Act 2011, Foundation Act 2012 and Limited Liability Partnerships Act 2016.

CBRD stands as the first gateway for doing business in Mauritius.



Innovation remains the driving force throughout the Department and is geared towards maximising efficiency and effectiveness at every management and technical level. E-filing and online services at the CBRD continue as the stepping stones to the digital transformation journey of e-overnment.

Our products remain innovative, customer-centric and adaptable to evolving challenges within the dynamic business environment.

Our personnel are highly qualified, skilled, trained, committed, dedicated, supportive and proactive management team and this continues to be our strength. Customer-centric service delivery is central to our strategic targets.

Our quality systems and procedures are benchmarked and ISO certified. Continuous audit trails and monitoring reports serve as indicators of our steady upward trajectory through time. The foundation of our strength lies in constantly re-examining our achievements. The Department remains solution-driven with a holistic and adaptive approach to customer needs and satisfaction. Effective leadership with determination, proactivity, spirit of innovation, pursuit of excellence and adherence to an open-door policy remain at the forefront.



4.1.2 Weaknesses:

With the advent of the ‘digital world and E government policies’ within the Mauritian business environment, the CBRD has positioned itself as a leading organisation with high targets and constant benchmarking.

Our weakness lies in the possibility or advent of not achieving our goals, despite the fact that our focus remains unaltered. These incidental factors may be due to:

- † **Resources, assets, people-** unable to keep staff on board due to lack of motivation and low salary income. The issue of generation gap gives rise to potential conflicts amongst staff. The younger generation have different behaviour and attitudes.
- † **Leadership-** Changes in leadership style, ability to cope with new measures or directives may lead to complex or intrinsic communication channel with a loss of confidence and motivation.
- † **Management experience, knowledge** - low succession planning and drainage of experienced staff may reflect on the performance of the organisation in term of decision taking.
- † **Lack of core competencies-** Our rapidly evolving business environment requires new competencies from new entrants to the organisation as well as a constant update of competencies of top and middle managers. Not all the technical staff possess the same core competencies.
- † **Financial constraints and limited cash flows-** may impede investment in new technology, recruitment of staff and restrict pay package, thus demotivating staff and new entrants to the organisation.
- † **The FATF recommendations-** require the sharing of up-to-date, accurate and adequate information with domestic and international counterparts. Moreover, CBRD is now the supervisor for company service providers. Such responsibilities can only be sustained
- † With the intake of additional recruits which ultimately depends on MOFED and the Ministry for Civil Services.
- † **Collection of Trade Fees-** this new responsibility also requires additional resources to be approved at higher level stated above.



4.1.3 Opportunities:

The developments outlined present significant **opportunities** for the Corporate and Business Registration Department (CBRD) to reinforce its strategic positioning in 2024–2025. The **Business Facilitation Act** strengthens the national framework for ease of doing business, opening avenues for CBRD to position itself as a central enabler of investment growth and competitiveness. Legislative reforms and evolving government policy orientations expand the regulatory framework, creating opportunities for CBRD to modernize compliance mechanisms while broadening the level playing field for stakeholders.

On the technological front, the adoption of **real-time platforms, database integration, and upgraded CBRIS capacity** provides CBRD with an opportunity to accelerate its digital transformation agenda. Enhanced internet infrastructure, combined with undersea optic cable capacity, further supports real-time data exchange, reinforcing efficiency, transparency, and trust.

New services such as **SMS notifications, electronic certificates, virtual meetings, online payment systems, dashboards, and Info Highway integration** create a unique opportunity to enhance customer experience, strengthen stakeholder engagement, and reduce administrative burdens. Collectively, these initiatives showcase CBRD’s adaptability to technological convergence and market needs.

By leveraging these opportunities, CBRD can build a more **resilient, innovative, and world-class registry**, aligning with Mauritius’ national vision of a robust digital economy



4.1.4 Threats:

- **Resources, assets, people**

High labour turnover plus draining of experienced staff can deprive the organisation from its efficiency in term of quality management processes. Furthermore, lack of succession planning does not favour proper strategic moves and forecasts. As the business environment is continuously changing, there need to be a proper encounter of future outcomes and people, as an asset, is the essential linkage between our organisation target and its eventual mission.

- **Information technology server crash/ hackers /information recovery and backing procedures**

Computerised Systems and online procedures do not always operate in ideal running condition, computer failures, server crashes, upon becoming repetitive, can become a major hurdle to the organisation and impede its level of efficiency.

