



National Coast Guard
Operations Room
MRCC Mauritius
Fort William
Port Louis

OPS/804/3

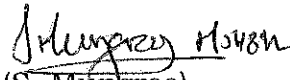
26th July 2018

The Commandant
National Coast Guard
Headquarters
Fort William
Port Louis

PUBLIC SERVICE EXCELLENCE AWARD (PSEA) 2017
ENTRY DOCUMENT

Refer to NCGHQ message dated 20 Jul 2018 on the above subject;

2. The Final PSEA 2017 entry document for NCG Ops Room is hereby submitted for onward transmission to PHQ and the Ministry of Civil Service and Administrative Reforms.
3. Submitted, please.


(S. Mungroo)
Master Sergeant
Staff Officer 'Ops'

Copy: CSO (Ops)



ENTRY FORM

1. PROFILE OF ORGANISATION

Name of organization: NCG OPS ROOM/MRCC
MAURITIUS

Address: FORT WILLIAMS, LES SALINES
PORT LOUIS.

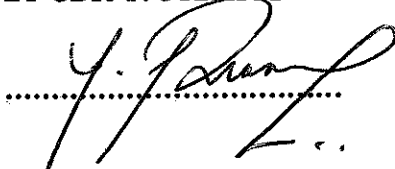
Full Name of Contact Person: MUNGROO SATYAPRAKASHSING

Post held by Contact Person: POLICE SERGEANT

E-MAIL Address: opsncghq@intnet.mu

Telephone Number: 2088317 / 2083935

Contact address, if different from above: NATIONAL COAST GUARD
HEADQUARTERS
LES SALINES
PORT LOUIS

Name (Block Letters) and Signature of Senior Manager who validated the Submission: LT CDR Y. PRAMOD


Telephone Number of the Senior Manager: 2122747

Title of the Best Practice Creative Partnerships and Innovation C4S (Command, Control, Communication, Computers and Surveillance for Safe and Secure Seas) for the Prosperity of Mauritius (Blue Ocean Economy and Vision 2030)

Start date: ~~2016~~ JAN 2017

2. AREAS OF BEST PRACTICE

Organisations are requested to submit a well-defined Best Practice that has contributed to make substantial changes/improvements in management practices inspired by a combination of any of the ten pillars below. *(Pillars concerned by the practice must be selected from the list below)*

<input checked="" type="checkbox"/>	<p>Growth and Development <i>Public Sector business, programme and service delivery solutions that facilitate the inclusion of social and economic growth, keeping pace with the way society is evolving and are reflective of the diverse Nation we serve.</i></p>
<input checked="" type="checkbox"/>	<p>Business Transformation <i>Anticipation and responsiveness to the evolving client needs through modernisation and business transformation including the efficient use of resources and effort in developing a new workplace, culture and ethos.</i></p>
<input checked="" type="checkbox"/>	<p>Innovation and Acceleration <i>Making use of science, research, technology, innovation, institutional knowledge, data analytics, smart practices, shared information and knowledge for ideas generation and concept mapping.</i></p>
<input checked="" type="checkbox"/>	<p>Digital Transformation <i>Making use of technology, E-platforms (such as e-procurement, etc), tools and applications as an accelerator for improved quality service, efficiency, productivity, performance and results.</i></p>
<input checked="" type="checkbox"/>	<p>Smart Process <i>Making use of objective-oriented systems to simplify and automate business processes to be forward-thinking, rapid, responsive and efficient.</i></p>
<input checked="" type="checkbox"/>	<p>Strong Governance and Institutional arrangements <i>Ensuring that the right oversight and guidance for good governance, compliance, ethics, integrity, transparency, accountability, legal, operational and performance frameworks are in place.</i></p>
<input checked="" type="checkbox"/>	<p>Performance <i>Ensuring greater coordination and clarity of objectives, goals, roles and responsibilities and performance outcomes and providing the right tools, resources equipment and physical environment to enhance efficiency, productivity and employee commitment and motivation.</i></p>
<input checked="" type="checkbox"/>	<p>Capacity Building and Capability Development <i>Developing capacity, capability and learning to ensure that employees are continuously adopting and developing new skills, capabilities and technical/behavioural competencies while giving high priority to digital skills.</i></p>
<input checked="" type="checkbox"/>	<p>Implementation <i>Planning, design and implementation of projects, programmes and priorities are integrated so that the right people, funding, resources, logistics, infrastructure are in place and there is a shared ownership of outcomes.</i></p>
<input checked="" type="checkbox"/>	<p>Customer Satisfaction: The Bottom line <i>Improvement in customer experience and making public services efficient, transparent and equitable based on consultation and feedback from clients. The public and clients are at the heart of policy development, programmes, services and actions.</i></p>

PSEA

THEME: **"FOSTERING CREATIVITY AND INNOVATION TO BETTER
RESPOND TO CITIZENS' NEED"**

Creative Partnerships and innovative C4S (Command Control communication, computers and Surveillance for Safe and Secure Seas for the Prosperity of Mauritius (Blue Ocean Economy and Vision 2030).

3. EXECUTIVE SUMMARY

3.1 Provide an executive summary of the best Practices successfully implemented to your organisation. (Not more than 300 words)

The NCG Ops room with its best practice of Creative partnerships both national and international and innovative C4S has effectively transformed its operational perspective, resulting in significant enhancement in the maritime security and safety in Mauritian waters. and thus progressing Government's vision of the blue ocean economy.

