

**PUBLIC SERVICE
EXCELLENCE AWARD
2017**

ENTRY FORM

Theme:

*“Fostering creativity and innovation
to better respond to citizens’ needs”*

PUBLIC SERVICE EXCELLENCE AWARD 2017

INTRODUCTION

The Public Service Excellence Award (PSEA) is one of the many tools used to drive the public service towards becoming a more dynamic, customer-centric and highly performing institution. It encourages team work and a culture of excellence across the public service.

Its overall objective is to recognise and reward meritorious efforts of Ministries/ Departments and their respective Section/Division/Unit which have strived and travelled the extra mile to improve public service delivery and customer satisfaction in a noticeable manner. It is also a reliable instrument to foster innovative management practices in public sector organisations.

THE THEME

The theme chosen for the 2017 Edition of the PSEA is *“Fostering creativity and innovation to better respond to citizens’ needs”*. This theme is meant to give an added dimension to the ongoing effort of Government to enhance the quality of public service in line with Vision 2030 and the 3-Year Strategic Plan.

THE AWARD

The best three submissions will receive the Gold, Silver and Bronze Awards in order of merit. The Winners will also be offered cash prizes as follows:

Gold Award : Rs 100,000
Silver Award : Rs 60,000
Bronze Award : Rs 40,000

ELIGIBILITY

All Ministries/Departments or Divisions/Units are eligible to participate in the Award.

However, Grand Winners of the previous editions of the Award are not eligible for participation for the next two editions following the year of their award.

ADJUDICATION

A Panel of Jury will be set up to assess the submissions.

APPLICATION

Applications should be submitted on the appropriate Form which is available on the website of this Ministry at <http://civilservice.govmu.org>. Information provided by participants should be factually correct, comprehensive and concise.

A hard copy, duly signed by a member of Senior Management, and a soft copy of the submission should reach this Ministry by **31 July 2018**, at latest, at the following address:

Administrative Reforms Division

Ministry of Civil Service and Administrative Reforms

Level 10, SICOM Building 2, Corner Chevreau & Rev Jean Lebrun Streets, Port Louis

Tel: 405 4100 (PABX) - Extension: 10224 / 10225

Fax: 211 5047

Email: mcsa-ar@govmu.org

Website: <http://civilservice.govmu.org>

All submissions should be typewritten. **Handwritten or incomplete submissions will not be considered.**

NOTES FOR GUIDANCE

In their submission, organisations are required to bring forth their achievements for the past 12 months in terms of “**Best Practice**” (*as defined below*) and provide a substantive overview thereof so as to justify what qualifies them to be the potential winner of the Award. Organisations are encouraged to include written documentary evidence in support of their write-ups.

Definition of a Best Practice

A Best Practice is the implementation of a method/process/procedure/activity that has proven to work efficiently and effectively and produced remarkable results, and is, therefore, recommended as a model for other organisations to emulate.

For Office Use

Ref:

Date of receipt of Entry Document: / /

Date of acknowledgement: / /

ENTRY FORM

1. PROFILE OF ORGANISATION

Name of organisation : **Mauritius Police Force**
Police Family Protection Unit

Address : **Line Barracks**
Port-Louis

Full name (*Block Letters*) of Contact Person : **SYLVIA RAJIAH**

Post held by Contact Person : **Woman Police Chief Inspector**

E-mail Address : **ocfpu.mpf@govmu.org**

Telephone Number : **52570717**

Contact address, if different from above : **9th Floor**
Sterling House
Lisley Geoffroy Street
Port-Louis.

Name (*Block Letters*) and Signature of Senior Manager who validated the submission : **(NAME) Mr T. Seerungen, PDSM**
Deputy Commissioner of Police

(SIGNATURE).....

Telephone Number of the Senior Manager : **2031212**

Title of the Best Practice : **Reconstruction and Recovery Programme**
for victims of domestic violence

Start date : **15 March 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 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 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>

3. EXECUTIVE SUMMARY

3.1 Provide an executive summary of the Best Practice successfully implemented by your organisation. (Not more than 300 words)

Evolution in the Mauritian society has shown that at one point in time, domestic violence was rampant and was gaining more and more grounds, flaring up as a major scourge of modern society. It was gaining epidemic proportions and was in a number of situations directly related to murder cases. There was much taboo around; many cases were not reported and many victims were suffering within the four walls of silence. In 1994, the Police Family Protection Unit was created with a special mandate to attend to the needs of these victims of domestic violence to protect Mauritian families and render Mauritian homes safer and the Protection from Domestic Violence Act was enacted in 1997 and successively amended in 2005, 2007, 2011 and 2016 to better attend to the changing needs of victims of domestic violence

Prior to 2016 victims of domestic violence calling at the Police Family Protection Unit (PFPU) for assistance were offered an active listening service and a comprehensive understanding of domestic violence problems. They were also offered possible options / alternatives to resolve their problems, that is, a mediation with perpetrator or procedures for the obtainment of a protection order. In case of second option, PFPU officers do needful for the recording of their statement, the drafting of the affidavit and accompany victims to Court each time the case is taken pending that the case is heard by the District Magistrate and Protection Order is issued or rejected by Court. The service to customers ended here.

Following the report of the National Coalition Against Domestic Violence Committee in December 2015 and the Protection from Domestic Violence Amendment Act 2016, there has been a complete review of systems and processes in the delivery of service to victims of domestic violence by the Police including the Police Family Protection Unit.

By the end of 2016, the Reconstruction and Recovery programme was set up and spring forth as a panacea to cater for the rehabilitation and attending to the further needs of victims of domestic violence (DV). The project was launched on a pilot basis in the Southern Division on 15 March 2017 and was crowned with success. PFPU officers in the Division were very focused and committed in the activity and they were supported by senior managers of the PFPU.