Low protection barriers, loose firewalls are often targeted by hackers. Confidentiality breaches and information swapping can materialise itself through a transfer of data to parties with criminal and profit oriented motives.

- **Leadership/Management experience and knowledge**

A leader is a dealer in hope and the soul of the organization. He maps out the vision of the organization and while acting as a role model for the many, he or she uses his competences to the best of his abilities.

Any disruption of this role model (e.g. change in supervisor) may entail abrupt break in the chain of command on a 'culture shock' within the organization. In such a case, the recognition of new authority lines may be subjected to résistance.

If succession planning is not well prepared, new style of incoming leadership may act as a threat; to the organization as it will require a behavioural change from all management levels. Resistance to new authority lines can dangerously obstruct the effectiveness of the organization

- **Arrears of Revenue for CBRD (Bad Debts)**

Several companies failing to pay registration fees may result in loss of revenue for the Government and which has a negative impact on the source of revenue for the National Economy.



- **Global Business Companies**

Financial scandals such as money laundering may have negative impact on the National Economy and may also discourage foreigners to invest in the country. The convergence of the Global Business and the domestic regimes must be dealt with due care so as not to discourage investments within the sector.

4.2 Strategic Direction

All vacancies need to be filled and additional new posts are required to maximize the compliance rate of the Department.

In such a fast evolving business environment, a full fledge Training Unit has already been established so as to deliver refresher courses to existing staff and direct stakeholders. Consequently, this will update the competencies of top and middle management levels.

For an increase in productivity level, the availability of technical and human resources is fundamental. Therefore, our requests for additional resources are fully justified for the smooth running of the Department.

Conclusion

The CBRD consistently sets benchmarks beyond its capacity, driving continuous progress. Our records confirm it has always remained ahead of the curve. Our strategic commitment and forward-looking vision have generated tangible positive results. As the Department operates within a wider ecosystem, it is only through collaboration with Ministry of Finance, the Ministry of Public Service, Administrative and Institutional Reforms, and the dedication of experienced personnel that we achieve our collective goal of positioning the registry as a truly ‘world-class registry’.

I wish to extend sincere appreciation to all stakeholders for their ongoing support and to our staff for their professionalism, commitment, diligence, and invaluable contribution to the achievements of the CBRD during 2024–2025.

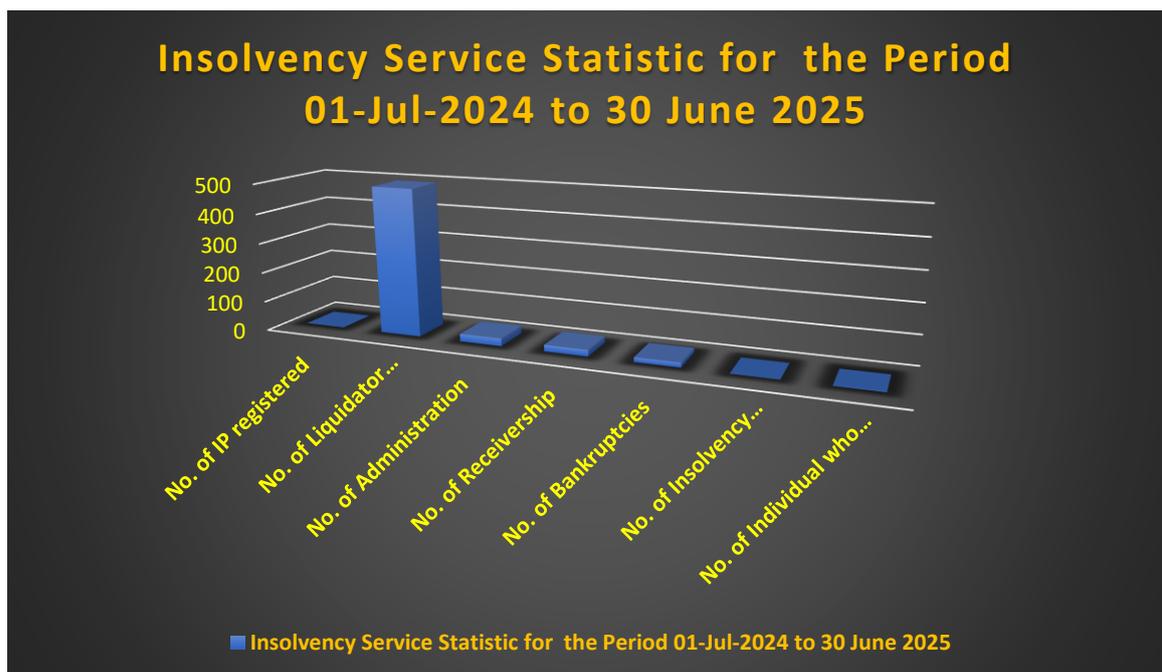


ANNEXES (1 to 4) STATISTICS AND CHARTS

Annexe 1: Statistics Insolvency

Table 1: Statistics for Insolvency Service for the period of 01/07/24 to 30/06/25

