

MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT

Circular No. 4 of 2017

My Ref: BUDGT/CALL/CIRCL

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

2017/18 Budget Circular

You are kindly requested to submit by the **31st of March 2017**, the budget proposals, **both expenditure and revenue**, of your Ministry/Department for the fiscal years 2017/18, 2018/19 and 2019/20.

2. This year, the Ministry of Finance and Economic Development is introducing a major innovation in the budget preparation process. Both expenditure and revenue proposals should be submitted through the e-budget system. Implementation and monitoring of the budget once approved by the National Assembly will be done through this e-system.

3. The main thrusts of the forthcoming budget will be anchored to Government's Vision 2030 and to the unfolding of the New Era of Development. On the international scene, new events such as policy changes in the US, elections in Europe and the resurgence of protectionism have deepened the uncertainties on the global economy. Brexit still constitutes a major uncertainty. Moreover, rising oil prices would exert significant pressure on our economy, in particular on the balance of payments and price level.

4. Domestically, there are rising expectations for more rapid job creation, higher economic growth and better quality of life for all. The population at large and the business community expect greater policy effectiveness, and more efficient and timely delivery of public services.

5. This situation calls for new policies and strategies that are innovative and well-focused. The major thrust will be to give a big bang to the export sector. We have to invest massively in a new export-oriented industrialisation programme. This will require significant financial resources.

6. On the other hand, the budget deficit will have to be maintained on a downward trend, the more so that we have to meet the statutory debt target of 50% of GDP by end 2018.

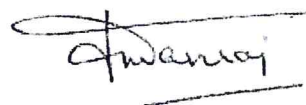
7. Supervising Officers are requested to make special efforts to contain the rising trend in recurrent expenditure. On capital projects, priority should be given to investments that have the maximum impact on economic growth, employment creation and uplifting the standard of living and quality of life for all.

8. The expenditure ceilings for each Ministry/Department will be communicated separately in due course. You will be required to formulate your proposals within those ceilings.

9. The Operational Guidelines for the preparation of your submissions are set out at **Annex I**.

10. The Budget Estimates Committee meetings will be **held as from the second week of April**. The schedule of these meetings will be communicated in due course. To prepare for these meetings, relevant MOFED staff will have technical working sessions with your Ministry.

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



D. D. Manraj, GOSK
Financial Secretary
3rd March 2017

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

List of Annexes

- Annex I: Operational Guidelines for Budget Submission
- Annex II: Format for Expenditure Proposals
- Annex III: Format for New Projects/Schemes
- Annex IV: Human Resource Proposals
- Annex V: Project Profile Form on New Investment Projects
- Annex VI: Financial Information on Public Sector Bodies
- Annex VII: Format for Strategic Note and Key Actions
- Annex VIII: Format for Revenue Estimates
- Annex IX: Projects Financed by Grants
- Annex X: MOFED Sector Ministry Support Teams (SMSTs)

Operational Guidelines for Budget Submission

Expenditure Proposals

Ministries/Departments are required to work out their expenditure proposals as per **Annex II** within the expenditure ceilings (one under the **recurrent budget** and one under the **capital budget**) that will be communicated to them shortly.

2. These ceilings have been worked out on the basis of the indicative estimates for fiscal years 2017/18 and 2018/19 that were published in the 2016/17 Budget documents which have been duly adjusted to take into account the following:

- (i) changes in Ministerial Portfolios and new Vote Structure;
- (ii) new policy decisions and expenditure commitments taken during the current fiscal year;
- (iii) pace of implementation of projects and schemes;
- (iv) changes in cost of providing certain services;
- (v) changes in the number of beneficiaries under existing schemes; and
- (vi) overall fiscal constraint and the need for efficiency in spending.

Flexibility

3. Within each expenditure ceiling, Ministries/Departments have the flexibility to allocate resources to the different Sub-Heads and items of expenditure for the delivery of services as per their priority. In addition, they may reallocate resources from the recurrent expenditure to the capital expenditure but not vice-versa.

4. MOFED will support new projects and schemes that have significant economic and social benefits provided that they are well-prepared and properly costed with realistic implementation plan and clear monitorable results. Accordingly, Ministries/Departments are requested to submit a project brief in respect of such proposals, as per **Annex III**, that should, *inter- alia*, include the following information:

- (i) justification and rationale;
- (ii) expected impact and outcome;
- (iii) resource requirements (financial, HR, new technology);
- (iv) legal requirements;
- (v) the implementing agency; and
- (vi) implementation timeframe and milestones.