All the six phases of the program unfolded as per expectation and participants responded positively. Through this programme it was observed that the victims badly needed further support and attention to their aftercare needs and the main focus of this programme was realised. The success of the best practice was more tangible during phase six of the programme that is the feedback session following the reconstruction and recovery programme. All participants warmly appreciated this new experience and felt relieved and empowered to confront the problem of domestic violence, casting away the mantle of victims to that of survivors.

Overall the programme represented all the rehabilitative characteristics in attending to the immediate and further needs of domestic violence.

4. MOTIVATION FOR THE ADOPTION OF THE BEST PRACTICE

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

The problem areas faced by the organisation were that murder cases related to domestic violence were alarming; for the year 2016 out of nineteen murder cases reported three were directly related to domestic violence which represents 16% of total number of murder cases. One murder case is too many. The problem of domestic violence was rampant and was gaining epidemic proportions. It was among the most unreported crime taking place between the four walls of silence, with victims very reluctant to denounce perpetrators. The silence of victims was the force of perpetrators, leaving an open door and encouraging them to indulge in further violence as they often get out of their reprehensible act scot-free. Even when they reported after mediation and protection order, victims were left on their own as there was no follow-up. The organisation was put in the dock with police inability to protect victims of domestic violence.

Victims of domestic violence were very much affected to the extent that they were more and more reluctant to report. They were in an emotional relationship difficult to quit, especially if they have children and are economically and financially dependent on perpetrators. On the balance there was a trade-off between the consequences of reporting or not reporting. To report for them would be tantamount to a possible break of relationship and economic deprivation. Not to report would mean continued economic dependence with seclusion and isolation in the vicious circle of violence and abuse. There were no clear cut avenues that guaranteed the cessation of violence and the peaceful living of victims.

Being aware of the nature and gravity of the problems facing victims of domestic violence and abandoning them to their silence, isolation and psychological dismay, to remain passive, indifferent with arms crossed, would be nothing than sinning. There was an urgent need for decision and action, to come at the rescue of these silent victims. Putting an end to the torture, trauma and sufferings of these victims, bringing back a smile, solace and peace in their lives, restoring to them back their lost human dignity is one of the most valuable treasure and experience that the PFPU share in the everyday encounter with victims of domestic violence. Developing a strategy of best practice for these dumb victims, giving them back their voices to shout and say no to violence and abuse is one of the glorious things that can happen to them.

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 feature(s) and the expected or intended effects. (Not more than 500 words)

Planning for change is a fundamental feature of creativity and innovation. It is about seeking for answers to these three fundamental questions.

1. Where we are now?

It is about evaluation of the actual situation, problem identification, measuring the extent of the problem like who are the persons affected and assessing the gravity of the problem. In our context, the problem identified is that after mediation or protection order at PFPU, victims of DV were still at risk, lost in the system with no support and most of the time they do not know what to do. The extent of the problem is quite consequential because at times, even with a protection order, they continue to victimise violence.

2. Where we want to go?

This is about defining what we want to achieve, goals and objectives to be fulfilled within a clear frame of time in our best practice to be put in place. The definition of objectives can be identified as follows:

- To provide a support service and guidance through follow up to victims of DV after their mediation and protection order.
- To rehabilitate victims of DV through a Reconstruction and Recovery programme, to relieve them from their past trauma of violence.
- To empower victims of DV by enhancing their awareness about the law, their rights and how to make efficient use of their protection orders.
- To also empowered them on how to bring about a paradigmatic shift from being victims to that of survivors of domestic violence
- To attend to the new emerging needs as they come out of the violence cycle.
- To render Mauritians homes safer, free from violence.
- To improve the quality of life of Mauritians families.

3 How to get from here to there?

It is all about the crafting of plans /strategies to attain the objectives set and make them operational. It also includes the assembling of the appropriate combination of people to develop and implement the plan. Here it is about decision making as to What to do, how to do it, when to do it and who will do what.

The innovative and revolutionary features of the reconstruction and recovery programme can be enumerated as follows:

- It is about development and application of strategies to empower people to manage, cope, survive from past violence experience.
- Another innovative feature of the programme is that it is research based with first hand evidence obtained from the victims themselves; that is from the horse mouth.
- Victims, while looking for a solution to disentangle themselves from the grip of violence, participate in the research and quest for solution by bringing data and information at the survey and interview stage, which are eventually used for the crafting of strategies and policies.
- All these data, when compiled and analysed have helped in devising strategies, thus improving the quality of service and enhancing the security and safety of victims and quality of life of victims.
- No two cases of domestic violence are alike. Each case requires personal and specific responses, and being able to cater for the specific need of each client is another salient force of this programme. Accompanying the customers throughout their search for safety and security with a caring attitude contributes a lot towards the restoration of their reassurance, confidence and hope of a better tomorrow.
- Further the face to face human contact with victims opens the door to a humane approach to a human problem. The message that goes directly to the heart of victim is that they are not alone and that there is a professional who is by their side in the journey of liberation, helping them to disentangle from the grip of tyranny and humiliation.

For sure, the programme is revolutionary and innovative. It is objective oriented and very customer centric.

5. METHODOLOGY

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

The methodology used in the reconstruction and recovery programme is a qualitative victim survey with the overall aim of improving the quality of service by the PFPU to victims of domestic violence. The agenda of this piece of research is to test the efficiency and effectiveness of protection order and mediation in the protection of victims of domestic violence with a view to formulate strategies to afford better protection to victims. To achieve this, it was imperative to gather maximum information from victims of domestic violence, as to their experience of domestic violence. As for the sampling and recruitment, the respondents were all victims of domestic violence who called at the PFPU for a solution to their problem of domestic violence. They were informed about the benefits of the programme and

their participation was voluntary. There was no difficulty for the recruitment as they were known clients with a domestic violence file registered at the PFPU containing all their personal data.

