

**MINISTRY OF FINANCE, ECONOMIC PLANNING AND
DEVELOPMENT**

Circular No. 3 of 2021

My Ref: BUDGT/CALL/CIRCL

To: Supervising Officers-in-Charge of Ministries/Departments

2021-2022 Budget Circular

You are kindly requested to submit your budget proposals, both expenditure and revenue, for financial years 2021-2022, 2022-2023 and 2023-2024 at latest by **09th April 2021**.

2. As you are aware, the COVID-19 pandemic is severely impacting on the world economy. In 2020, global output contracted by 3.5%. More than 85% of countries worldwide recorded a decline in their GDP. Mauritius was not spared. The Mauritian GDP fell by around 15.2% in real terms.

3. The measures taken by Government, such as the Wage Assistance Scheme, the Self-Employed Assistance Scheme and other support provided to businesses and individuals, have helped to mitigate the negative impact of the pandemic on the economy and also in saving thousands of jobs. The significant cost of these support schemes, together with the shortfall in tax revenue arising from the contraction in economic activities, have weighed heavily on public finances, leading to a rise in public sector debt.

4. With the gradual rollout of vaccine programmes and additional fiscal support across countries, global economic prospects for 2021 have improved. It is, therefore, crucial to direct our resources and efforts towards policy responses that will help us ride through the negative impact of the second lockdown, strengthen our economic recovery, boost investment, create more employment opportunities, address public health and climate change issues, while at the same time embarking on a medium-term fiscal consolidation programme.

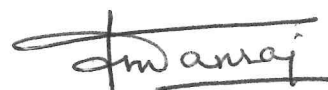
5. Thus, in formulating your budget proposals, you are requested to focus on:

- (i) implementing projects and schemes that have high impact on growth and job creation;
- (ii) reviewing processes and procedures to ensure effective and timely implementation of projects, and improvement in service delivery;
- (iii) reducing recurrent expenditure by 25% compared to the voted provisions for FY 2020-2021;
- (iv) addressing issues raised by the Director of Audit with regard to wastage and other unproductive expenditure; and
- (v) reviewing the operations of public bodies to enhance their revenue raising capacity and contain expenditure.

6. The final allocation of resources will be made on the basis of an in-depth analysis of all proposals and the outcome of Budget Estimates Committee and the Policy Dialogue meetings. To prepare for these meetings, relevant MOFEPD staff will have technical working sessions with your Ministry.

7. The detailed guidelines for the preparation and submission of your proposals are set out at Annex I.

8. Kindly relay the contents of this Circular to all public sector bodies falling under your responsibility.



**D. D. Manraj, GOSK
Financial Secretary
16 March 2021**

CC to:

- (i) Secretary to Cabinet and Head of the Civil Service
- (ii) Director of Audit
- (iii) Accountant-General
- (iv) Officer-in-Charge, Finance Section of Ministries and Departments

Encl.:

Annex I: Guidelines for Preparation and Submission of Budget Proposals

- Appendix I: Format for Strategic Overview
- Appendix II: Format for Expenditure Proposals
- Appendix III: Format for New Scheme/Measure
- Appendix IV: Format for Human Resource Proposals
- Appendix V: Financial Information on Public Sector Bodies
- Appendix VI: Format for Revenue Estimates
- Appendix VII: MOFEPD Sector Ministry Support Teams (SMSTs)

Guidelines for Preparation and Submission of Budget Proposals

A. Strategic Overview

1. Ministries/Departments should submit a note on the Strategic Overview of their sectors, as per **Appendix I**, which will be included in the Budget Estimates Document.

2. The note must aim at giving an overview of the Ministry's/Department's objectives and priorities. Consideration should be given to the current context which necessitates a review of strategies and policies to favour faster economic recovery as well as greater efficiency and effectiveness.

3. The Strategic Overview should not exceed 4 pages and should include the following 5 parts:

- (i) **Mission Statement;**
- (ii) **Current Situation and Challenges** - this part should include key realisations, strengths, challenges and opportunities;
- (iii) **Strategic Direction 2021-2024** - this part should contain strategies and policy actions that are consistent with Government's objectives and sectoral policies;
- (iv) **Key Deliverables and Performance Indicators** - this part should focus on main deliverables of the Ministry/Department, including any new service. Each Key Action must have at least one measurable and monitorable performance indicator with targets for FY 2021/22 and subsequent years; and
- (v) **Human Resource Allocation & Gender Distribution.**

4. Your submissions will facilitate discussions on policy issues and strategies for the sector, and will be an important factor to determine budget allocation. They will also ensure greater consistency of policies across Ministries and will allow effective monitoring of progress.