Parameters	Period of 01 July 2024 - 30 June 2025
Number of IP registered	1
Number of Liquidator Appointed	496
Number of Administration	26
Number of Receivership	22
Number of Bankruptcies	16
Number of Insolvency Complaints received	2
Number of Individual who have been discharged from Bankruptcy	2

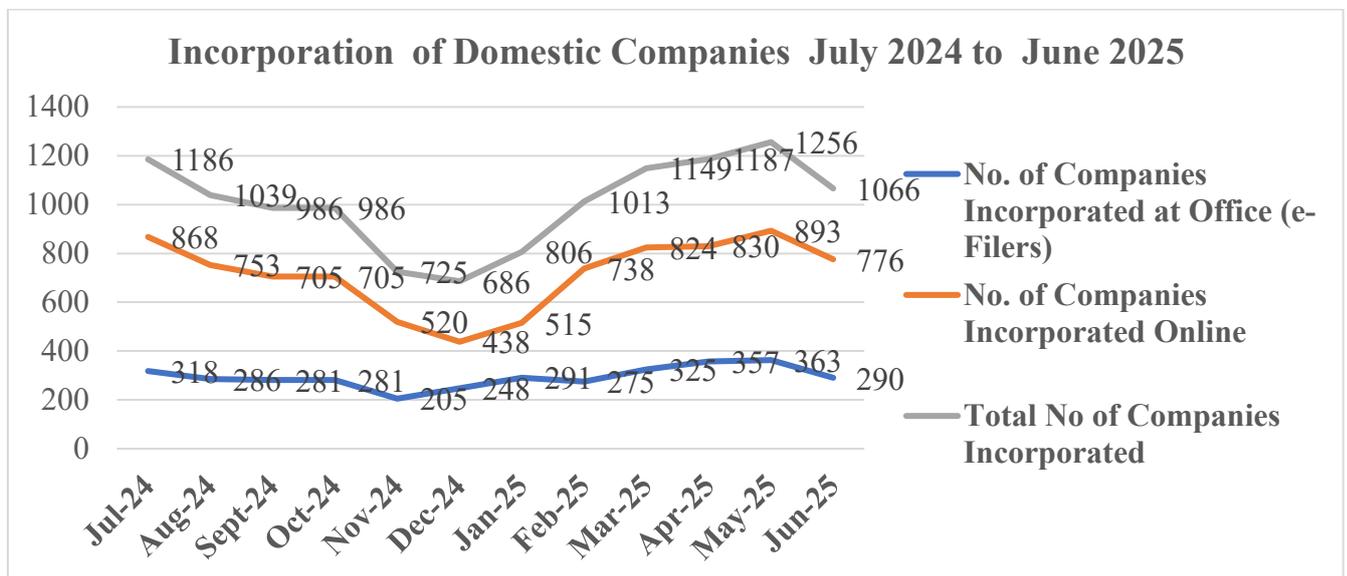




Annexe 2: Statistics Incorporation

Table 2: Statistics regarding Incorporation Process

Period	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
No. of Companies Incorporated at Office (e-Filers)	318	286	281	281	205	248	291	275	325	357	363	290
No. of Companies Incorporated Online	868	753	705	705	520	438	515	738	824	830	893	776
Total No of Companies Incorporated	1186	1039	986	986	725	686	806	1013	1149	1187	1256	1066