During the past year, NCG Ops room gradually strategised its resources towards evolving **creative partnerships like the following with national and international partners thereby providing safe maritime zones resulting in prosperity of our blue ocean vision and tourist economy.:-**

- (a) **MASE** with EU/IOC resulting in RCOC and RMIFC coordination with ESA-IO countries.
- (b) **MRCC Partnership** with MRCCs of CROSS Reunion, Madagascar, Seychelles, India and Australia. **69 Lives** have been saved **both national and international tourists** resulting in **MRCC Mauritius acknowledged as reputable MRCC of the region.**
- (c) **Innovative EEZ surveillance** of our vast EEZ **beyond our assets capabilities** through **creative partnering** with Indian Navy. **Innovative cost saving to own government.**
- (d) Participation in multinational exercises like CUTLASS EXPRESS for **human resource development.**

(e) SMARTFISH Project with **funding from EU/IOC** for sanitising our EEZ wrt **IUU and Anti Drug trafficking. 'Zero' cases of Piracy in our EEZ.**

(f) **Coordination** of operations of **ADSU** through NCG Commandoes resulting in **seizure of billions worth of drugs.**

NCG Ops Room introduced modern technology for rapid communication and quick intervention through innovative funding from international partners (**Saving Millions to Government of Mauritius**) like following:-

(a) MSIS Sea Vision through USA for monitoring of all merchant shipping in area.

(b) GMDSS through the Shipping Division for beneficial partnering.

(c) VMS of the Ministry of Ocean Economy, Fisheries and Marine Resources against IUU fishing in our EEZ.

(d) E-Broadcast system through Australia for monitoring of vessels fitted with an AIS System in our SRR.

(e) Training of our human resource by Australian Maritime Safety Authority (AMSA).

(f) Enhancement of CSRS through control centre at NCG Ops Room.

Through the **best practice** with **minimal cost to Govt of Mauritius**, NCG ops Room is efficiently monitoring and implementing surveillance of maritime zones, **resulting in increased security to Mauritius as a safe haven for the multinational investors and tourists.**

4. MOTIVATION FOR THE ADOPTION OF THE BEST PRACTICES

4.1 What were the problems areas faced by the organisation and how were beneficiaries affected? (Not more than 300 words)

Note: Mauritius as an entire nation and beyond is the beneficiary of NCG Ops room

The major problems in the Maritime Domain are essentially **Maritime security and safety** of vast 2.3 million km² EEZ which are as follows:-

(a) **The monitoring of Maritime Zones** of Mauritius whose area is about 1,200 times the land area of Mauritius.

(b) **Ensuring life safety** in Mauritius **Search and Rescue Region (SRR) which is about 2,349 times its landmass.**

(c) The security of EEZ of Mauritius against Contraventions under Fisheries Act and Illegal unregulated and unreported (IUU) Fishing. The fisheries sector presently accounts for 1% of the country's GDP and employs some 16,000 personnel (Statistics 2013).

(d) 99% of the external trade of Mauritius transits over the sea. Any disruption in food supplies or Petroleum would severely affect day to day living of the citizens of Mauritius and on economy.

(e) NCG is the singular specialised unit under the MPF tasked with **safety and security of such a vast EEZ described above as also to coordinate SAR in our vast SRR.**

(f) Threat mitigation of the following to sustain the government's policy to harness the country's 'blue ocean economy':-

(i) Piracy at Sea.

(ii) Drug Trafficking ('**High**' Threat Perception).

(iii) Armed robbery/Crime at Sea.

(iv) Maritime Terrorism.

(v) Poaching of endangered marine species.

(g) Natural Disasters affecting coastal management such as Tsunami, Tidal wave, Cyclones, Floods.

Beneficiaries affected. The above problems bear an alarming cloud against the development of Mauritius and affecting as follows:-

(a) Drug trafficking in Mauritius results in national human resource as well as Tourists being severely compromised to dangers and bringing discredit to Mauritius in international forum.

(b) The present government of Mauritius has involved itself with the various programmes with the regional countries with funding from EU,

which focuses on economic development through the Blue Economy. However, the IUU activities are a serious concern for the Govt in ensuring growth and development.

(c) The crime rate of petty crime pertaining to larceny is on a rise particularly boat parts and machinery, resulting in insecurity in the citizens and tourists.

(d) The tourist industry (approx 1.3 Million tourists each year) is well established and is gradually growing. **Compromise on safety of tourists and citizens will severely affect Mauritius development.**

4.2 Describe the plan or strategy adopted to address the problem areas using the ten pillars at Section 2. List down and describe the main elements of the plan or strategy, focusing especially, on their innovative features(s) and the expected or intended effects. (Not more than 500 words).

NCG Ops room effectively and innovatively harnessed the strategy of Creative Partnerships and innovative C4S for Safe and Secure Seas for the Prosperity of Mauritius (Blue Ocean Economy and Vision 2030).

(a) **Growth and Development.**

NCG Ops room enhanced its expertise through innovative coordination and international cooperation with *regional international authorities like Australian Maritime safety Authority (AMSA), Seychelles (RCOC), Madagascar (RMIFC) and Reunion (CROSS)*. Further, enhanced systems of NCG Ops Room through external funding. These have resulted in effective international cooperation for regional security and SAR cover in the ESA-IO region, thereby resulting in social and economic growth of Mauritius as a maritime security haven in the region.