B. Expenditure Proposals

5. Ministries/Departments should submit their expenditure proposals as per the format set at **Appendix II**. Details of submission requirements are set out at paragraphs 40 to 43.

6. Your proposals should include realistic revised estimates for the current financial year that should take into account the actual amount spent as at date and the expected spending as at end of June 2021.

7. Regarding proposals for FY 2021-2022 and the subsequent two years, Ministries/Departments should provide for expenditure commitments for which financial clearance have already been conveyed as well as new measures and initiatives being proposed for the forthcoming budget, consistent with this Circular and Government Programme 2020-24.

8. It is of utmost importance for Ministries/Departments to take the following into consideration while formulating their proposals:

- (i) reducing recurrent expenditure significantly to accommodate new policy initiatives;
- (ii) addressing issues raised by the Director of Audit with regard to wastage and other unproductive expenditure;
- (iii) limiting recruitments in priority areas only;
- (iv) carrying out a cost-benefit analysis, where appropriate, to prioritise projects and schemes;
- (v) avoiding the unnecessary tying up of budgetary resources by properly assessing the state of preparedness of projects and schemes;
- (vi) exploring alternative modes of financing capital projects to reduce pressure on the National Budget; and
- (vii) streamlining internal rules and processes to improve ease of doing business and public service delivery.

9. Strategic allocation of resources, taking into account the overall fiscal constraint, will be made once all the proposals are examined and discussed.

C. Recurrent Expenditure

10. Ministries/Departments should reduce their recurrent expenditure by 25% compared to the voted provisions for FY 2020-2021 so as to free up resources for accommodating new policy proposals.

11. You should ensure judicious use of budgetary resources by leveraging on ICT, reducing wastage, controlling overtime, improving fleet and procurement management, optimising energy consumption, prioritising human resource requirements and exploring other possibilities for efficiency gains.

Human Resource Budgeting

12. Ministries should make full provision in respect of staff already in post. They should also provide for the annual salary increments payable with effect from January of each year as well as for the salary compensations already awarded by Government.

13. As regards filling of vacancies, Ministries/Departments should prioritise their requests and submit the following key information:

- (i) the expected timing for filling of approved funded positions;
- (ii) justifications for filling of unfunded promotional posts and unfunded entry grade posts;
- (iii) the annual financial implications for the above three categories separately as per **Appendix IV**; and
- (iv) the number of personnel, both permanent and contractual, serving their Ministry/Department as at end March 2021.

14. They should update the proposed funded positions for FY 2021-2022 and include the cost of filling vacancies in priority areas in their submission, taking into account the stage reached in the recruitment process and a realistic timeframe for completion of the exercise.

Centralised Provisions

15. In their submissions, Ministries/Departments **should not make** provisions for the following purposes:

- (i) Interim allowance icw PRB Report;
- (ii) Contribution Sociale Généralisée (CSG) in respect of public sector employees;
- (iii) Contribution towards Defined Contributory Pension Schemes;
- (iv) Service to Mauritius Programme;
- (v) Refund of Passage benefits; and
- (vi) Overseas Mission Expenses.

16. As per the current practice, provisions in respect of the above purposes will be made under votes Centrally Managed Expenses/Initiatives of Government.

New Scheme/Measure

17. Ministries/Departments should provide a brief, as per **Appendix III, on all new schemes and measures** being proposed for the forthcoming budget, together with their cost implications.

18. While designing new schemes, Ministries should ensure that they are in line with government priorities and avoid overlapping across Government.

Exceptional Expenditure

19. Any item that requires exceptional increase must be supported by a need and an impact assessment.

20. The assessment should include information such as purpose of the spending, expected benefits, target groups, basis of calculation and justification for exceptional expenditure.

Maintenance of Assets

21. Ministries are advised to make necessary provision for maintenance of assets falling under their responsibility so as to optimise the useful life of those assets and avoid disruption in service delivery.