Two distinctive questionnaires were designed for that purpose. One oriented towards the mediation group and a second one for the protection order group. All containing questions related to their personal experience of violence, the duration of violence, causes for late reporting, reaction before and after service at PFPU, the prevailing situation, has PFPU been able to resolve their domestic violence problem, their coping strategies and their evaluation as to the service delivered by the PFPU.

The next step consisted of convening respondents for the Reconstruction and Recovery programme. The respondents were contacted through phone, explained about the programme and its purpose one week before and one day reminder to ensure their attendance. On the D-day, all personnel of the PFPU were mobilised for the preparation and welcoming of participants. Then the aim and objective of the programme were explained to them. The next step is the conduct of the survey which is done simultaneously in different interview rooms by PFPU officers which is followed by the group therapy where each participant is allowed to narrate his / her violence experience in the presence of the police psychologists

The next phase is about the empowerment of participants, where they are explained about the law and the Protection from Domestic Violence Amendment Act 2016, their rights to protection and how to make effective use of their protection order. They are further sensitised on what door to knock for referrals, and reinforcing family relationships through family values.

After refreshment, participants are thanked for their attendance.

Data Treatment

Data from the two different sets of questionnaires were compiled for analysis and the results obtained suggested enough evidence for the formulation of actions and strategies for further protection of victims and put perpetrators at bay.

Ethics

During the whole process and unfolding of the programme, everything was done to respect the code of confidentiality and maintain the bond of confidence between PFPU officers and the clients. Before moving to each phase of the programme, customers were duly informed of the progression to enable them to better involvement. Talking about past experience of violence opens the risk of re-victimisation. There are big outbursts of emotions, hurt feelings that overflow. The police psychologist is then invited to assist and address the participants during the programme

Limitation

It would be a fallacy to say that the methodology adopted in the Reconstruction and Recovery programme was perfect. Like any other piece of research, it has its

limitations. First, figures tend to show that not all the victims convened attended the programme. Only 20% were present. Many were at work and others were taken by their personal commitments. To overcome that difficulty and render the programme viable, a phone survey was carried out with those victims who did not attend the programme. Their problems and difficulties were noted and due diligence made to attend to their further needs.

Again, the programme does not take on board victims of DV who reported their cases to the Family Support Bureaux of the Ministry of Gender Equality, Child Development and Family Welfare. Currently, there is a project of merging of services through an Integrated Support Service (ISS) to victims of DV to provide a one stop shop service to victims. Under this aegis, the programme will be extended to all victims of DV.

Again the project has not yet been extended to other Mauritian territories yet like Rodrigues and Agalega where the scourge of domestic violence is as rampant.

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

At the PFPU, we are all very much concerned about extreme cases where domestic violence has led to the death of a victim. These cases often take the form of case conferencing where all officers take cognizance of the situation. The red flag was raised with the flaring up of murder cases related to domestic violence, same blowing by the press, echoing in public outcry. Even the higher quarters were numb and dumb in the face of this scourge. At the PFPU we were more concerned about the number and gravity of cases reported. The Reconstruction and Recovery programme came as a panacea, a life saving jacket to victims and a face saving device to rescue to the organisation at a point where nobody knew what to do.

The project was conceived in consultation with a number of experienced PFPU officers and sent for approval to the office of the Commissioner of Police. After approval from the Commissioner, all personnel of PFPU were sensitized on the programme and eventually trained on its execution. As experienced and dedicated officers they quickly grasped the essence and took ownership of the programme.

The first Reconstruction and Recovery programme was held in Southern Division on a pilot basis on 15 March 2017. Due to its overwhelming success, the project was vulgarised at the PFPU in all police divisions throughout the island. Ever since, the program is being carried out on a quarterly basis in each police division. Officers of the PFPU were all deeply involved in the realisation and vulgarisation of the program. This was done through an exercise of good communication between upper management and the officers by triggering their motivation and commitment spring. Moreover, the blessing of the Commissioner of Police is for something in the realisation of the program.

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

As regard the problem solving aspect, there were six stages that were strictly followed.

Stage 1 - Recognising the problem

**Stage 2
Defining the Problem**

**Stage 3
Identifying the Causes**

**Stage 4
Identifying the real cause**

**Stage 5
Generating possible solutions**

**Stage 6
Choosing the best solutions**

After brainstorming and consultation with their respective teams, each unit of the PFPU represented by their team leader participated in all the six stages of the problem solving exercise. This formula was adopted to ensure the continuity of the daily routine in all PFPU offices. Nevertheless, the views of every personnel were considered through their respective team leader, because they are the ones on the field interacting daily with customers. The project was eventually vetted, amended and validated during a working session which top management of the PFPU had with police psychologists.

As regard the decision making process, things were done at the level of team leaders and top management meeting. It was question of conducting a feasibility study, a cost and benefit analysis in relation with the practicability and the implementation of the project. As the results was viable, pragmatic and very cost effective, we all unanimously approve the application of the project and it was sent to the Commissioner's office for final decision.