(b) **Business Transformation**

NCG Ops room anticipated the evolving needs post **MH 370 SAR mishap internationally** and visioned SAR international cooperation, resulting in **gratis training by AMSA** for NCG Ops room operators wrt Search and Rescue. Further innovatively transformed its operations Sea Hawk, Drag Net, Road Hog, Fish Trap, Monger Table and Sea Craft anticipating psyche of the miscreants that resulted in remarkable reduction in maritime crimes and increased security of beach users, tourists, sea users furthering our Mauritian government's vision of blue Ocean Economy.

(c) **Innovation and Acceleration**

The NCG Ops Room through creative analysis promoted regional international participation in safeguarding our vast EEZ and other maritime issues. This has resulted in enhancing the technical capabilities of NCG Operations Room **through international funding** (nil cost to Mauritian government) for installation of cutting edge technology equipment like **E Broadcast, Sea Vision, PROSAR, SAR Calculator, CSRS as well as White Shipping Data**. This resulted in safeguarding our EEZ and SRR with smart process of mission based deployment of CG

Ships and Aircrafts for surface and air patrol thus greatly **reducing the budget incurred by the Government of Mauritius.**

(d) **Digital Transformation**

The NCG Ops Room has implemented digital transformation for quick assured quality service with efficiency alongwith with the Government vision of environment friendly work space through E-Telex and E-Mail for dissemination of orders to all units. Use of Electronic chart and meteorological softwares as well as optimizing use of soft copies through flash drive and hard drives in lieu of paper copies, thereby saving in budget expenditure for MPF.

(e) **Smart Process**

Through installation of automated softwares for Search and Rescue like E Broadcast (PROSAR and SAR Calculator), the processes have been simplified. ***This has resulted in achieving successful safety at sea whilst having a lean manning of only 17 personnel at NCG ops Room.***

(f) **Strong Governance and Institutional Arrangements.**

NCG Ops Room/MRCC Mauritius evolved a precise command structure that results in quick, right decisions to undertake successful operations for safety of life and security of sea zones. The NCG ops Room strategised in innovative collaboration with adjoining MRCCs of Reunion, Seychelles, Madagascar, South Africa, Australia, China, India and makes extensive use of electronic media for rapid data dissemination to various agencies concerned both national and international. The strong commitment and dedication of the Ops Room Staff has resulted in many successful SARs and **NCG ops Room being recognised as a prominent MRCC in the ESA-IO region.**

(g) **Performance**

Performance is ensured to be aligned to Government's priorities and agenda through a better inter agency coordination. A hotline for reporting incidents/complaints has been designed and implemented where the public is able and encouraged to safely report incidents or illegal activities at sea. The mechanism has multiple entry points, allowing both the beneficiaries and staff the opportunity to report at the organisational level, internally through the networks or field agency focal

points, or at the broader level where any sea user is concerned. Lawfulness, accountability, openness (transparency), value for money, fairness and integrity are the principles applied for efficiency while exploiting the high technology and state of art equipment available in the ops room for a better performance towards public safety and security.

(h) **Capacity building and capability development**

The ops room makes sure that staff employed have deeply embedded professional skills so that the professional skills for Government agenda is the key to its strategy. The fact that transformation is required at multiple levels for delivering effective public services is indisputably accepted by the ops room and capacity building reforms has received the deserved sustained attention. By engaging regularly with the chain of public, private and the other stake holders, the ops room tries to increasingly deliver frontline services and ensures the staff have the appropriate capabilities and skills, and where these are deficient seek to strengthen them. Appropriate flexibility is allowed to encourage innovation and sensible and well managed risk taking when allocating resources both internally and to partner organisations.

(j) **Implementation.**

Best practices have been implemented taking into consideration the time taken to deliver a service should be the shortest possible. The manner in which services are delivered was set to be participatory and trustworthy with the customer's need at the core. A mechanism was in place to address any variation in meeting service levels and to drive changes in the service delivery organisation. Implementation ensured the existence of multiple channels for service delivery, so that customers could have channels of choice depending on their specific needs at specific times.

(j) **Public/ Customer satisfaction: the bottom line**

Building customer-centric models and managing risks has been the priority. **Our customers being the entire Mauritius** of general public, tourists, mariners at sea, beach and sea users are at the heart of our policy development and their satisfaction of our service gives us the enthusiasm to perform better. **The saving of 69 valuable Lives including 14 tourists through our prompt response and proper coordination is a true display of for our duty beyond call.**

5. **METHODOLOGY**

5.1 What were your quantitative and/or qualitative targets or key performance indicators that were set for the implementation of the Best Practices. (Not more than 300 words)

a) **Providing SAR within the EEZ/SRR of Mauritius.**

The key target set of NCG ops room as MRCC is to provide life saving assistance at beaches within the lagoons, EEZ of Mauritius as well as in our SRR.

b) **Reduce Piracy incidents.**

Piracy incidents in the Indian Ocean would definitely have a severe impact on our economy. The NCG Ops room has set a target to nullify piracy in our region.

c) **Fight against Drug Trafficking and IUU Fishing.**

The priority of the Government is also the priority target of NCG ie anti drug trafficking and fight against IUU fishing.

d) **Seaborne and airborne Surveillance and Outer Island Support.**

Towards mitigating the problems, increased effective and efficient surveillance including CSRS.

e) **Capacity building of our human resources.** NCG Ops Room/MRCC Mauritius personnel have been trained on courses from Australia, Singapore and inhouse courses by experts from the AMSA (Australian Maritime Safety Authority) under the SCPP (SAR Capacity Partnership Programme) that ended in year.

f) **Public Safety at Beaches.** Providing foot patrol and sensitization for beach users (citizens/Tourists). Initiating actions for life saving at beaches in case of difficulty to beach users/drowning. Establish a hotline for direct communication with public to report any distress.

g) **Number of Lives/Personnel saved at beaches/sea.** During the year 2017 it is worth mentioning that the NCG Ops Room has coordinated rescue operations resulting in saving 69 lives.

h) **Public Trust in the NCG to ensure maritime safety as well as interaction with other agencies.** NCG Ops room has set the public response and trust on NCG as the qualitative target towards achieving the best practice.