Statutory Bodies

22. Ministries should ensure that statutory bodies falling under their purview comply with the guidelines in this Circular.

23. They should also scrutinise and review the revenue and expenditure plans of those statutory bodies seeking funding from Government so as to ensure greater efficiency and lower dependency on budgetary resources.

24. A copy of the revised budget proposals of the statutory bodies as well as updated information on their financial standing as per **Appendix V** should be submitted to this Ministry.

D. Capital Expenditure

25. Ministries/Departments should submit their financial proposals in respect of both on-going projects and new capital projects.

26. For on-going projects, they should take into account the current implementation status, payments up to June 2021, proposals for carry-over of capital expenditure and expected progress in next year. This is necessary to avoid over provisioning and ensure efficient use of budgetary resources.

27. As for new capital projects, including investment intentions already submitted following Circular No 2 of 2021 of this Ministry, Ministries/Departments should:

- (i) prioritise their capital projects taking into account state of preparedness of projects;
- (ii) explore alternative mode of financing such as Public Private Partnership and Build Operate Transfer; and
- (iii) submit their requests for funding based on a **realistic** implementation plan and disbursement schedule.

28. Where projects are at an early stage of preparation, provision, if required, should only be made for studies and consultancy services.

29. As regards approved projects being financed under Special Fund, Ministries/Departments should submit, an updated expenditure plan in respect of those projects to the relevant Sector Ministry Support Teams (SMSTs) of this Ministry through email. The plan should include expected spending in the current financial year, projections for subsequent years and any contribution expected from donor agencies to finance those projects.

30. You are reminded that:

- (i) for all new projects with an **estimated value above Rs 25 million**, a copy of the Project Request Form should also be submitted to the Public Investment Management Unit (PIMU) of this Ministry for consideration and eventual inclusion in the Public Sector Investment Programme; and
- (ii) all information in respect of capital projects should be uploaded in the e-PSIP.

Carry-Over of Capital Expenditure

31. Ministries/Departments should submit their requests for carry-over provision for FY 2020-21 in respect of capital expenditure, if any, together with their expenditure proposals. Those requests should be in conformity with Financial Instructions No.1 of 2016.

32. Ministries should also take such requests into account while preparing their funding requirements for next year's budget so as to avoid over provisioning.

E. Revenue Estimates

33. Wherever applicable, Ministries/Departments should submit estimates of revenue in respect of taxes, duties, fees, charges, sales and other revenues falling under their purview, as per **Appendix VI**.

34. As for fees and charges (Revenue Item Code 142), the guiding policy is to ensure that the rupee value of the fees/charges is not eroded by inflation and is adjusted so as to reflect cost of delivery of goods and services. However, due care has to be given on possible adverse impact on the ease of doing business. Any proposal for adjustment of fees in the next financial year should be incorporated in the revenue estimates.

35. Ministries/Departments should also explore all avenues to collect revenue arrears to Government and include an estimate of the amount to be recovered in respect of each revenue item in their submissions.

36. They should clearly indicate the basis of their computation and assumptions, highlighting any change in respective legislation that has impacted on the amount of revenue collected during the current financial year and/or would affect revenue in the following financial years.

37. All external grants accruing to the Consolidated Fund should be recorded under Revenue Category 13 (Grant). Where the grants are for the implementation of a specific project/scheme, necessary provision (including taxes to be paid, if any) should be made under the appropriate expenditure item in line with the principles of good public financial management. Details of such grants should be recorded in the e-budget system with appropriate explanations.

38. Ministries are requested to closely monitor statutory bodies and SOEs under their purview to ensure that they settle their debt obligations to Government, if any, to avoid accumulation of arrears.

39. Parent Ministries of statutory bodies and SOEs which have accumulated arrears should come up with appropriate policy measures to redress the financial situation of these entities.

F. Submission of Proposals

40. Ministries/Departments should submit both their expenditure proposals and revenue estimates at latest by **09th April 2021** through the e-budget system.

41. Excel templates in the e-budget system have been updated to facilitate the inputting of financial data on both revenue and expenditure. Data entry regarding capital projects should be made in both the e-budget and e-PSIP systems.