5.3 How was team work and team spirit fostered to achieve objectives? *(Not more than 300 words)*

Team work and team spirit are two important ingredients in the successful realisation of a project. It is all about leadership, motivation, team building, fostering and inculcating the right positive attitude and the marketing of the objectives of the project. To make people do thing which they normally won't do with a smile on their face remains an art of skilful and efficient leadership. How thing unfolded in so far as teamwork and fostering team spirit was concerned ran as follows:

- Team selection - Selection and building of a working team with everyone on board rowing in the same direction towards the same objectives was the first big challenge.**
- Motivation – motivate the team by adopting and condoning a participative tone and style to put everybody at ease and get the utmost from them.**

- **Make things happen - Selling the dream objectives with the selected team.**
- **Enhancing commitment - Making the team feel that they are owners of the project and how its realisation will help them in their job and reap benefits to customers.**
- **Recognizing competence - Boosting the competencies and congratulate participants for good work done.**
- **Encourage bright and sparkling ideas from participants**
- **After hours of work, have lunch, tea time and coffee time together to reinforce team spirit.**
- **Convince participants of the viability of the project and the organisational gains in its realisation.**
- **Outdoor training and philanthropic activities are as well organised to enhance team work and team spirit**

All these factors when taken on board helped enormously in the achievement of the objectives set.

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

There are seven sub units of the Police Family Protection Unit actually operating in all Districts including three satellite units in three Police Stations. In each unit there are a number of officers posted, depending on the load of work and number of cases reported. The programme was vulgarised in all PFPUs in March 2017 and is conducted on a semester basis. To ensure that there is optimal use of resources the following measures were taken:

- **Prior to the holding of a Reconstruction and Recovery programme, a need assessment is carried out to meet the exigencies of the day. In situations where a large number of participants is expected, reinforcement is supplied from other units to meet the exigencies of the day and other unforeseen contingencies.**
- **Reconstruction and Recovery programme preferably takes place one at a time to ensure necessary supply of reinforcement and support services to the committed unit.**
- **There is supervision of every Reconstruction and Recovery programme by top management of PFPU to ensure smooth enfoldng, quality service and viability of the programme.**
- **Reconstruction and Recovery programmes take place in the presence and assistance of police psychologists.**
- **Arrangement is also made for a warm welcome and reception of participants attending the programme. Needful is also made for refreshment to attendees.**

6. IMPLEMENTATION OF THE BEST PRACTICE

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

The best practice was first implemented on a pilot basis at the PFPU of the Southern police division at Rose Belle where some thirty five participants (both male and female) victims were present. For the launching of the programme the press and other media were convened. On that same day the launching programme was echoed on the media during MBC TV morning news.

How things normally unfold on a Reconstruction and Recovery programme runs as follows:

An audit of cases reported at PFPU during the past three months was done with special focus on mediation conducted and Protection Order issued by court.

A week prior to the programme, participants earmarked were contacted through phone, explained briefly about the programme and invited to participate. They were reminded on the eve of the programme.

Stage 1 – Registry Stage

On the D-day victims recalled were welcomed, explained briefly on the objectives of the program and invited to fill in the victim survey form.

After the survey, victims were convened in the room where the rehabilitation program would take place. They were greeted and presented to the resource persons that would conduct the program.

Stage 2 - The Therapy Stage

Participants were informed of the sequences of the program and were invited to participate in a group therapy where they were asked to talk about their experience of domestic violence. This is a very poignant moment where there is an overflow of emotions due to reminiscence of past traumatic violence experience. It is also an opportunity for participants to gush out all their hurt feelings. There is often outburst of cries and tears, strong and poignant emotions that flow from one side of the table to another.

Each participant was invited to talk about their coping strategies, which is valued and shared with other participants.

Participants were also to talk about new problems encountered after mediation and obtainment of protection order. Their problems were noted and solutions given to them by resource persons present.

Stage 3 - The Reconstruction Phase

This is about recuperation of what has been eroded and lost during the abused period. Ill-treatment and asked abuses of all types impact negatively on victims. They lose what they have as most precious, their self respect, their human dignity and often develop inferiority complex thinking that they worth nothing. The reconstruction phase aims at restoring what has been lost. This is done by valuing the person, boasting their ego, restoring their self respect and dignity by venting their trustworthiness.

Stage 4 – The Empowerment Phase

Participants were taught how to throw away the mantle of victim to assume a mantle of survivor. They are empowered on how to make effective and efficient use of their protection order.

They are also sensitized on the protection of their rights and dignity, the domestic violence law and what are the doors and other alternatives opened to them to counter further violence.

They are also empowered on referrals, how to attend to their further needs, how to stand on their feet, enlisting the assistance of other social and support services.

Stage 5 – Conclusive Stage

Participants are provided with a brief summary of the program and are asked for questions to clear doubts or misunderstanding. Participants are asked for feedbacks about their appreciation of the session and also invited to give their opinion on how to improve the program. Finally participants are thanked and invited to call back at PFPU office in case of any DV problem cropping up anew.

Stage 6 – Feedback on Recovery

This is done through phone one month after the holding of the session in terms of follow up. The objective here is to assess the impact of the program on participants, especially the therapeutic and healing effect, their resolution and new orientation. This goes on record in the follow up column of the Domestic Violence Register.

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

The major obstacle in carrying the programme was low attendance of participants which is mostly due to professional and other commitments. Reconstruction and Recovery programmes normally take place during week days and as such not all victims convened did turn up.

To overcome this obstacle, a telephone survey was conducted for those who were not able to attend. They were able to provide the data lay down in the questionnaire and thus enable the PFPU to have a follow up of their respective situation.

In certain instances the programme was conducted on public holidays to ensure maximum attendance and success of the programme.

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)*

The implementation of the best practice is done in an environment congenial for the purpose, ensuring the comfort and wellbeing of the participants, far from

noise and disturbance. The room was well aerated and ventilated, spacious enough to accommodate the participants.

A key stage of the programme is the therapy stage where participants are voluntarily called to talk about their experience of violence. This is a very poignant moment, often loaded by sudden outburst of emotions, and cries. To put participants at ease, they are invited to give a round of applause after each confession to congratulate each other for their daring courage to tread back on the thorny memory lane. During these sequences, the presence of the police psychologist was of paramount to handle emotional wellness and safety of participants.