- j) **Interrogation of vessels in Territorial waters of Mauritius.**
Number of vessels interrogated entering or maintaining in territorial waters through NCG ops room thereby ensuring safety and security of our waters.

5.2 Describe in details the involvement of employees and, if any, other stakeholders in the identification of the problem areas. (Not more than 300 words)

NCG Ops Room fosters the following practices:-

- (a) Self assessment feedback.
- (b) Individual employees' participation.
- (c) Innovative 'Open Door' Policy through our **hotline 2088317** for every internal/external customer for reporting problems and team interaction for identification of our problem areas.
- (d) Believe in "Weakest Link is the Strongest Link" and incorporate every individual in identification of our problem areas/innovative ideas for solution. Further, operational meetings at NCG ops room with all operators for identification of developing or current problem areas.
- (e) In case of developing situation, situational sitreps and regular briefings on incidents to NCG and other stakeholders. Receipt of any incidents/ problem areas in the same open line communication from stakeholders.
- (f) **Capacity building through interaction with stakeholders.** To improve the efficiency of our model, regular meetings were undertaken with our partners/stakeholders towards blue ocean economy such as the DCA, OI DC, Shipping Division, MRS, MPA, NDRRMC, the ICTA (Information, Communication & Technology Authorities etc), Ministry of Tourism & Tourism Authority, Ministry of Ocean Economy, Fisheries and Marine Resources, the Beach Authority.
- (g) **Sensitisation campaigns, Public Media and Education.**

Sensitisation campaigns and education to the sea users and beach users ie fishermen community, hotels, boat house operators, Pleasure craft operators, beach hawkers, children at school on safety and security at

sea and existing laws. **This innovative and advanced creative method of NCG Ops Room has been found to be the key to involve our citizens in our endeavor to attain our goal in terms of safety and security and fight against illegal activities.**

(ii) **How far were employees and, if any, other stakeholders involved in problem solving and decision making?** (Not more than 300 words)

NCG Ops Room with strength of 17 employees is the Central Hub from which all operational decisions and mission actions are undertaken for the entire NCG. With such lean manning and 24*7 manning and working routine, every employee plays an important role in problem solving and decision making.

(a) **Rescue of 69 Valuable Lives (55 Mauritian + 14 Foreigners)**

Every operator of NCG Ops Room is keenly involved in the decision making matrix to a certain level. NCG Ops Room through creative means effectively undertook SAR FV Vivano, PC 4189 OL 11, MSC Gina with a crew member having a severe head injury, Fishing boat off Flat Island where 16 lives were saved including 8 tourists.

(b) **Internal Stake holders.** During TTCG meeting on a monthly basis the commandant NCG, Commanding Officers, Area Commanders, OICs are provided a check of the current situation and provided opportunity to participate in solving/decision making for identified problems.

(c) **External Stakeholders.** Regular Meetings with stakeholders of different Ministries/ departments such as the ministry of tourism, beach authority, OIDC, shipping division, department of civil aviation are organised to update on the present situation and provide an opportunity for involvement in problem solving or limited decision making.

(d) **International Audience.** Seminars and workshops with countries of the African community/European Union/ Indian Ocean Commission are utilized for regional international participation in addressing mutual maritime issues.

(e) **Public Media and Social Websites.** This innovative practice included involvement of all public media in the problem areas by the NCG Ops Room and also with a proactive Public relations organisation through the Police Press Office. Further, the creative tactic of utilizing the MPF Website and pages on social websites like Face Book, are used for involving stakeholders and

public. Cases in Point being the IUU Fishing intelligence and Beach safety, especially during Natural disasters like Cyclone Fakir and Berguitta.

5.3 How was team work and team spirit fostered to achieve objectives?

(Not more than 300 words)

With such lean manning of 17 personnel, Team Work and Team Spirit are given the highest priority at NCG Ops room to achieve the set objectives. Towards it, following is fostered:-

- (a) Officers are always guided by the Police Code of Ethics and are mandatory for all to abide by it. The Anti-Corruption circulars issued by the Commissioner of Police are also communicated to all personnel.
- (b) Internal vigilance measures are undertaken to ensure that personnel act within the parameters of the law and remain accountable for their act.
- (c) Innovative Team building exercises like group discussions on the current problems, mind games for problem solving in operational situations, mock simulation exercises for developing cohesion for Standard operating procedures
- (d) Regular interactions in terms of get together for stress release and develop camaraderie and esprit de corps.
- (e) Creative Divisional Period for collective approach to each other's professional assessment to serve as the final insurance in terms of the job satisfaction and service delivery.
- (f) Encouragement from team members for innovative and creative thinking to overcome drawbacks and take calculated and carefully evaluated opportunities to achieve assigned tasks.
- (g) Extracurricular activities such as sports activities and trekking are regularly organized to encourage team work, camaraderie and competitive sportsmanship amongst NCG Ops room personnel.
- (h) Creative measures of sharing meals together between personnel of watch with culinary items of each team member to foster team spirit amongst the watch personnel.

