PUBLIC SERVICE EXCELLENCE AWARD 2018

ENTRY FORM

Theme:
"Embracing Innovative Technologies and Processes for Public Service Enhancement"

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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 2018 Edition of the PSEA is *"Embracing Innovative Technologies and Processes for Public Service Enhancement".* 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 **15 April 2019 at 16:00 hrs** 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-aru@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	: **Forensic Science laboratory**
Address	: **2nd Floor New Laboratories Complex, Reduit**
Full name *(Block Letters)* **of Contact Person**	: **Mr VIKASH RAMESSUR**
Post held by Contact Person	: **Forensic Scientist/Senior Forensic Scientist**
E-mail Address	: **vramessur@govmu.org**
Telephone Number	: **4661239; 57559954**
Contact address, if different from above	: …………………………...……...………….. …………………………………...……...…… ………………………………….....………..
Name *(Block Letters)* **and Signature of Senior Manager who validated the submission**	: *Mrs G.M MADHUB-DASSYNE* *(SIGNATURE)*……………………………..
Telephone Number of the Senior Manager	: **466 1239**
Title of the Best Practice	: **"*One step ahead in the combat against new evolving synthetic drugs in Mauritius.*"**
Start date	: **July 2018**

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)*

	Growth and Development *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.*
	Business Transformation *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.*
▪	**Innovation and Acceleration** *Making use of science, research, technology, innovation, institutional knowledge, data analytics, smart practices, shared information and knowledge for ideas generation and concept mapping.*
	Digital Transformation *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.*
	Smart Process *Making use of objective-oriented systems to simplify and automate business processes to be forward-thinking, rapid, responsive and efficient.*
	Strong Governance and Institutional arrangements *Ensuring that the right oversight and guidance for good governance, compliance, ethics, integrity, transparency, accountability, legal, operational and performance frameworks are in place.*
▪	**Performance** *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.*
▪	**Capacity Building and Capability Development** *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.*
	Implementation *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.*
	Customer Satisfaction: The Bottom line *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.*

3. EXECUTIVE SUMMARY

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

The Forensic Science Laboratory (FSL) operates under the aegis of the Prime Minister's Office, Home Affairs, as an autonomous body to provide forensic services. The mandate of FSL is to assist the Law Enforcement and Justice Administration departments. FSL continuously improves its service delivery by implementation of updated technology by being proactive in the fight against crime.

A new challenge emerged recently in Mauritius. It is the scourge called **New Psychoactive Substances (NPS)**. The emergence of **New Psychoactive Substances (NPS)** on the drug market is a global phenomenon involving 119 countries and territories from different regions of the world. Unfortunately Mauritius has not been spared by the scourge. Analysis and Identification of same so as to lead evidence based prosecution became a major challenge for FSL.

According to **United Nation Office on Drugs and Crime (UNODC)** report published in December 2018, more than 400 substances have been identified. To counter this issue, many countries including Mauritius have implemented legal responses to control such substances by employing or amending existing legislation in year 2013 and sequential amendments in 2015 to include Cathinones and Fentanyl derivatives.

The constantly evolving synthetic drug phenomenon has a high socio-economic impact on the citizens especially the youth of Mauritius to include intoxicated consumers leading to high dependency. Hence leading to several issues socially and economically.

Treatment (Evidence based Medicine) is very difficult since limited or no information is available on the synthetic drugs worldwide.

In order to tackle this National Crisis backed by Government Commitment and Support, FSL has deployed resources in terms state of the art equipment, capacity building and capability development, smart process for efficient analysis to meet our customer's requirement.

Two objectives were met with the implementation of the project namely:-
- Quick and successful detection, identification and confirmation of Synthetic drugs and hence providing timely tactical intelligence for hindering trafficking.
- Setting up of an **'EARLY WARNING SYSTEM'** for other stakeholders to include Customs and Health Services.

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)*

Beneficiaries of FSL is mainly the Law Enforcement Agencies but also the Customs Department and Ministry of Health.

Problem areas:
- With the alarming proliferation of **New Psychoactive Substances** (also known as Synthetic Drugs, Designer Drugs, Herbal Highs or Bath Salts) in both the international and local market, the need for new sophisticated equipment for the rapid identification and confirmation of minute amounts of these drugs were a must.