42. The e-budget system will enable Ministries/Departments to generate a report of their submissions as per format at **Appendix II and Appendix VI**.

43. Ministries/Departments should submit a soft copy of the following supplementary information to the relevant officer responsible for the SMST specified at **Appendix VII**:

- (i) Strategic Overview (Appendix I);
- (ii) New Scheme/Measure (Appendix III);
- (iii) Human Resource Proposals (Appendix IV);
- (iv) Financial Information on Public Sector Bodies (Appendix V);
- (v) Revised Budget proposals of statutory bodies (as per paragraph 24);
- (vi) Updated expenditure plans and grant projection in respect of projects implemented under Special Fund (as per paragraph 29);
- (vii) Project Request Form (as per paragraph 30); and
- (viii) Proposals for Carry-over of Capital Expenditure (as per paragraph 31).

G. Estimates Committee Meetings

44. Following receipt of budget proposals, the relevant SMST and other officers of this Ministry will hold technical working sessions with Ministries/Departments to prepare for the Budget Estimates Committee meetings.

45. The date, time and venue for the Estimates Committee meetings will be communicated in due course.

STRATEGIC OVERVIEW

I. Mission Statement

.....

II. Current Situation and Challenges

.....

III. Strategic direction 2021-2024

Strategic Direction	→	Enabler
	→	▪
	→	▪
	→	▪
	→	▪
	→	▪
	→	▪

IV. Key Deliverables and Performance Indicators

Outcome:						
Outcome Indicator			Actual 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24
Delivery Unit	Main Service	Key Performance Indicator				

V. Human Resource Allocation & Gender Distribution

Staff in Post (March 2021)	Male	Female
Top Management (Salary ≥ Rs 100,000)		
Middle Management (Rs 40,000 ≤ Salary < Rs 100,000)		
Support (Salary < Rs 40,000)		
Overall		

Format for Expenditure Proposals

VOTE XX : XXXX

SUMMARY OF EXPENDITURE

Rs 000

Details	2020/21 Estimates	2020/21 Revised Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
VOTE XX-1 TOTAL EXPENDITURE					
<i>of which</i>					
Recurrent					
Capital					
Sub-Head XX-X1: XX1					
Recurrent Expenditure					
Capital Expenditure					
Sub-Head XX-X2: XX2					
Recurrent Expenditure					
Capital Expenditure					
TOTAL					

Sub-Head XX-X1: XX1

Rs 000

Item No.	Details	2020/21 Estimates	2020/21 Revised Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
Recurrent Expenditure						
20	Allowance to Minister					
20100	Annual Allowance	Funded	Funded			
(1)	Minister	2020/21	2021/22			
	Total					
21	Compensation of Employees					
21110	Personal Emoluments	Funded	Funded			
.001	Basic Salary	2020/21	2021/22			
(1)	Permanent Secretary					
(2)	Deputy Permanent Secretary					
(3)	Assistant Permanent Secretary					
					
					
	Total					

VOTE XX : XXXX

Rs 000

Item No.	Details	2020/21 Estimates	2020/21 Revised Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
.002	Salary Compensation					
.003	Extra Remuneration					
.004	Allowances					
21111	Other Staff Costs					
.001	Wages					
.002	Travelling and Transport					
21210	Social Contributions					
.001	Contribution to the National Savings Fund					
22	Goods and Services					
22010	Cost of Utilities					
.001	Electricity and Gas charges					
.002	Telephone					
22020	Fuel and Oil					
.001	Vehicles					
22030	Rent					
.001	Rental of building					
.002	Rental of parking slots					
22040	Office Equipment and Furniture					
.001	Office Equipment					
.002	Office Furniture					
25	Subsidies					
xxxxx					
.xxx					
26	Current Grants					
xxxxx					
26313	Extra Budgetary Units					
Capital Expenditure						
26	Grants					
26323	Extra-Budgetary Units					
xxx					
28	Other Expense					
28221	Transfers to Non-Profit institutions					
.xxx					
31	Acquisition Of Non-Financial Assets					
31112	Non-Residential Buildings					
.xxx					
32	Acquisition Of Financial Assets					
xxxxx					
.xxx					
TOTAL						