(j) Innovative 'Open Door Policy' for all personnel towards any personal/ professional requirement or inhibition.

(k) Regular briefing on importance of pride and honour in performance of their duties as a team and encouragement for achieving team goals.

(l) Major milestones in individual personal life like marriage, birthday etc being rejoiced by the Ops room staff by voluntary contributions to such occasions or social presence/wishes. Further, respecting and celebration of varied customs/ festivals of all NCG Ops room personnel as a team further fosters team spirit, belongingness and attitude as a singular team.

(m) The Management Meeting, Morning parades, Daily, Weekly and Monthly Monitoring Meeting provide an opportunity for the personnel to express their views on issues affecting NCG Ops Room. In-house workshops with NCG personnel are organised for team building.

5.4 What were the measures taken to ensure that resources were used optimally? (Not more than 300 words)

Careful planning is effected to ensure optimal exploitation of all resources available at the disposal of the NCG Ops Room/MRCC. NCG Ops Room is ISO 9001:2008 Standards certified and is fully committed towards optimal utilisation of its resources including man power. The measures taken for optimal utilisation of available resources are as follows:-

(a) Inventory of equipment issued is being maintained and regular monitoring is being undertaken.

(b) Regular maintenance of equipment is being undertaken as per maintenance schedule.

(c) Regular surprise Visits and periodic Inspections are conducted at supervisory and top management level.

(d) Internal and External Audit control is exercised.

(e) The NCG Ops Room through creative analysis promoted regional international participation that resulted in optimising the technical capabilities of NCG Operations Room through international funding nil cost to Mauritian government) for installation of cutting edge technology equipment like E Broadcast, Sea Vision, PROSAR, SAR Calculator as well as white shipping data. This resulted in safeguarding our EEZ and SRR

with smart process of mission based deployment of CG Ships and Aircrafts for surface and air patrol thus greatly **reducing the budget incurred by the Government of Mauritius.**

(f) Efficient implementation of Performance Management System (PMS) linked to payment and rewards, resulting in accountability and optimal performance of human resource.

(g) Promulgation and adherence to Standard Operating Procedures (SOPs) and Check Off lists.

(n) Personnel given developmental feedbacks and encouraged to improve on their performance. Adequate welfare measures have been adopted to create a safe working environment at NCG Ops Room. In terms of employee motivation, recognition in the form of Commissioner of Police commendations have been instituted for the exceptional and outstanding work done by deserving personnel.

(j) Record keeping of tasks assigned and resources utilised vis a vis objectives and set targets to be achieved.

(k) CSRS optimally utilized for surveillance, tracking and identification of vessels in territorial waters of Mauritius including outer islands.

(l) During TTCG meeting on a monthly basis the commandant NCG, Commanding Officers, Area Commanders, OICs are presented information on the present utility of resources for their feedback and check.

6. IMPLEMENTATION OF THE BEST PRACTICE

6.1 Explain how the Best Practice was implemented. (Not more than 300 words)

Creative Partnerships and innovative C4 S (Command Control communication, computers and Surveillance for Safe and Secure Seas for the Prosperity of Mauritius (Blue Ocean Economy and Vision 2030).

With the vast area of responsibility, NCG Ops room has strategised and implemented the above stated best practice as follows:-

(a) **International Cooperation.** Through creative vision as NCG Focal point, NCG Ops room enhanced coordination with regional international partners like Australia(AMSA), India (*White Shipping and Joint Patrol of Mauritian EEZ*), Seychelles (RCOC), Madagascar (RMIFC), INTERPOL, EU, IOC and Reunion (CROSS). Further, coordinated successful SMARTFISH operations with EU and IOC against IUU. These have resulted in effective **international cooperation for regional security and SAR cover in the ESA-IO region. This has zero cost to the Mauritian government.**

(b) **National Cooperation.** Through innovative methods of open communication enhanced cooperation with national partners for mitigating threats like ADSU against Drug Trafficking, Fisheries dept (Project Smartfish) for IUU fishing, DCA and Dept of Shipping for SAR to name a few.

(c) **Special Operations.** Tailor made special operations of Op Sea Hawk, Op Drag net, Op Road Hog, Op Monger Table, Op fish Trap, Op Red Beach, Sea Craft, evolved with the present day criminals and their tactics were implemented through NCG Ops Room, **resulting in marked reduction in the larceny in beaches/ sea and increased tourist visit to Mauritius.**

(d) **Close Monitoring of all contacts in EEZ of Mauritius.** Creative utilisation of CSRS, Sea Vision vis a vis intelligent tasking of the units namely ships and crafts towards quick intervention of illegal acts resulting in efficient utility of resources and weakening of crime in our EEZ. **A total of 16748 contacts were monitored in the year 2017. This also has resulted in 'Nil' Piracy incident in the Mauritian waters.**

(e) **Community Sensitisation and utilisation of Public Media.** This innovative practice included involvement of all public media by the NCG Ops Room. Further, the creative tactic of utilizing the MPF Website and pages on social websites like Face Book, are used for involving stakeholders and public. Cases in Point being the IUU fishing intelligence and Beach safety, especially during Natural disasters like Cyclone Fakir and Berguitta.

(f) **Information sharing & collaborative approach.** Sharing of information within our stakeholders and at regional level has resulted in collaborative approach in combating maritime crime and attending to maritime search and rescue.