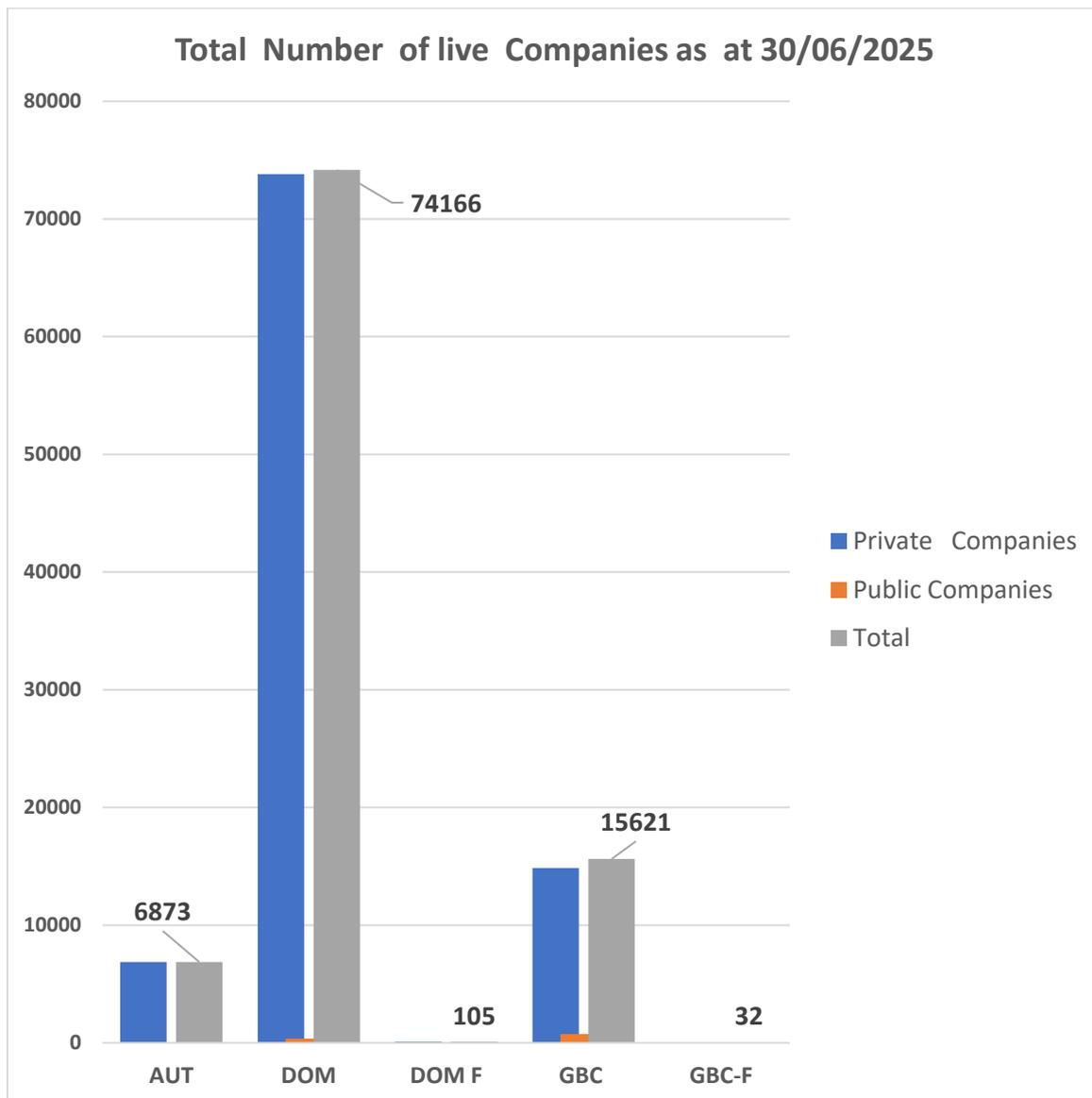




Summary of Live Companies Period of 01/07/2024 to 30/06/2025

Total Number of Companies for the period of 01/07/2024 to 30/06/2025