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

There is a planning exercise that takes place before execution of the program as to who will do what. After assignment of tasks, there is a senior officer present at each recovery session. A planning is done prior to the programme whereby each officer is assigned with a specific task. The senior officer present supervises the whole operation, ensure that it enfolds as per plan. Any incident or irregularity that crop up is noted and taken up in a debriefing session.

Feedback takes place at two different levels. Firstly the issues are raised by participants during the unfolding of the programme as to their queries, feelings, gratitude, reinforcements and expectations. Particular attention is paid to all these details and they are duly considered in the recovery stage. Special requests from participants are attended to individually.

Secondly, feedback process remains the management of the valuable data available in the filled questionnaires. Information is intelligently retrieved from each questionnaire compiled and analysed to give trends and tendencies.

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)

Dealing with aggrieved customers affected by all sorts of abuses is no sinecure. It is a risky journey trodden unforeseen contingencies. Participants can express anger feelings and outburst of hurt feelings, distress especially those who have been deeply aggrieved and their problems still unresolved.

There are no two similar cases of domestic violence and problems evoked by one participant may cause dismay and distress to other participants. This is the risk to be taken when dealing with group therapy the reason why the presence of a psychologist during the programme is paramount.

7. EVALUATION OF THE BEST PRACTICE

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

The evaluation of the impact of the Best Practice can best be appreciated at three different levels:

(1) At survey level - by looking at the results and the analysis of results of the survey questionnaires, participants have provided the PFPU with a load of useful, meaningful and sensitive information about customers who across this exercise have helped the PFPU to help them through the development of new strategies and policies. the survey allows a real insight into the scourge of DV which can be enumerated as follows:

- **It allows a real insight into causes of domestic violence in Mauritius**
- **The duration of violence before reporting**
- **The feelings of customers before and after reporting**
- **The performance indicator of the PFPU as rated by customers in the survey is well above expectation.**
- **The efficiency and effectiveness of the organisation (PFPU) in resolving DV problems in Mauritius.**
- **The coping strategies of customers to violence.**

(2) Follow-up after the Recovery programme

Participants were contacted through phone and asked the situation after the programme; they unanimously agreed that they benefitted a lot by participating in the programme and they were almost unanimous in stating that they have been able to find solutions to their problems of domestic violence.

- **For many it was a resuscitation exercise, a revival from the tomb which has allowed them another breath of oxygen, another hope, another life.**
- **They managed to take bold decisions to quit their violent partner, something that was difficult for them to do before.**
- **Holders of a Protection Order have made good use of the Order to enhance their protection.**
- **Many have been able to disentangle themselves from emotional and economic blackmail.**
- **A number of them have achieved their economic independence and are living in separation peacefully with their children.**

One of the confessions of a participant in the recovery programme shared with other participants that she prefers to sleep with an empty stomach than to be physically and verbally abused.

- **Assessing the impact of the programme on the customers, it has been observed that there has be a transformation in their attitudes and behaviours in becoming more assertive and less fearful individuals**
- **The efficiency and effectiveness of the programme can be gauged by the various positive responses of participants after attending the programme**

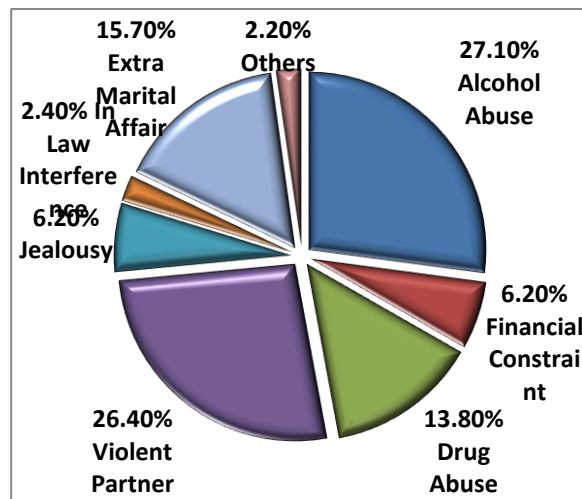
(3) Frequency of visits - A third indicator for the evaluation of the impact of the programme was the frequency of visits of customers at the PFPU. Before their participation in the recovery programme, each and every problem they encountered, victims called at PFPU office to seek assistance. After participating in the Reconstruction and Recovery programme, they would only call at the PFPU to greet officers and to express gratitude for services given to them.

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 measurements)

The Reconstruction and Recovery programme is a societal project meant to alleviate the sufferings of victims of domestic violence who previously were like the lamb moving to the slaughter house. It is a multifaceted programme that aims at achieving several objectives at one and the same time. As a Best Practice, it comes as a panacea and brings solutions in different spheres of operation. The different gains from the best practice can best be evaluated by analysing the results of the victims' survey.