(g) 24*7 manning and Innovative 'Open communication Policy' through our **hotline 2088317** for reporting mishaps at beaches and seas for quick response. With the implementation of this innovative measure, there is an increase in confidence in the public and all the requests have been successfully attended to within most reasonable time.

(h) A total of 148 SAR cases have been attended and 55 lives were saved (year 2017).

(j) **Search and Rescue Operations.** NCG Ops Room through its efficient creative means effectively undertook SAR (FV Vivano, PC 4189 OL 11, MSC Gina with a crew member having a severe head injury, Fishing boat off Flat Island among others where 69 lives have been saved) and covered widely in public media and social networks, thereby fostering **social and economic growth of Mauritius as a maritime security haven in the region.** This resulted in **MRCC Mauritius being considered as renowned MRCC in the East African Indian Ocean region.**

6.2 How were obstacles/bottlenecks resolved? (Not more than 300 words)

A concerted **creative** approach was implemented to identify and resolve obstacles/bottlenecks.

Organisational/Operational Obstacles. All internal, national and international stake holders were communicated with the necessity of these best practices and thereby convinced to ensure realisation of the best practices. Further, meetings and workshops helped in brainstorming, realising the possible organizational/ operational obstacles and resolving them. These are as follows:-

(a) **Limited Resources.** - Through cooperative engagement and smart process all resources are encompassed and utilised with actionable intelligence for effective and successful missions. Further IN units for Joint Patrol are utilised through NCG Ops Room coordination for periodic surveillance of our Northern regions. MV transiting through our EEZ are monitored, encouraged to provide information of any problems in their area of operations and **through SOLAS convention directed as and when required to provide assistance for SAR.**

(b) **Funding including financial, wisdom and human resource.** Through innovative means international organisations are approached for funding through the GoM, which resulted in funding through India,

Australia, USA, EU and other agencies for adept Training and qualification of NCG Ops Room personnel (**Zero Cost to Mauritius**).

(c) State of the art technologies funded by the international regional organisations are innovatively utilised towards calculation, monitoring and executing successful operations to save life like in the case of FV Vivano.

Obstacles for Life Saving at Beaches. One of the major obstacles faced by the NCG Ops Room whilst implementing the best practice is to encourage public including tourists for voluntary compliance with safety norms, weather warnings and common precautions whilst at beaches/sea areas. This was innovatively resolved through the following measures:-

(a) **Public Sensitisation.** Year Long sensitisation campaigns steered by NCG Ops Room were instituted through the various NCG agencies and posts.

(b) Quick Reaction Groups are kept at immediate standby for deployment on order of NCG Ops Room at times of busy beach visits like festivals, weekend and Tourist season.

(c) **Public Participation.** Voluntary Public was encouraged in participation towards sensitisation campaign. Through the fishermen community, hotels, boat house operators, Pleasure craft operators, beach hawkers, children at school the awareness on safety and security at sea and existing laws is spread throughout Mauritius. **This innovative and advanced creative method of NCG Ops Room has been found to be the key to involve our citizens in our endeavor to attain our goal in terms of safety and security and fight against illegal activities.**

Team Obstacles. The continued 24*7 manning, the stress and pace of duty in NCG ops Room vis a vis the optimal performance expected at all times poses a serious obstacle towards implementation of our best practice. Clear cut orders and execution of actions in case of incidents/missions, adequate rest for Off watch personnel, team building exercises.

6.3 State specifically how the health and safety issues and environment-friendly concepts were taken on board while implementing the Best Practice. (Not more than 300 words)

NCG Operations Room has a draft Policy Statement on Health and Safety which is in line with the Force Policy Statement in order to provide a safe working environment to both, Internal and External

customers. Personnel are acquainted with relevant documents and regular lectures are conducted on OSHA 2005. **A Fire Certificate has been duly issued by the Fire and Rescue Service Department. Daily fire exercise is conducted at Trident Complex where the NCG Ops Room is located.**

The monitoring of all the vessels is undertaken through the Smart systems. The NCG Ops Room innovatively implemented digital transformation for quick assured quality service with efficiency alongwith with the **Government vision of environment friendly workspace** through E-Telex and E-Mail for dissemination of orders to all units.

Further, effective actions are undertaken in implementation of best practice for saving life and innovative solutions for **tackling Pollution at sea through Oil and other means. During the recent capsizing of a fishing vessel, NCG Ops Room continuously monitored the vessel and effectively undertook action for saving of 8 fishermen lives. Further, MRS was continuously informed of the position of the drifting vessel and was requested to broadcast to all Ships in area to safeguard the environment. In addition, deployed CGS Victory for local monitoring of the FV and surrounding area for any environment/oil pollution.** Concerned ministries and foreign regional MRCCs have been alerted to be standby for necessary action.

6.4 Explain the monitoring and feedback process during the implementation of the Best Practice. (Not more than 300 words)

The NCG Ops Room follows a proactive result oriented monitoring and feedback process. The Threat Assessment, Policing Plan, Customer Feedback and records of quantitative/qualitative targets through TTCG and monitoring of Key Performance indicators are utilised to monitor our implementation of best practice. Towards this following is germane:-

(a) **SAR coordination in the SRR by NCG Ops Room.** For the year 2017 there is a reduction in SAR incidents from 179 to 148. This also includes successful missions for saving of seafarer lives at sea. International forums appreciation of the successful SAR of these seafarers acts a continuous monitoring measure for the best practice implementation. *MRCC Mauritius is regarded as the best MRCC in the ESA-IO region.*

(b) **DMM.** The NCG ops Room regularly updates systems and records to monitor activities in our EEZ/SRR for example by keeping records of vessels in our TW/SRR/EEZ. **Daily Monitoring Meeting** is used as an active feedback for realizing the implementation of our best practice and any changes required for improvement. Further, it is also used for dissemination of sensitive and strategic information.