VOTE XX : XXXX

Sub-Head XX-X2: XX2

Rs 000

Item No.	Details	2020/21 Estimates	2020/21 Revised Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
Recurrent Expenditure						
21	Compensation of Employees					
21110	Personal Emoluments					
.001	Basic Salary	Funded 2020/21	Funded 2021/22			
(1)	Permanent Secretary					
(2)	Deputy Permanent Secretary					
(3)	Assistant Permanent Secretary					
					
					
	Total					
.002	Salary Compensation					
.003	Extra Remuneration					
21210	Social Contributions					
.001	Contribution to the National Savings Fund					
22	Goods and Services					
22010	Cost of Utilities					
.001	Electricity and Gas Charges					
.002	Telephone					
22900	Other Goods and Services					
.001	Uniforms					
26	Grants					
26210	Contribution to International Organisations					
.xxx					
Capital Expenditure						
31	Acquisition of Non - Financial Assets					
31121	Transport Equipment					
.801	Acquisition of Vehicles					
		Project Value Rs 000				
TOTAL						

Format for New Scheme/Measure

- **Scheme /Measure:**
- **Objective/Purpose:**
- **Expected Economic and Social Benefits:**
- **Eligibility Criteria/Targeted Beneficiaries:**
- **Financial Implications and Financing Options:**
- **Implementing Agency:**
- **Implementation Timeframe:**
- **Monitorable Milestones:**
- **Proposal for Legislative Amendments (*if any*):**

Format for Human Resource Proposals

(Annual Costing)

Position Titles	State: Entry (E) or Promotional (P) Grade	No. of Posts as per CEO 2020	Funded 2020/21	Additional Posts Approved during Year	In Post March 2021		No. of Officers retiring (up to June 2022)	Unfilled Funded Positions (March 2021)					New Requests				Total Proposed Funded Positions (A+B+C+D+E)	
					Number (A)	Costing (Rs)		Promotional Grade		Entry Grade		Vacancy Status	Promotional Grade		Entry Grade			
								Number (B)	Costing (Rs)	Number (C)	Costing (Rs)		Number (D)	Costing (Rs)	Number (E)	Costing (Rs)		
VOTE XX																		
Sub-Head XX -101																		
<u>A. Staff on Establishment</u>																		
Total (on Establishment)																		
<u>B. Others</u>																		
Total (Others)																		
Sub-Head XX-102																		
<u>A. Staff on Establishment</u>																		
Total (on Establishment)																		
<u>B. Others</u>																		
Total (Others)																		

Note:

All costing should be on an annual basis (13 months). However, for Promotional grades (both unfilled funded and new requests) only annual topping should be included.

Others include staff employed on contractual basis, STM, YEP, Advisers, etc.

Funded 2020/21 includes only positions approved in Budget 2020-2021

Positions Approved by Committee (PMO) includes those approved by the Committee on Filling of Vacancies for FY 2020-2021

No. of Officers In Post as at March 2021 (headcount) should also include Officers on leave without pay and under interdiction.

Vacancy status - state only the date when vacancy reported/expected to be reported or advertised or interview carried out.

Financial Information on Public Sector Bodies

Name of Public Body:.....

Rs Million

Financial Performance

	Actual	Estimates	Revised	Estimates		
	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Revenue						
Income from Operations						
Income from Investments						
Grants from Government						
Other Revenue						
Total Revenue (A)	-	-	-	-	-	-
Expenditure						
Recurrent Expenditure	-	-	-	-	-	-
<i>Staff cost (Wage bill)</i>						
<i>Operating Expenses</i>						
Capital Expenditure						
Total Expenditure (B)	-	-	-	-	-	-
Surplus/(Deficits) (A-B)	-	-	-	-	-	-

Financial Position

	Actual	Revised	Estimates
	2019/20	2020/21	2021/22
Non-Current Assets			
Property, Plant and Equipment			
Other Non-Current Assets			
Current Assets			
Cash and Cash Equivalents			
Others Current Assets			
Total Assests	-	-	-
Liabilities			
Borrowing from Government			
Employee Benefits Obligations			
Others Non-Current Liabilities			
Capital and Reserves			
Share capital/General Fund			
Retained earnings			
Other Reserves			
Total Equity and Liabilities	-	-	-
Other Information:			
No. of Employees (March 2021)			
Pension Obligations (Rs Million)			