Result 1 - Causes of Domestic Violence
Protection Order Group

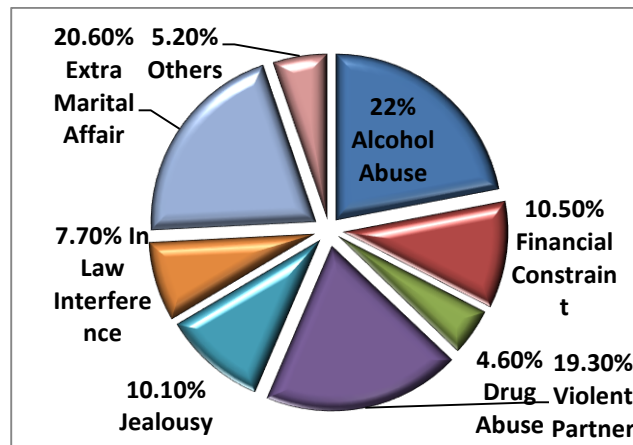
Alcohol abuse	27.1%
Financial constraint	6.2%
Drug abuse	13.8%
Violent partner	26.4%
Jealousy	6.2%
In laws interference	2.4%
Extra marital affair	15.7%
Others	2.2%



Result 1 -Causes of Domestic Violence
Mediation Group

Alcohol abuse	22%
Financial constraint	10.5%
Drug abuse	4.6%
Violent partner	19.3%
Jealousy	10.1%

In laws interference	7.7%
Extra marital affair	20.6%
Others	5.2%



Result 1 clearly identifies the real causes of domestic violence on a quantitative basis. Alcohol abuse, violent partner and extra marital relationships emerge as the three main underpinning causes of domestic violence. Alcohol abuse and violent partner are higher in the protection order group, whereas extra-marital relationships emerge in the mediation group.

Gains to Key customers:

- (1) Results outline the underpinning causes of DV and enable police to formulate strategies to curb violence in homes. By locating the exact areas plighted by alcohol, and drugs, police have carried out crackdown operations on restaurants and other alcohol outlets opening during prohibited hours, and drug dealers. This has inevitably restricted the supply of these socially deleterious substances and impacted positively on the family life of customers.**
- (2) The results earmarked the violent traits of perpetrators in both group. This clearly detects lacunae in the system that is absence of a program for the rehabilitation of perpetrators. Therefore to improve the service to customer, there is an urgent need to come forward with an anger management program for perpetrators.**
- (3) As regard extra-marital relationships, figures show that it is higher in the mediation group. Much is done during mediation carried out by the PFPU where couples are sensitized on family values.**

Gains on environment:

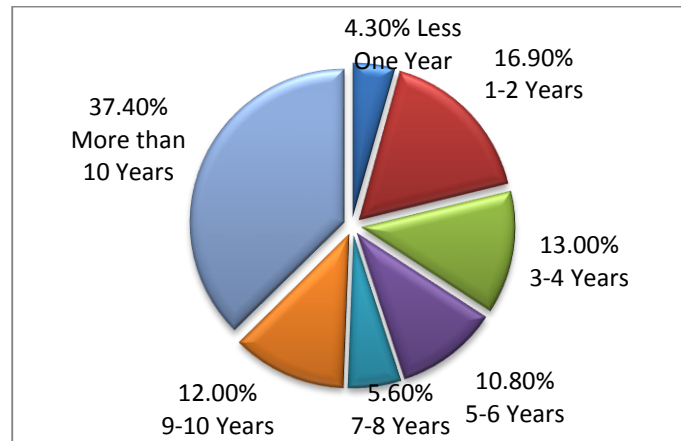
- (1) Sales of alcohol during prohibited hours are a major issue of public health and insalubrities, especially when there is consumption of alcohol in public places, urinating in public, noise pollution to the immediate environment. In enforcing the law and control of shops and other alcohol outlets, bring about handsome dividends in addressing environmental issues.**

Result 2 – Duration of violence before Reporting

Protection Order Group

Less than one year	4.3%
1 - 2 years	16.9%
3-4 years	13%
5-6 years	10.8%

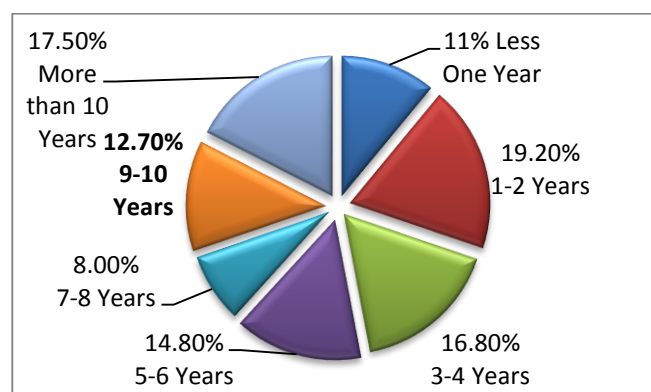
7-8 years	5.6%
9-10 years	12%
More than 10 years	37.4%



Result 2 – Duration of violence before Reporting

Mediation Group

Less than one year	11%
1 - 2 years	19.2%
3-4 years	16.8%
5-6 years	14.8%
7-8 years	8%
9-10 years	12.7%
More than 10 years	17.5%

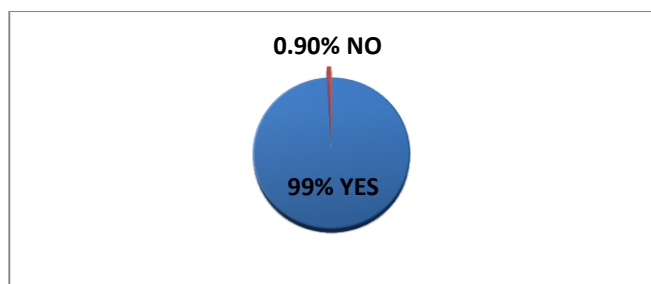


In the protection order group, only 34.2 % reported their perpetrator during the first four years of violence, whereas in the mediation group early reporting rate is higher, up to 47%. This clearly suggests that early reporting bring early solutions and put an end to violence whereas late reporting allows situations to degenerate, resulting to more demand for protection order. This has enabled the PFPU to embark sensitization campaigns for early reporting.

Another inconvenience with late reporting is that the silence of victim remains the force of perpetrators, where victims are subdued to continued violence. This is clearly underlined in the results and this has triggered a sensitization campaign of denunciation of perpetrators in cases of abuse.

Result 3 – Consumers’ Satisfaction of the desk service at the PFPU?