(c) **Real time Feedback.** In the implementation/execution of an operation continuous monitoring of the assets/surface combatants involved is undertaken through communication equipment, smart systems and CSRS from NCG ops Room. Real time feedback is provided by the asset directed to undertake the mission. On completion, a comprehensive report is submitted on the action taken and results, feedback for strengthening/ modifying the followed SOP and best practice. The recent results show 100 % saving of life's at Sea and optimal safety at beaches.

(d) **Public and Media feedback.** Any kind of feedback from Public through hotline or through the media and social sites like MPF facebook page is taken at NCG ops Room for continuous monitoring of our best practice. Recent Media articles on saving of lives by NCG wrt FV Vivano and MV Gina is used as feedback to strengthen our SOP and best practice. Feedback by public on beach patrolling through our hotline and posts is used for scaling up or enhancing our operations.

(e) **Special operations Monitoring.** Further, analysis of contraventions and public incidents during various special operations is creatively utilised as a monitoring tool to understand the present scenario of maritime security and safety in varied regions. It also provides the opportunity to innovatively further improve our special operations against the psyche and evolved tactics of miscreants.

6.5 Name at least two risk factors that arose in implementing the Best Practice and explain those factors and/or risks briefly. (Not more than 200 words)

At NCG Ops Room Risk based thinking is advocated and encouraged to achieve optimal utilisation of resources whilst ensuring safety . NCG Ops Room specifically deals with life saving, maritime security and safety as its best practice, which involves risk as an inherent element at every aspect of its functioning and implementation. Following are the major risks:-

(a) **Risk of Life to Own employees/ Risk of damage to Assets undertaking Mission/ SAR.** Risk of life is the gravest risk and NCG Ops Room personnel have to deal and face it every moment of their life. Any operation prior undertaking is carefully assessed wrt safety and SOPs are utilised for nullifying or minimising the uncertainty and risk factor. **However, in times of grave requirement, NCG personnel keep their own life at stake to save**

their fellow Mauritians/ tourists. The examples of saving FV Vivano crew in rough seas and nil visibility conditions as well as saving of tourists trapped off Le Morne during cyclone Class 3 of Berguitta/ Off duty NCG personnel directed to save Mauritian local fallen off Gris Gris explain the risk involved.

(b) **Fatigue and Stress.** When a incident/distress call is received the operation may continue for prolonged duration (minimum) 2-3 days) resulting in extreme risks of fatigue and stress.

(c) Confidentiality of Mission vis a vis Execution Variables.

(d) International legal Requirements vis a vis Response for coordinated actions.

(e) Compliance with layed down SOP's vis a vis Out of box thinking and innovative execution for Mission Success.

7. EVALUATION OF THE BEST PRACTICE

7.1 Evaluate how was the evaluation of the impact of the Best Practice conducted? (Not more than 300 words)

The NCG OPS Room ensures all who may choose to navigate in the Mauritian waters may do so without danger to their lives and properties. The duty includes an obligation to conserve and promote the safe use of the sea and at the same time to take such action that is necessary for the maintenance, operation, improvement and conservancy of our seas. The best practice is evaluated by analysing the safety and security in Mauritian waters ensured by the OPS Room as well as its coordination with national and international agencies. Through the feedback forms, the OPS Room collects highly defined information about what is expected from its internal and external customers. Through the collected information, the OPS Room measures how its services meet its customer's expectations. Also the utility and effect of C4S in efficient execution of the roles and targets of the NCG ops Room is evaluated.

Further, the evaluation of the impact of the Best Practice has been undertaken through:

- (a) Customer surveys
- (b) Feedback Forms from internal and external customers.

- (c) Daily, Weekly and Monthly Monitoring Meetings and recorded data for quantitative analysis.
- (d) Debriefings after major events
- (e) Response Time towards executing operation vis a vis success of the operation.
- (f) Performance and feed back in international exercises like Cutlass Express and Papangue.
- (g) **DMM.** The NCG ops Room regularly updates systems and records to monitor activities in our EEZ/SRR for example by keeping records of vessels in our TW/SRR/EEZ. **Daily Monitoring Meeting** is used as an active evaluation tool for realizing the implementation of our best practice.
- (h) **C4S Cost and Effect.** The innovative and resourcefulness of the technology and effectiveness of the C4S is evaluated by the cost and resources allocated for the technology vis a vis targets achieved, successful missions and benefits accrued.

7.2 Describe the impact of the Best Practice on the level of services provided to key customers and on the environment, society. (Not more than 300 words) *(Please provide data by comparing targets v/s actual performance, before-and-after indicators, and/or other types of statistics or measures)*

The impact of Creative Partnerships and innovative C4S by the NCG ops Room has resulted in significant transformation of the service provided to our customers and being recognised as the premier MRCC in the ESA-IO region.

- (a) **Providing SAR within the EEZ/SRR of Mauritius.** For the year 2017 there is a reduction in SAR incidents from 179 to 148. This also includes successful missions for saving of seafarer lives at sea. International forums appreciation of the successful SAR of these seafarers acts a continuous monitoring measure for the best practice implementation. MRCC Mauritius is regarded as the best MRCC in the ESA-IO region.