Human Resource Budgeting

5. The expenditure ceiling for each Ministry/Department is based on funded posts approved in the last budget and therefore provides for carrying over of **unfilled funded positions** in FY 2017/18. However, the provision has been adjusted taking into account stage reached in the recruitment exercise. Provision has also been made to cater for the 2017 salary compensation and the annual salary increment.

6. Ministries/Departments should, in their submissions, adjust the provision for unfilled **funded positions** on the basis of their priorities and a realistic timeframe for completion of the recruitment exercise.

7. As regards **unfunded positions**, any request for filling of unfunded vacancies and creation of additional posts or new posts should be justified in terms of organisational requirements and improvements in service delivery or provision of new services. Similarly, filling of consequential vacancies at entry grade arising as a result of promotional exercises should be justified.

8. Ministries/Departments should submit key information relating to:

- (i) the expected timing for filling of approved funded positions, unfunded promotional posts and unfunded entry grade posts;
- (ii) the annual financial implications for the above three categories separately; and
- (iii) the number of all personnel (permanent staff as well as contractual staff, such as Advisers, staff under STM and YEP programmes, and casual workers) providing a service to the Ministry/Department.

9. Human resource proposals should be worked out as per the template at **Annex IV**.

Mission Expenses

10. The ceilings for individual Ministry/Department do not include provision for mission expenses. As per the current policy, such provision will be made under Vote 27-1: Centrally Managed Expenses of Government.

Capital Projects

11. The ceiling set for capital expenditure is in respect of projects to be financed from the Consolidated Fund.

12. This figure has been worked out on the basis of information provided to MOFED by Ministries/Departments in the context of capital budget monitoring exercise. It takes into account current status of capital project implementation, expected progress and payments up to June 2017 as well as new commitments taken during the year.

13. Proposals for new capital projects should invariably be submitted as per the Project Profile Form at **Annex V** for examination.

14. Capital projects with a project value above Rs 25 million should be submitted first to the Project Plan Committee (PPC) before they can be considered for inclusion in the Public Sector Investment Programme (PSIP) and eventually in the Budget, subject to financial constraints. Projects with a value of up to Rs 25 million should be submitted directly to MOFED.

15. As regards projects to be financed under Special Funds or other dedicated Fund, Ministries should submit their proposals to the relevant SMST through e-mail.

Carry-Over of Capital Expenditure

16. In line with Financial Instructions No 1 of 2016, Ministries/Departments are also requested to submit their proposals for projects, together with their indicative amounts, that could be considered under the carry-over provision. These proposals should be submitted to the relevant SMSTs through e-mail and would be discussed at the Estimates Committee meetings.

Statutory Bodies

17. Ministries should assess the revenue and expenditure plans of statutory bodies seeking funding from Government to ensure greater efficiency and lower dependency on budgetary resources.

18. They should, thereafter, submit detailed budget proposals of the body and updated information on its financial standing as per **Annex VI**.

Memorandum on Expenditure Items

19. To facilitate discussions at the Estimates Committee meetings, Ministries/Departments should invariably submit a memorandum on expenditure items requiring significant increase in budgetary resources. The memorandum should include information such as justification for the increase, expected benefits, targeted group and basis for calculation.

Strategic Note of Ministry/Department

20. In addition to the financial proposals, Ministries/Departments are requested to submit a Strategic Note as per **Annex VII** to be included in the National Budget document.

21. This Strategic Note aims at giving the National Assembly and the public in general an overview of what the Ministry/Department undertakes to achieve with the resources that have been appropriated.

22. The Strategic Note should not exceed two pages and should consist of the following:

- (i) Mission Statement;
- (ii) Strategic Direction 2017-2020;
- (iii) Main Achievements for FY 2016/17;
- (iv) Key Actions for FY 2017/18; and
- (v) Human Resource Allocation.

23. The Strategic Direction of a Ministry/Department should be consistent with Government's objectives as set out in the Government Programme 2015-2019 and Vision 2030.