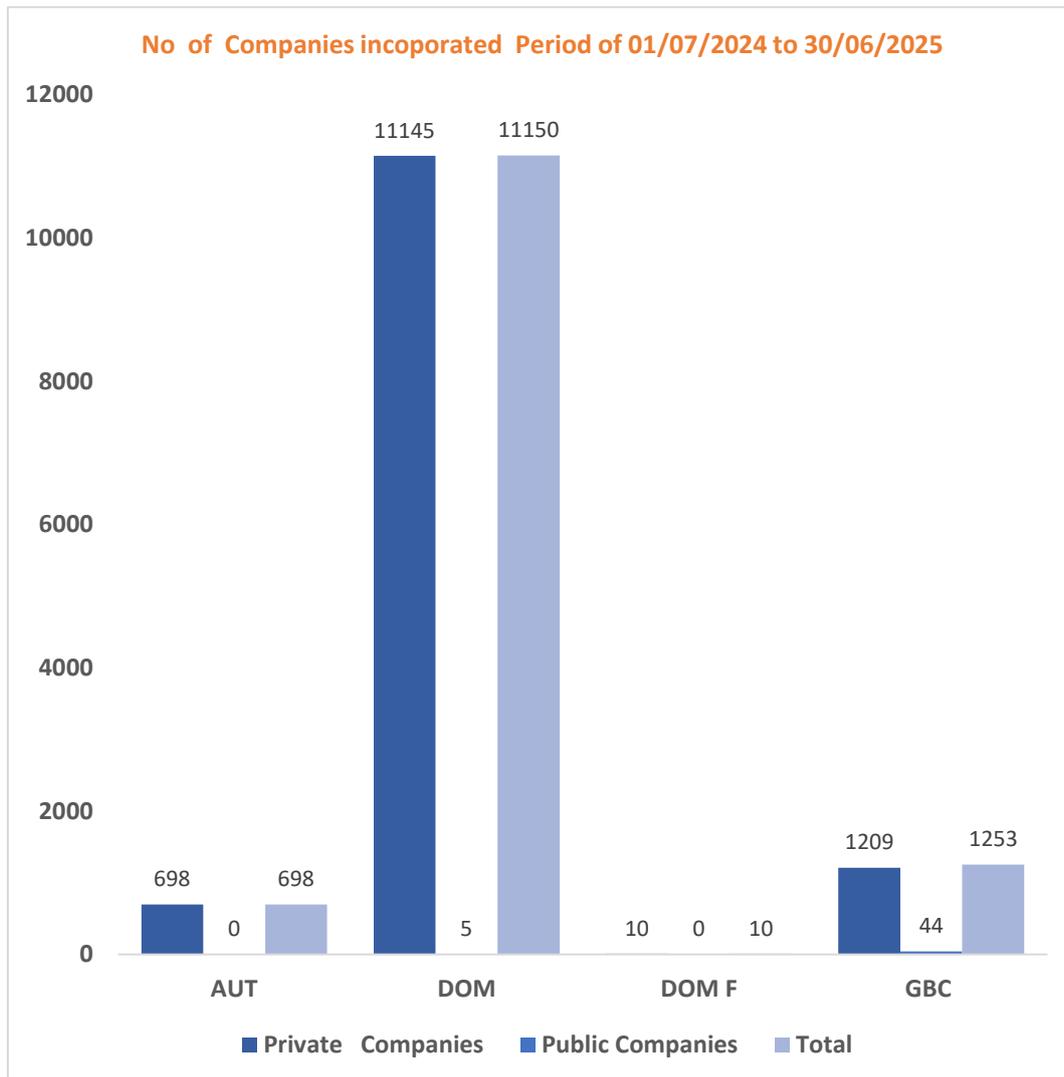
	AUT	DOM	DOM F	GBC	GBC-F
Private Companies	6872	73813	100	14868	31
Public Companies	1	353	5	753	1
Total	6873	74166	105	15621	32