(b) **Reduce Piracy incidents.** **There has been 'Zero' incidents of Piracy in the EEZ of Mauritius,** thereby increasing merchant shipping and safe Ocean economy of the region.

(c) **Fight against Drug Trafficking and IUU Fishing.** In co-ordination with ADSU and other agencies, tasking of NCG air/surface assets and NCG Commandoes has been undertaken. Further against IUU fishing, SMARTFISH mission has been undertaken in collation with IOC resulting in almost 'nil' reported IUU in our waters.

(d) **Seaborne and airborne Surveillance and Outer Island Support.** Towards mitigating the problems, increased effective and efficient surveillance NCG Ops Room coordinated 1971 hrs of seaborne surveillance, 627 hrs of airborne surveillance and 40 missions undertaken by NCG Ships and aircrafts (15 + 25) for outer island support for the year 2017.

(e) **Capacity building of our human resources.** NCG Ops Room/MRCC Mauritius personnel have been trained on courses from Australia, Singapore and inhouse courses by experts from the AMSA (Australian Maritime Safety Authority) under the SCPP (SAR Capacity Partnership Programme). ***AMSA has evaluated the manpower of NCG ops Room to be well qualified wrt training provided.***

(f) **Public Safety at Beaches.** The recorded Larceny cases at beaches have drastically reduced to 50 due to the foot patrol and sensitization for beach users (citizens/Tourists). Initiating actions for life saving at beaches in case of difficulty to beach users/drowning. Establish a hotline for direct communication with public to report any distress.

(g) **Number of Lives/Personnel saved at beaches/sea.** During the year, it is worth mentioning that the NCG Ops Room has coordinated **successful rescue operations resulting in saving 55 lives.**

(h) **Public Trust.** The recent articles in Media and Customer feedback forms wrt saving of lives at sea by NCG and operations undertaken towards safeguarding of Mauritius EEZ stands testimony of the success of the best practice.

(j) **Interrogation of vessels in Territorial waters of Mauritius.** **The number of vessels interrogated entering or maintaining in territorial waters through NCG ops room thereby ensuring safety and security of our waters for the year 2017 is 2329.**

8. REPLICATION TO OTHER ORGANISATION

8.1 How can the Best Practice be replicated to other organisations? (Not more than 200 words).

The Best practice adopted by the NCG Ops Room is a result of creative thought process and assimilation resulting in innovative implementation of the strategy towards achieving set targets. Creative Partnerships in terms of coordination with regional and national partners as well as innovative C4 S (Command Control communication, computers and Surveillance for Safe and Secure Seas for the Prosperity of Mauritius (Blue Ocean Economy and Vision 2030) has an open architecture with stakeholders in important organisations like the Ministry of Ocean economy, Marine Resources, Fisheries and Shipping, ADSU, OI DC. **These organisations could replicate/adopt the important procedures like coordination with regional and national partners including NCG Ops Room for resources and training including the commitment to implement the best practices. (Preliminary inputs have been shared with members of Fisheries dept, fishermen, pleasure craft skippers as well as Tourism department.)**

The practical effect, published aims and objectives could be under-pinned by appropriate statements of policies and procedures, for example a training policy could be applied by other agencies by adopting appropriate training and competence standards as set by the ops room. The NCG Ops Room has laid much emphasis on the blue ocean economy which reflects the vision of the Government to transform Mauritius into an Ocean State by the promoting of the Ocean Economy which is a key target for many of our organisations and thus can be replicated for achieving results. The practice to provide selfless services to the citizens of Mauritius can be replicated by all organisations.

8.2 Based on your organisation's experience, name up to three factors which you consider as indispensable to replicate the Best Practice. (Not more than 200 words)

(a) National/Regional Partnership & Coordination and Political Will

The NCG Ops Room has nationally and regionally been recognised as a credible unit of the NCG through her partnership with different stakeholders within Mauritius as well as within the Region. This has been possible through capacity building through interaction and coordination with regards to safety and Security of our region through various MOUs signed by the Government of Mauritius such as the MASE project, Regional Cooperation through RMIFC Madagascar, RCOC Seychelles, the AMSA project, the Smartfish project and as well as coordination with the different Ministries such as Tourism, Fisheries & Shipping, Defence and Rodrigues, the NDRRMC, OI DC, MPA, DCA, MOI etc where the NCG Ops Room has

taken up the challenge to fulfill the undertaking of the Government. This provides Monitoring of maritime zones for safety of personnel in our SRR, safety of fishermen and smaller seagoing vessel in our waters, safety of tourists/ local populace on beaches through effective interaction with all stake holders.

(b) Commitment, Leadership, Selfless Service and Risk to life for the Service of Public.

The NCG Ops Room has been striving inexorably through commitment, innovative and focused leadership, selfless service notwithstanding risk to own life to perform and reach excellence so as to give satisfaction to her customers namely mariners at sea, beach users, pleasure crafts operators, the fishermen community, boathouse owners, hotel managers, tourists and the general public. NCG Ops Room silently performs this mammoth task with singular aim as far as feasible to ensure no life lost at sea.

(c) Out of Box Creative and Innovative Thinking.

The growing responsibility with limited resources requires innovative solutions and creative efficiency. The NCG Ops Room has in a phased manner continued to build up on her capacity to respond to any requirement. Towards responding to the needs of our customers sometimes out of the box thinking is necessary with calculated risk. Through teamwork, NCG Ops Room personnel feel associated with the organization and are encouraged for new innovative ideas to tackle our tasks. Through healthy interaction between managerial staff and men on ground the human resource can truly achieve wonders.