Format for Revenue Estimates

MINISTRY/DEPARTMENT

Recurrent Revenue Estimates

Rs 000

Item No./ Sub-item (Note 1)	Description	2020/21		O/w arrears as at Feb 2021	Estimates	Planned		<i>Main assumptions (Note 2)</i>
		Estimates	Revised Estimates		2021/22	2022/23	2023/24	

Capital Revenue Estimates (Grants from Foreign Countries and International Organisations)

Rs 000

Item No./ Sub-item (Note 1)	Description	2020/21		Estimates	Planned		<i>Main assumptions (Note 2)</i>
		Estimates	Revised Estimates	2021/22	2022/23	2023/24	

Note (1): Estimates of revenue for FY 2021/22 and subsequent two years should be worked out for revenue item (including sub-items) based on existing policies.

Officer-in-Charge of Finance Section:

Signature:

Tel. No.:

Note (2): The assumptions used in arriving at your estimates should be clearly stated and submitted in separate attachments, together with your workings.

Supervising Officer of Ministry/Department

Signature:

Date:

MINISTRY OF FINANCE, ECONOMIC PLANNING AND DEVELOPMENT

SECTOR MINISTRY SUPPORT TEAMS (SMSTs)

Sector	Responsible Officer & Contact Details Tel No. 260 1300	Team member	Tel No. 260 1300 Ext No.	Email Address
SOCIAL PROTECTION AND ECONOMIC EMPOWERMENT				
Social Security	Mrs R. Ramchurn (LA) Ext 5281 rramchurn@govmu.org	Mrs R. Jheengut [A] Mrs R. Bhaukaurally [A]	Ext 5271 Ext 5040	rjheengut@govmu.org sbhaukaurally@govmu.org
Social Integration		Ms M. Seetaram [A] Mrs T. Pahladi (PFOO)	Ext 5242 Ext 5323	maseetaram@govmu.org tpahladi@govmu.org
EDUCATION & PUBLIC SERVICE, ADMINISTRATIVE AND INSTITUTIONAL REFORMS				
Education ,Tertiary Education, Science and Technology Public Service, Administrative and Institutional Reforms	Mr C. Paddia (LA) Ext 3211 cpaddia@govmu.org	Ms R. Docile [A] Mr M. Marimootoo [A] Mr R. Jugroop (Ag. AMFO) Mrs S. Ramasubhoo (PFOO)	Ext 5291 Ext 3213 Ext 5372 Ext 5292	pdocile@govmu.org mmarimootoo@govmu.org rjugroop@govmu.org sramasubhoo@govmu.org
LABOUR INDUSTRIAL RELATIONS AND EMPLOYMENT				
Labour Structural Issues, Human Resources Development and Training	Mr. D. Trilok (LA) Ext 0102 ltrilok@govmu.org	Mrs P. Ramjutton [A]	Ext 3112	pramjutton@govmu.org
Youth Empowerment		Mrs. S. Ramasubhoo (PFOO)	Ext 5292	sramasubhoo@govmu.org
Africa Strategy		Mrs P. Bhantooa [A]	Ext 5270	pbhantooa@govmu.org
		Mrs F. Codabux (FO)	Ext 5380	fcodabux@govmu.org
HEALTH AND WELLNESS & LOCAL GOVERNMENT				
Health and Wellness	Mr R. Sultoo (LA) Ext 1358 rsultoo@govmu.org	Mrs G. Nunkoo-Moorut [A] Mrs D. Chaton (PFOO)	Ext 3152 Ext 5290	gnunkoo@govmu.org mpedaloo@govmu.org
Local Government & Fire Services		Mr S. Aukhjee [A]	Ext 3153	saukhjee@govmu.org
Disaster and Risk Management		Mr. Y. Fakoo [A]	Ext 5331	yfakoo@govmu.org
Meteorological Service		Mrs T. Pahladi (PFOO)	Ext 5323	tpahladi@govmu.org
HOUSING, LAND USE PLANNING, RODRIGUES AND AGALEGA				