Number of TOTAL Companies for the period of 01/07/2024 to 30/06/2025

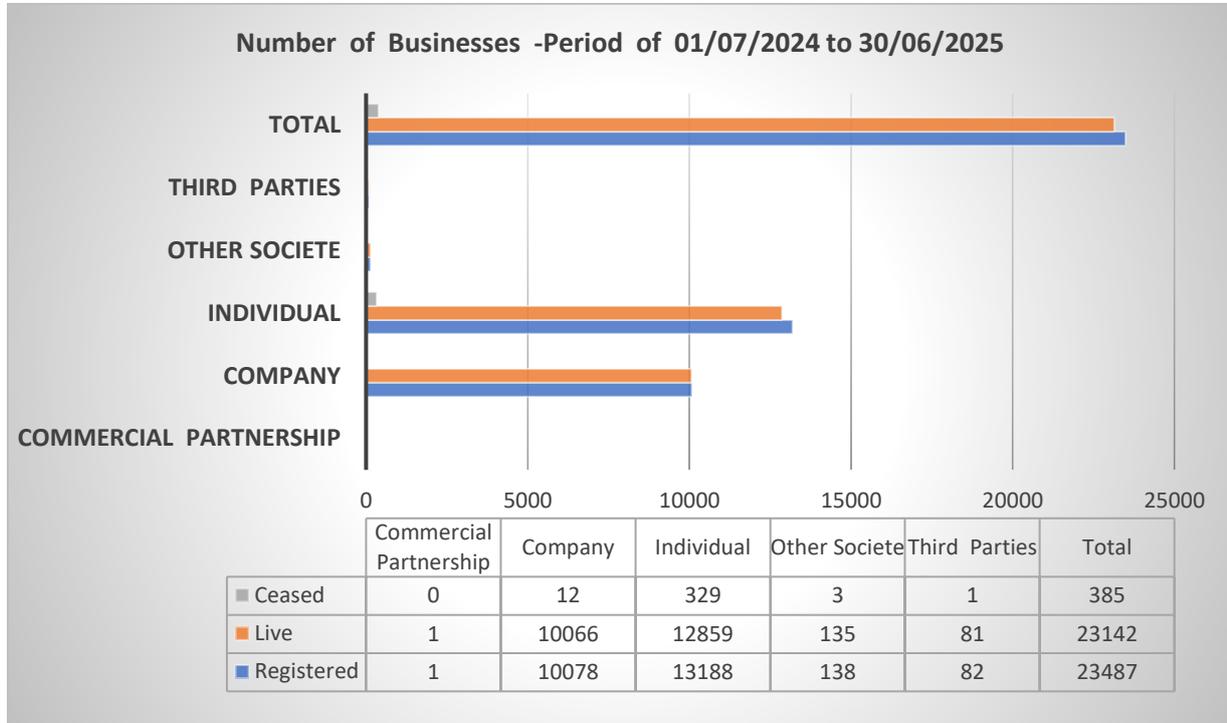
	AUT	DOM	DOM F	GBC
Private Companies	698	11145	10	1209
Public Companies	0	5	0	44
Total	698	11150	10	1253



Annex 3: STATISTIC BUSINESS REGISTRATION



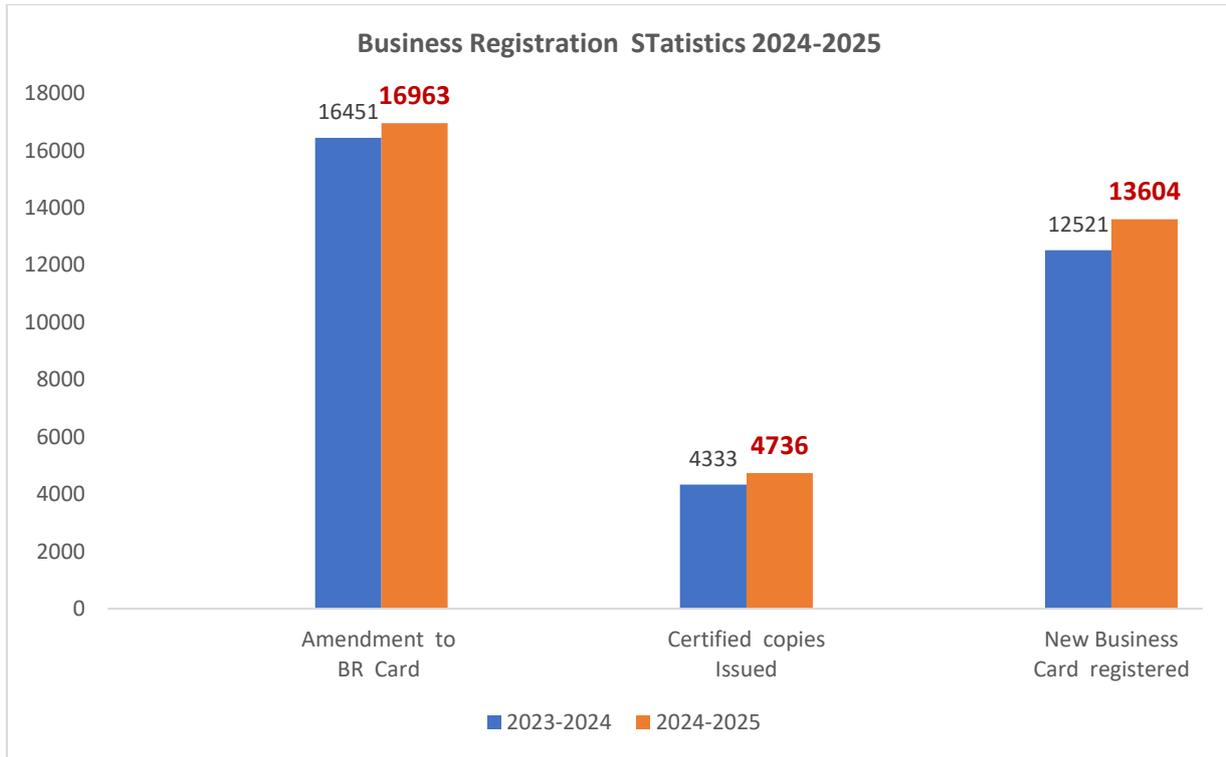
**Table 3.1: Statistics for Business Registration Card
(Types, Amendments and number of Cards cancelled)**