24. Main Achievements provide a summary of the main realisations of the Ministry/Department over the FY 2016/17.

25. The Key Actions should reflect main deliverables of the Ministry/Department. The key actions should primarily focus on (a) services having significant budgets or where there are significant increases in spending, (b) new services, and (c) services subject to major improvement. Each Key action should have at least one monitorable and measurable performance indicator with a target for FY 2017/18.

Revenue Estimates

26. 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 **Annex VIII**.

27. In your submissions, you should indicate clearly:-

- (i) the basis of your computation and assumptions, highlighting any change in respective legislation that has impacted on the amount of revenue collected during the current fiscal year and/or would affect revenue in the following fiscal years;
- (ii) the amount of revenue in arrears in respect of each revenue item; and
- (iii) the amount of revenue to be collected through administrative efforts, such as better enforcement, audit, investigations and debt recovery.

28. As regards 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 for 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.

29. All funds received as external grants to finance projects should be recorded under Revenue Category 13 (Grant) with the corresponding provision on the expenditure side in line with the principles of good public financial management. Details of such grants should be submitted as per **Annex IX**.

30. 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. Parent Ministries of statutory bodies/SOEs which have accumulated arrears should come up with appropriate policy measures to redress their financial situation.

Submission/E-Budget System

31. As from this year, the e-budget system will be used for both preparation and monitoring of implementation of the National Budget. Ministries/Departments are, **therefore, requested to submit both their expenditure proposals and revenue estimates through the e-budget system.**

32. Your attention is drawn to the fact that all financial data relating to **recurrent expenditure** and **recurrent revenue** should be input directly in the **e-Budget application**. As regards **capital expenditure**, data entry should be made in the **e-PSIP application**. The information on capital expenditure will, following an integration process, automatically flow in the e-Budget application.

33. The e-budget application will enable Ministries/Departments to generate a report of their submissions as per format at **Annex II, Annex IV, Annex VIII and Annex IX.**

34. Ministries/Departments should submit a soft copy of the following documents to the relevant responsible officer of the Sector Ministry Support Team (SMST) specified at **Annex X:**

- (i) Project brief on new projects and schemes (Annex III);
- (ii) Project Profile Form (Annex V);
- (iii) Financial Information on Public Sector Bodies (Annex VI);
- (iv) Strategic Note and Key Actions (Annex VII);
- (v) Proposals for Carry-over of Capital Expenditure; and
- (vi) Memorandum on Expenditure Items (as per paragraph 19).

Estimates Committee Meetings

35. Following receipt of your proposals, the relevant SMST and other officers of MOFED will hold technical working sessions with ministries/departments to prepare for the Budget Estimates Committee meetings.

36. These Estimates Committee meetings are expected to be held as from the **second week of April**. You will be informed of the date, time and venue in due course.

Format for Expenditure Proposals

VOTE XX : XXXX

SUMMARY OF EXPENDITURE

Rs 000

Details	2016/17 Estimates	2016/17 Revised Estimates	2017/18 Estimates	2018/19 Planned	2019/20 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	2016/17 Estimates	2016/17 Revised Estimates	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Recurrent Expenditure						
21	Compensation of Employees					
21110	Personal Emoluments					
.001	Basic Salary					
	Minister					
	Permanent Secretary					
	Deputy Permanent Secretary					
	Assistant Permanent Secretary					
	xxxxxxxxxxxxxx					
					
	Total					

VOTE XX : XXXX

Rs 000

Item No.	Details	2016/17 Estimates	2016/17 Revised Estimates	2017/18 Estimates	2018/19 Planned	2019/20 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		2016/17 Estimates	2016/17 Revised Estimates	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Recurrent Expenditure							
21	Compensation of Employees						
21110	Personal Emoluments	In Post Mar 2017	Funded 2017/18				
.001	Basic Salary						
	Minister						
	Permanent Secretary						
	Deputy Permanent Secretary						
	Assistant Permanent						
	xxxxxxxxxxxxxx						
						
	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		Project Value Rs 000				
31121	Transport Equipment						
.801	Acquisition of Vehicles						
TOTAL							

Format for New Projects/Schemes

Project /Scheme:

Objective/Purpose:

Economic and Social Benefits (Expected impact/outcome)

Eligibility Criteria/Targeted Beneficiaries:

Resource Requirements and Financing Options:

Implementing Agency:

Implementation Timeframe:

Monitorable Milestones:

Proposal for Legislative Amendments (*if any*):

Human Resource Proposals

Position Titles	State whether Entry or Promotional Grade	No. of Posts as per CEO 2016	Funded/ Adjusted 2016/17 (A)	In Post March 2017		Unfilled Funded Positions (March 2017)		No. of Officers retiring (up to June 2018)	Requests for posts at Promotional level		Requests for Posts at Entry level		Funded Positions (Number)		
				No. of Officers (B)	Costing for FY 2017/18	No of Positions (A-B)	Vacancy Status (Date reported or advertised or interviewed)		Number	Costing (Rs)	Number	Costing (Rs)	2017/18	2018/19	2019/20
VOTE XX		0	0	0		0	0	0	0	0	0	0	0	0	0
Sub-Head XX -101		0	0	0		0	0	0	0	0	0	0	0	0	0
Total		0	0	0		0	0	0	0	0	0	0	0	0	0
Other persons employed															
Total (Other Persons Employed)		0	0	0		0	0	0	0	0	0	0	0	0	0
Sub-Head XX-102		0	0	0		0	0	0	0	0	0	0	0	0	0
Total		0	0	0		0	0	0	0	0	0	0	0	0	0
Other persons employed															
Total (Other Persons Employed)		0	0	0		0	0	0	0	0	0	0	0	0	0

No. of Officers In Post as at March 2017 (headcount) should include Officers on leave without pay and under interdiction Costing for Financial Year 2017/18 refer to annual costing of staff in Post as at March 2017

Vacancy status - state only the date when vacancy reported or advertised or interviewed or carried out.

Requests for Posts at promotional and Entry Grades should also include funded vacancies 2016/17

Financial Information on Public Sector Bodies

Public Body:

A: Income & Expenditure Information

Rs
Million

Details	2015/16 Actual	2016/17 Revised Est	2017/18 Estimates	2018/19 Planned	2019/20 Planned
TOTAL INCOME					
Grant from Government					
Own-Source Revenue					
⇒ Revenue 1					
⇒ Revenue 2					
⇒					
Other Income					
TOTAL EXPENDITURE					
Recurrent Expenditure					
Capital Expenditure					
Surplus/Deficit					

B: Other Financial Information

Details	Balance as at 31 Dec 2015	Balance as at 31 Dec 2016	Estimated Balance as at 30 Jun 2017
Debtors			
Cash & Bank Balance			
Investment			
⇒ Fixed deposit			
⇒ Treasury Bills			
⇒ Others.....			
Creditors			
Bank Overdraft			
Reserve			
Loans			
Contingent Liabilities			
⇒ Pension			
⇒ Financial Litigation			

Format for Strategic Note and Key Actions

1. Mission Statement

A concise statement of Ministry's core purpose: what the Ministry/Department does, why it does it and for whom.

2. Strategic Direction 2017-2020

To be aligned to Government Programme and would normally cover period 2017 to 2020 (in bullet point form).

3. Main Achievements for FY 2016/17

- To focus on (a maximum of 5) impact achievements rather than process achievements.
- Progress achieved as at date on FY 2016/17 key actions to be included.

4. Key Actions for FY 2017/18

Key actions, key performance indicators and targets should be submitted in a table as per the following format:

Key Action	Key Performance Indicator	Target
<i>e.g Connection of additional premises to sewerage network.</i>	<i>No. of additional premises connected to the sewerage network</i>	<i>2,000</i>

- Key Actions should be aligned to strategic direction and have monitorable and measurable KPIs with targets for FY 2017/18.
- Key actions/performance indicators should focus on (a) services having significant budgets or where there are significant increases in spending, (b) new services and (c) services subject to major improvement. Focus should be on outputs instead of activities. Target dates should not be included as targets, as far as possible.
- To indicate baseline/provisional actual for FY 2016/17 where applicable.
- A maximum of five key actions is recommended per Ministry/Department.

5. Human Resource Allocation

- Number of funded positions for FY 2017/18 in Ministry/Department. In addition, to mention number of staff in parastatals, where applicable.