Housing and Land Use Planning	Mr P. Benee (LA) Ext 5393 pbenee@govmu.org	Mr S. Majie [A] Mr R. Jugroop (Ag. AMFO)	Ext 5303 Ext 5372	smajie@govmu.org rjugroop@govmu.org
Rodrigues and Regional Assembly (RRA)		Mr N. Raffique [A]	Ext 2030	nraffique@govmu.org
Agalega and Outer Islands		Mr V. Kallychurn (AFO)	Ext 2082	vkallychurn@govmu.org
ENVIRONMENT & SUSTAINABLE DEVELOPMENT				
Sustainable Development (Environment)	Mrs W. Elahee-Doomun (LA) Ext 3091 welahee-doomun@govmu.org	Ms. P. Ujoodha [A] Mrs N. Koonjul (FO)	Ext 3093 Ext 5061	pujoodha@govmu.org nkoonjul@govmu.org
Environment and Sustainable Energy Strategies	Mrs S. Piang Sang Sew Hee (LA) Ext 5282 spiang-sang-sew-hee@govmu.org	Ms L. Ponnusawmy [A] Mrs N. Koonjul (FO)	Ext 2028 Ext 5061	lponnusawmy@govmu.org nkoonjul@govmu.org
ENERGY & PUBLIC UTILITIES				
Energy & Public Utilities Procurement including IRP Issues	Mrs S. Appanah (LA) Ext 2070 sappanah@govmu.org	Mr H.R Urdhin [A] Ms N. Jory [A] Mrs M. Mohesowa (FO)	Ext 2083 Ext 2081 Ext 5346	hurdhin@govmu.org njory@govmu.org mmohesowa@govmu.org
NATIONAL INFRASTRUCTURE & LAND TRANSPORT				
National Infrastructure & community Development	Mr A. Ramdhany (LA) Ext 1420 aramdhany@govmu.org	Ms J. Oogur [A]	Ext 0201	jkoogur@govmu.org
		Mr D. Mathoora [A]	Ext 5090	dmathoora@govmu.org
Land Transport and Light Rail		Ms N. Gopal [A]	Ext 0200	nsgopal@govmu.org
		Mrs. T. Gopaul (FO)	Ext 8312	tgopaul@govmu.org
FOREIGN AFFAIRS & BILATERAL AGREEMENT AND ECONOMIC COOPERATION				
SMST Foreign Affairs BA & Economic Cooperation: China, India, World Bank, IMF, AFDB Commonwealth Secretariat	Mrs N. Teeluckdary (LA) Ext 1024 nmotee@govmu.org	Mrs H. Rojoa [A] Mr R. Jugroop (PFOO) Ms M. Tse Sik Sun (FO)	Ext 1022 Ext 5372 Ext 5349	bhrojoa@govmu.org rjugroop@govmu.org mtsesisun@govmu.org
ARTS, DIGITAL TECHNOLOGY AND ARTIFICIAL INTELLIGENCE				
Arts & Creative Industry Digital Technology, Communication and innovation	Mrs T. Nathoo [LA] Ext 3151 tnathoo@govmu.org	Mrs S. Mamode Hosmun [A] Mrs D. Chaton (PFOO) Mrs S. Ramasubhoo (PFOO)	Ext 3210 Ext 5290 Ext 5292	sbmamodehosmun@govmu.org mpedaloo@govmu.org sramasubhoo@govmu.org

Sector	Responsible Officer & Contact Details Tel No. 260 1300	Team member	Tel No. 260 1300 Ext No.	Email Address
FINANCIAL SERVICES, AML/CFT AND CBRD				
Financial Services National Committee on AML/ CFT Corporate & Business Registration Dept.	Mr K. Seebundhun (LA) 260 1354 (Ext 3232) kseebundhun@govmu.org	Ms M. Ghoorah [A] Mr A. Ramsarrun [A] Ms M. Tse Sik Sun (FO)	Ext 1021 Ext 1012 Ext 5349	meramsamy@govmu.org aramsarrun@govmu.org mtsesiksun@govmu.org
COMMERCE & CONSUMER PROTECTION				
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MINISTRY OF FINANCE, ECONOMIC PLANNING AND DEVELOPMENT

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Note: LA - Lead Analyst; A - Analyst/Senior Analyst; MFO - Manager, Financial Operations; FO - Financial Officer / Senior Financial Officer; AFO - Assistant Financial Officer