Yes	99.1%
No	0.9%

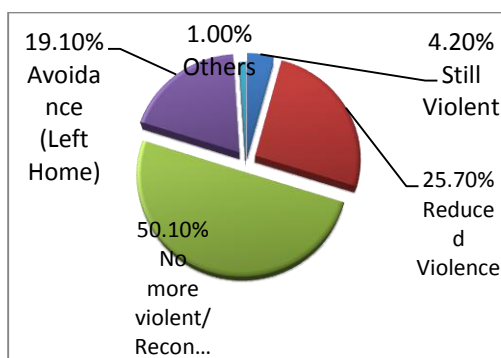


As to the performance indicator of the desk service at the PFPU, 99.1% of respondents expressed their satisfaction and only 0.9 % was not satisfied. This suggests that there is a good relationship, enhanced trust and confidence in the service offered by PFPU to customers.

Result 4 - Situation after the obtainment of Protection Order and Mediation?

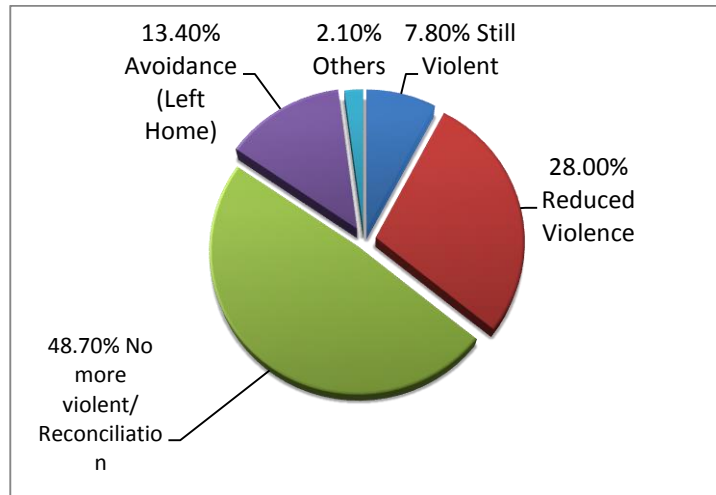
Protection Order Group

Still Violent	4.2 %
Reduced violence	25.6%
No more violent/ reconciliation	50.1%
Avoidance (left home)	19.1%
Others	1%



Mediation Group

Still Violent	7.8 %
Reduced violence	28% %
No more violent /reconciliation	48.7%
Avoidance (left home)	13.4%
Others	2.1%

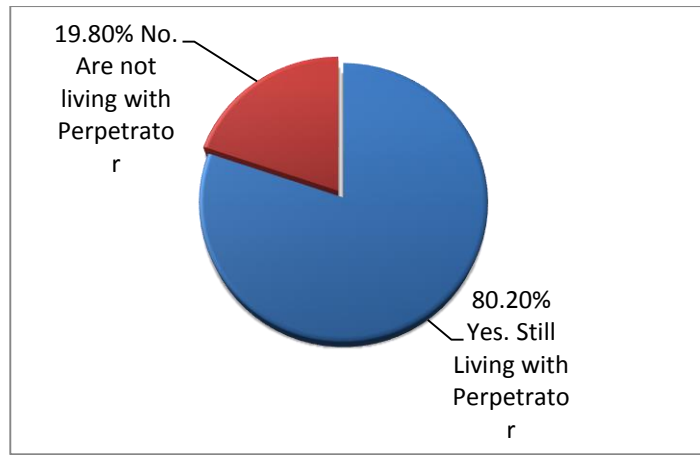


The result here clearly outlines the relative effectiveness of protection order and mediation promoting the safety of victims. Figures tend to show protection order is more effective than mediation in quelling violence. This is clearly shown in the still violent and reduced violent sections – 29.9% against 35.8%. In bringing reconciliation between partners, again protection order is more effective – 50.1% against 48.7%. But the number of separation is higher in the protection order group than in the mediation group – 19.1% against 13.4%.

Results 5 - Are respondents still living with perpetrator after protection order and mediation?

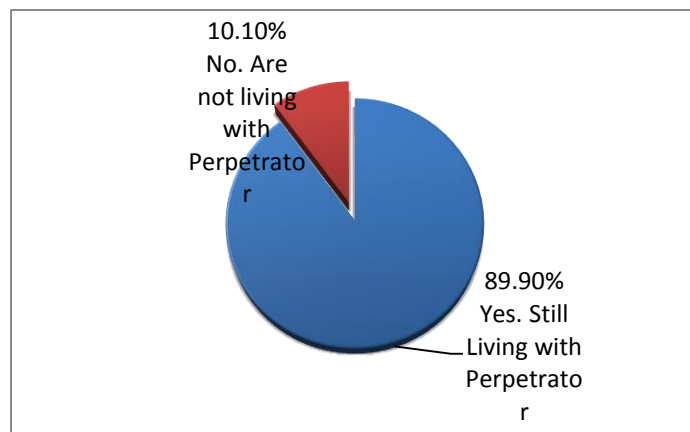
Protection Order Group

Yes	80.2 %
No	19.8%



Mediation Group

Yes	89.9 %
No	10.1 %



The rate of victims still living with their perpetrators after protection order and mediation is higher in the mediation group – 89.9% against 80.2%. This clearly shows the effectiveness of mediation in reconstructing families.