Format for Revenue Estimates

MINISTRY/DEPARTMENT

(Rs '000)

Item No./ Sub-item (Note 1)	Description	2016/17		O/w arrears as at Feb 2017	Estimates 2017/18	Planned		Main assumptions (Note 2)
		Approved Estimates	Revised Estimates			2018/19	2019/20	

Note (1): Estimates of revenue for FY 2017/18 and forecasts of revenue for FY 2018/19 and 2019/20 should be worked out in respect of the major revenue 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 AND ECONOMIC DEVELOPMENT

Annex X

SECTOR MINISTRY SUPPORT TEAMS (SMSTs)

Sector	Responsible Officer & Contact Details	Team member	Tel. No.	Email Address
SOCIAL PROTECTION AND ECONOMIC EMPOWERMENT				
Social Security, National Solidarity and Reform Institutions	Mr J. Mownah (LA) Tel: 201 3945 jmownah@govmu.org	Mrs R. Jheengut [A]	201 3950	rjheengut@govmu.org
Social Integration and Economic Empowerment		Ms. A. Muslun [A]	201 3980	amuslun@govmu.org
		Mrs N. Ramasamy (FO)	201 1224	nnaidoo-ramasamy@govmu.org
EDUCATION				
Education and Human Resources	Mr C. Paddia (LA) Tel : 201 1153 cpaddia@govmu.org	Ms S. Mamode Hosmun [A]	201 1158	sbmamodehosmun@govmu.org
Tertiary Education (Incl. Knowledge Hub)		Mrs S. Rama-Subhoo (FO)	201 2822	sramasubhoo@govmu.org
LABOUR AND EMPLOYMENT				
Labour and Employment	Mrs K. Ramchurn (LA) Tel: 201 2672 rramchurn@govmu.org	Ms R. Docile	201 2879	pdocile@govmu.org
Skills Working Group		Mrs S. Rama-Subhoo (FO)	201 2822	sramasubhoo@govmu.org
HEALTH CARE & ARTS AND CULTURE				
Health and Quality of Life	Mr L. Ghoorah (LA) Tel: 201 1343 lghoorah@govmu.org	Mr M. A. Peters [A]	201 1259	mpeters@govmu.org
		Mrs I. Mungur (FO)	201 2585	imungur@govmu.org
Arts and Culture (incl. Loto Fund)		Mr J. Tangman [A]	201 3950	jtangman@govmu.org
		Mrs Ramasamy (FO)	201 1224	nnaidoo-ramasamy@govmu.org
YOUTH, GENDER & HOUSING				
Youth and Sports	Mr P. Benee (LA) Tel: 201 1259 pbenee@govmu.org	Mrs P. Bhantooa (A)	201 3950	pbhantooa@govmu.org
		Mrs F. Codabux (FO)	201 2594	fcodabux@govmu.org
Gender Equality and Child Development (Incl. Ombudsperson for Children Office)		Mrs N. Ramasamy (FO)	201 1224	nnaidoo-ramasamy@govmu.org
		Mr S. Majie (A)	201 1259	smajie@govmu.org
Housing and Lands		Mr A. H Chutoo (FO)	201 3848	achutoo@govmu.org
ENVIRONMENT & WASTE MANAGEMENT				
Environment, Sustainable Development, Solid waste & Beach Management (Incl. National Disaster Management)	Mrs W. Elahee-Doomun (LA) Tel: 201 1690 welahee-doomun@govmu.org	Ms S. Ramprosand [A]	201 2314	sramprosand@govmu.org
		Mr D. Sockalingum (FO)	201 2816	dsockalingum@govmu.org
		Ms. S. Mauthoor (STM)	201 2314	smauthoor@govmu.org
ENERGY & PUBLIC UTILITIES				
Energy, Water, Waste Water and Radiation Protection Services Procurement Issues & PPP Issues	Mrs S. Appanah (LA) Tel: 201 3750 sappanah@govmu.org	Mr H.R Urdhin [A]	201 2328	hurdhin@govmu.org
		Ms D. Jory [A]	201 3750	njory@govmu.org
		Mr D. Narroo (FO)	201 3917	dnaroo@govmu.org
PUBLIC INFRASTRUCTURE				
Public Infrastructure and Land Transport (Incl. Build Mauritius Fund)	Mr A. Ramdhany (LA) Tel: 201 1420 aramdhany@govmu.org	Ms R. Rumzan-Maudarbaccus [A]	201 2566	rarumzan@govmu.org
		Mr S. Oozeer [A]	201 1372	soozeer@govmu.org
		Mr G. Buckhory (STM)	201 2222	gbuckhory@govmu.org
		Mr S. Cheetoo (STM)	201 1372	scheetoo@govmu.org
		Mr D. Sockalingum (FO)	201 2816	dsockalingum@govmu.org
FOREIGN AFFAIRS & TOURISM				
Foreign Affairs, Regional Integration and International Trade	Mrs V. Pareeatumbee (LA) Tel: 201 3541 vpareeatumbee@govmu.org	Ms L. Kalloo [A]	201 3988	lkalloo@govmu.org
Regional Economic Integration		Ms S. Gokhool [A]	201 3988	sungokhool@govmu.org
		Mrs I. Mungur (FO)	201 2585	imungur@govmu.org
		Mr D. Sockalingum (FO)	201 2816	dsockalingum@govmu.org