Number of Businesses for the period of 01/07/2024 to 30/06/2025

Businesses Category	Registered	Live	Ceased
Commercial Partnership	1	1	0
Company	10078	10066	12
Individual	13188	12859	329
Other Societe	138	135	3
Third Parties	82	81	1
Total	23487	23142	385

New Graph 3.2: Graphical Representation of number of amendment to Business Registration Card



Business Card Statistics		
	Year	Year
01/07/24 to 30/06/25	2023-2024	2024-2025
Amendment to BR Card	16451	16963
Certified copies Issued	4333	4736
New Business Card Registered	12521	13604

Annexe 4: Foundations/Partnerships:

Chart 4.1: Chart showing number of Partnerships/Foundations per type

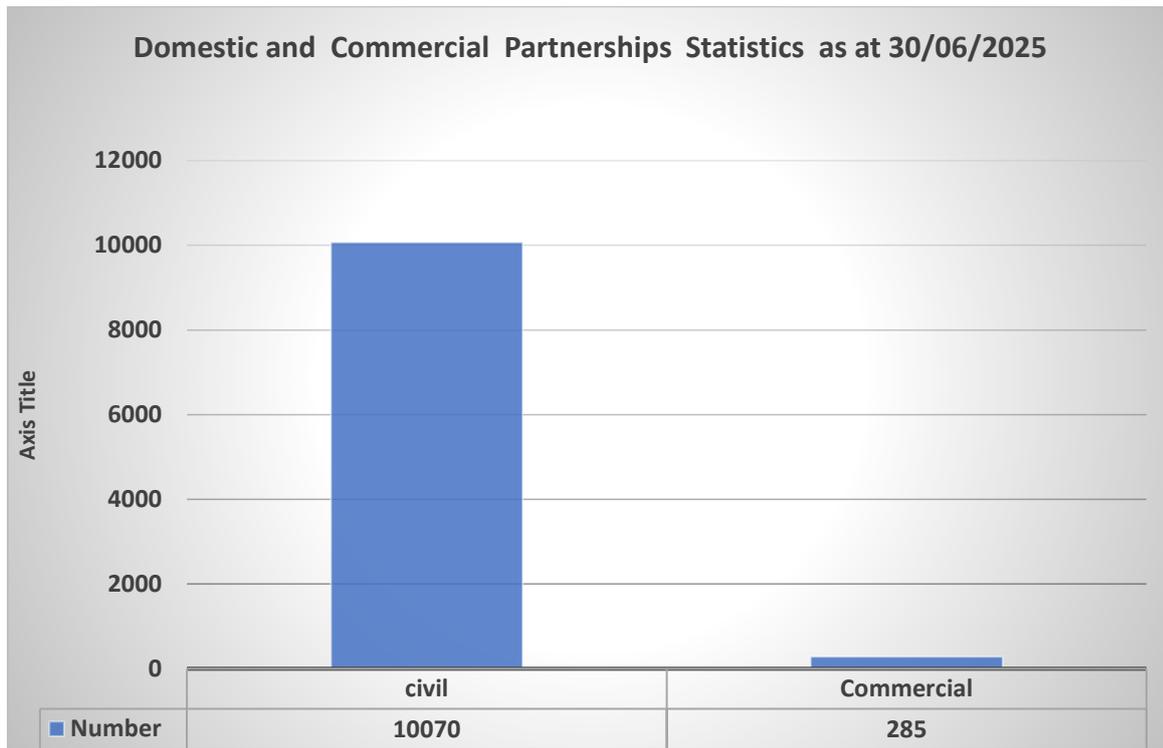


Table 4.2: Table Representation showing number of Foundations/Partnerships per type as at 30/06/2025

Partnership	DOM
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civil	10070
Commercial	285