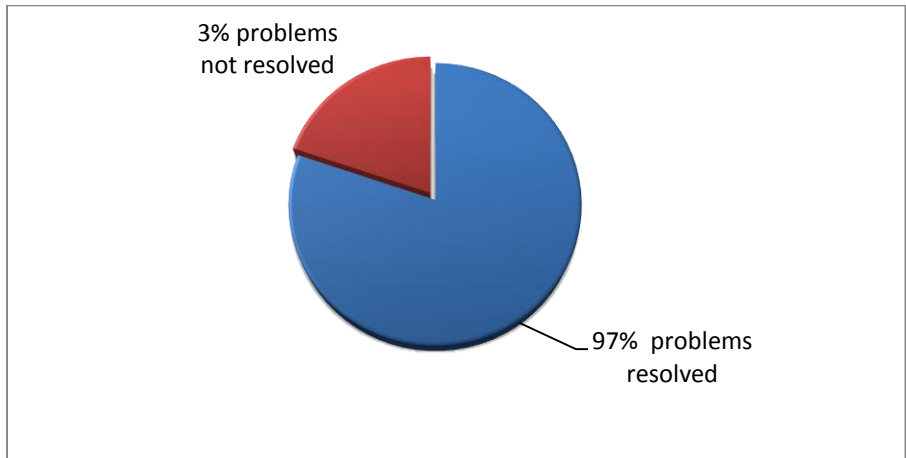
Gains to Key customers:

Result 6 – Performance indicator of PFPU in resolving DV problem of customers

Protection order group

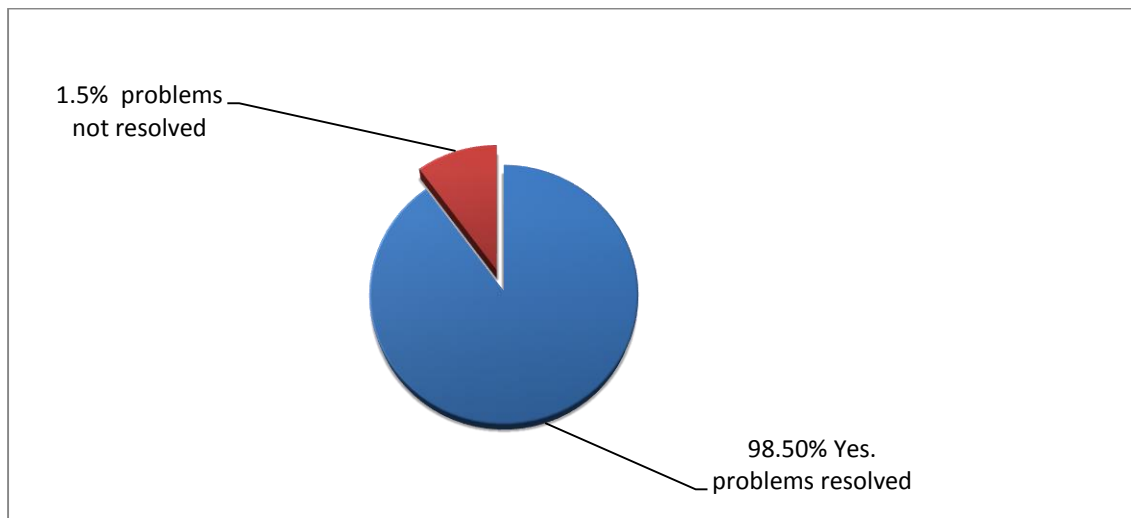
Yes	97 %
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No	3%
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Mediation group

Yes	98.5 %
No	1.5%



The relative success of protection order and mediation in resolving domestic violence problem is quite discernible with a little advantage to mediation – 98.5% against 97%. Again this is a good performance indicator in appraising the quality of service offered to customers by the PFPU.

Results 7 – Identification and sharing of coping strategies

The coping strategies that flared up are as follows:

- **Avoid partner when he is drunk**
- **Compromise – improve communication**

- **Do not respond to provocation**
- **Carry children through – presence of children make him less violent**
- **Show him the other way round – more compassion**
- **Improve communication**
- **Praise partner for effort**
- **Control anger and violence**
- **Partner accept to go on therapy to stop drinking etc**

Here each customer comes with one coping strategy to violence. During the empowerment phase, customers are asked to share their coping strategies to violence with others. They are enriched with the coping strategies of other participants and can afford to better protect themselves against violence of perpetrators..

Result 8 – identification and responding to further need of customers.

The final aim of the reconstruction exercise was to identify the further needs of the respondents after mediation and protection order. Some of these needs have been identified as follows:

- **Tenancy order**
- **Occupation order**
- **Service of shelters**
- **Alimony for children**
- **Economic distress**
- **Couple therapy**
- **Information about divorce**
- **Custody of children**
- **Immediate care and control for children at risks**
- **Skills learning**
- **Employment**
- **Housing**

This is an important phase in the reconstruction of victims where they are empowered to stand on their own feet to face further violence. They are sensitized on what door to knock in case of difficulty and how to better manage their safety and security, turn up as survivors and reject the victim's status.

8. REPLICATION TO OTHER ORGANISATION

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

Characteristics of best practice clearly outline a humane programme at the service of aggrieved customers. It is consumer centric, with a problem solving orientation. A salient feature of the programme is that it is research based, using data from customers themselves to formulate strategies not only to provide a better service to customers, but also to continuously improve the quality of service to customers. The richness of this programme is its resilience, its replication to other sectors dealing with the social rehabilitation of aggrieved victims like drug addiction, elderly abuse and child abuse. The magic formula is the ability to bring victims back on the road of redemption

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)

Factors indispensable for the replication of the Best Practice are as follows:

- 1. A professional approach based on research, collecting data from customers, assessing their needs to enhance and improve the quality of service to customers**
- 2. The focus must be victim centric and victim's willingness to participate in their own recovery and rehabilitation**
- 3. The Organisation should possess qualities stronger than commitment, result oriented, with a social vocation animated with the spirit of service which transcends a high desire to serve of a purely philanthropic activity**