Sector	Responsible Officer & Contact Details	Team member	Tel. No.	Email Address
TCI, CIVIL SERVICE AND ADMINISTRATIVE REFORMS				
Technology, Communication and Innovation (Inc. E-Government)	Mrs R. Nohur (LA) Tel: 201 2448 <i>rnohur@govmu.org</i>	Mrs S. Mahamoodally [A]	201 2667	samahamoodally@govmu.org
Public Service Reform		Mr S. Baboolall (AMFO)	201 3892	sbaboolall@govmu.org
Civil Service and Administrative Reforms		Mr R. Jugroop (FO)	201 2041	rjugroop@govmu.org
BANKING AND FINANCIAL SERVICES				
Ministry of Financial Services, Good Governance and Institutional Reforms	Mr. R.Sokappadu (Assistant Director) Tel: 201 1482 <i>rsokappadu@govmu.org</i>	Ms M. Ramsamy [A]	201 3457	meramsamy@govmu.org
	Mrs A. Pyneeandee (LA) Tel: 201 3414 <i>apyneeandee@govmu.org</i>	Mrs S. Rama-Subhoo (FO)	201 2822	sramasubhoo@govmu.org
INDUSTRY & COMMERCE				
Industry, Commerce and Consumer Protection	Mr N. Baichoo (LA) Tel: 201 2672 <i>nbaichoo@govmu.org</i>	Mrs S. Bedacee [A]	201 2956	sbedacee@govmu.org
Tourism		Mrs S. Hingoo (FO)	201 3335	shingoo@govmu.org
		Mr D. Sockalingum (FO)	201 2816	dsockalingum@govmu.org
BUSINESS ENTERPRISE AND COOPERATIVES				
Business Enterprise and Co-operatives	Mr S. Gopall (LA) Tel: 201 1224 <i>sgopall@govmu.org</i>	Mr T. Kathapermal [A]	201 1091	tkathapermall@govmu.org
SME Development		Mrs S. Nunkoo-Puttur [A]	201 1761	snunkoo@govmu.org
		Ms S. Hingoo (FO)	201 3335	shingoo@govmu.org
AGRO INDUSTRY				
Agro-Industry and Food Security	Mr D. Bundhoo (LA) Tel: 201 1592 <i>dbundhoo@govmu.org</i>	Mr S. Jeebodhun [A]	201 1452	sjeebodhun@govmu.org
		Mr S. Hurry (FO)	201 3262	sihurry@govmu.org
OCEAN ECONOMY				
Ocean Economy & Marine Resources	Mrs P. Rojoa Tel: 201 1760 <i>projoa@govmu.org</i>	Mr R. Etwaroo [A]	201 2766	retwaroo@govmu.org
		Mr S. Hurry (FO)	201 3262	sihurry@govmu.org
		Mrs A. Canagareddy (FO)	201 3875	adcanagareddy@govmu.org
RODRIGUES, LOCAL GOVERNMENT AND NDU				
Rodrigues Regional Assembly	Mr R. Sultoo (LA) Tel: 201 3823 <i>ssultoo@govmu.org</i>	Ms D. Heerah [A]	201 3824	dheerah@govmu.org
Local Government, Outer Islands & Fire Services		Mr D. Sockalingum (FO)	201 2816	dsockalingum@govmu.org
National Development Unit		Mrs I. Mungur (FO)	201 2585	imungur@govmu.org
SECURITY & JUSTICE				
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MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT

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