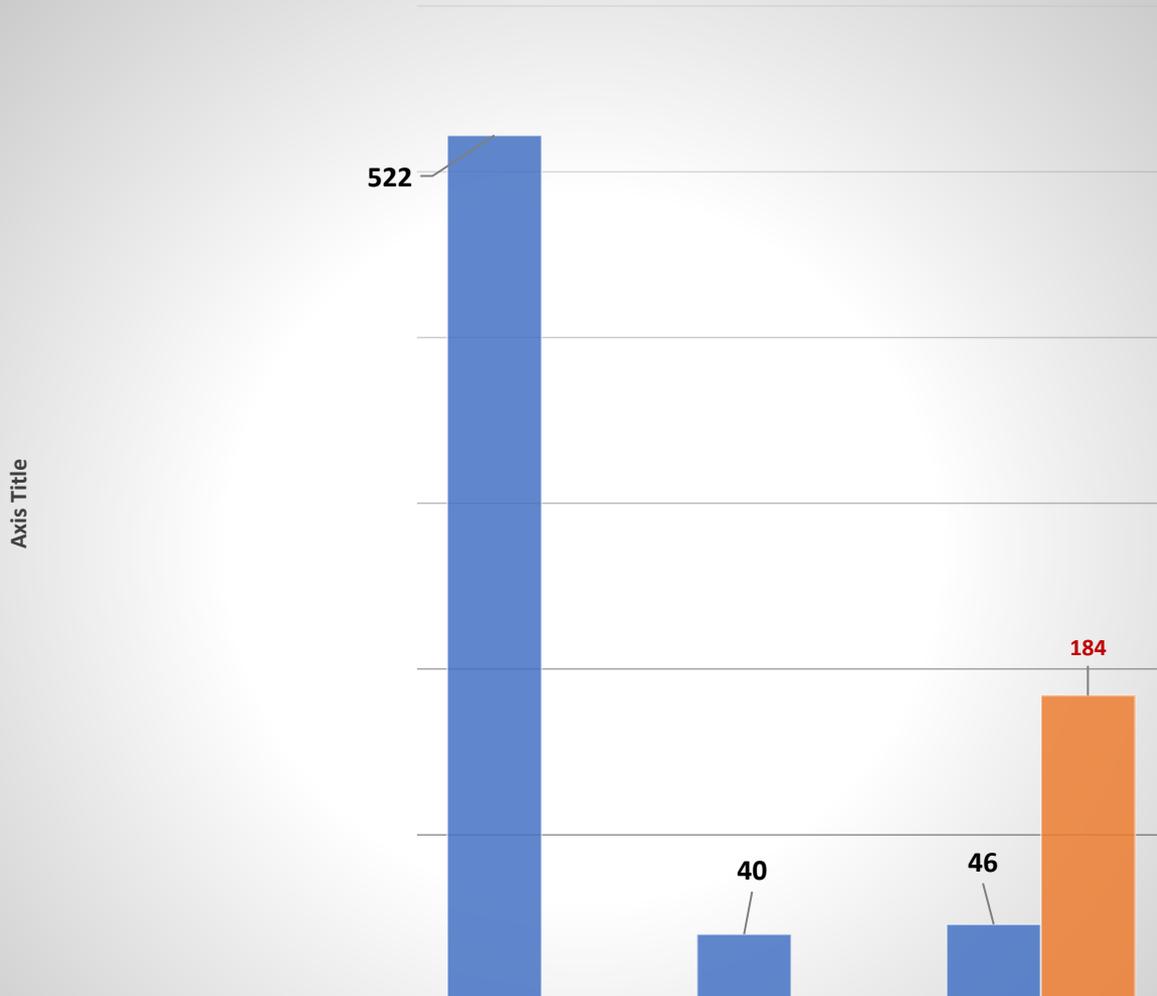
**Live entities for the period of
01/07/2024 to 30/06/2025**

	DOM	GLB
FOUNDATION	522	
LLP	40	
LP	46	184

Chart 4.2: Chart showing number of Foundations per type



Chart 4.2 Statistics Foundations, LP, LLP



■ Live entities for the period of 01/07/2024 to 30/06/2025 DOM
■ Live entities for the period of 01/07/2024 to 30/06/2025 GLB

	FOUNDATION	LLP	LP
Live entities for the period of 01/07/2024 to 30/06/2025 DOM	522	40	46
Live entities for the period of 01/07/2024 to 30/06/2025 GLB			184