- Existing analytical techniques were inadequate to analyse this category of drug.
- Furthermore drug profiling, which is the analysis of physical (colour and packaging material) and chemical characteristics (adulterants and natural alkaloids) of drug samples, in order to establish links between drug manufacturers and drug trafficking resellers were not possible.
- Accused could not be prosecuted in Court of Laws as per Dangerous Drug Act due to limitation in analysis.

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)*

Problem areas identified in section 4.1 were resolved in stages:

1. SWOT analysis of existing techniques/methods used for the identification and confirmation of NPS

Findings:

Strengths	Weaknesses	Opportunities	Threats
- Government and FSL management commitment for funding & development - Human Resources with expertise available - Collaboration with existing international laboratories to include methodology and scientific litterature	- Existing instrumentation had limited detection/quantification levels - Limited compound library - Statistical analysis of data not optimised - Structural elucidation of NPS not possible - Lengthy analysis time	- To become leading/apex agency in the African region pertaining to NPS identification - Possibility to provide accurate information for stakeholders eg MOH, Customs, ADSU - To contribute internationally in the fight against drug trafficking and abuse. - Rapid amendment of the DDA to include novel NPS. - Up-skilling opportunities for FSL Staff	- Lengthy procurement procedures with IRP Risk - Retention of skilled staff - Delayed court proceedings

2. **Action Taken**

  ✓ All financial decisions were taken by Management upon approval of the Parent Ministry.

  ✓ Resources were deployed through Management meetings.

✓ To enhance coordination and meet objectives, teams were set up. (Research Team, Procurement Team, Methods development Team) Team members were empowered to take operational decisions.

✓ Procurement of instrument was done as per Procurement Act in consultation with PPO.
✓ Training Need Analysis carried out. Onsite training by qualified Application Specialists/Engineers from instrument manufacturer for up-skilling of FSL staff.
✓ Hand on instrument training – mentorship

✓ Scientifically optimised analytical methods developed.

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)*

Feature	KPI
Management commitment	**Resources deployed** • Funding • HR • Infrastructure/logistics
Procurement	• Market survey • User specification • Tendering procedure • Acquisition & Installation
Capacity Building	• Training of staff • Competency of personnel • Proficiency test
Method Development	• Successful Identification/quantification of known samples • Optimization/validation of method • Identification of case samples
Customer Satisfaction	• Feedbacks from customer • Regular case conferencing with clients

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)*

- ✓ Intelligence data from the field collected by Customers (ADSU, MRA, MOH) were communicated to FSL about the availability of suspected New Psychoactive Substances.
- ✓ Reviews/collaboration with other international Forensic Institutes (FBI, UNODC, Interpol)
- ✓ Review of request of incoming cases by case officers at FSL
- ✓ Regular meetings of concerned officers in view to continuously optimise the analytical methods.

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

1. Parent Ministry and Management

First of all Management had to convince/seek approval from the Parent Ministry to invest resources in the project. Delays in fund securing, specification drafting and procurement procedures were tackled under the supervision of Management.

2. Scientific and Technical Staff

The problem area identified, required high degree of operational organisation for successful implementation. Staff were identified in teams and responsibilities were laid down. References from international Journals and Institutions were searched and compiled. Team leaders were requested to monitor KPI's so as to ensure ongoing progress of the project and delays to be avoided.

3. Procurement

Instrument manufacturer as a stakeholder in the market survey played a crucial role. All background information were collected on the newly available equipment and the possibilities to find a solution to our quest.

4. Implementation of the Project

Users (employees) dealing with method development were first trained on the new system and eventually requested to carry out system validation. Optimization of the methodology in view to reduce the analysis time was considered.

5. Closing phase of project

Team leaders ensure that smooth handing over of the system to Users for use in casework is done.

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

Team work was the prime factor for the successful implementation of the project. Teams had specific task to carry out. The team members were empowered to take operational decisions. On the other hand, decisions involving funds were forwarded to Management.

Vertical and horizontal communication channels were set up to promote effective dissemination of information. Views of all members were given equal importance as specific task were allocated to them.

The role of the Team Leaders during the implementation phase was crucial. It involved keeping the project within the set objectives and to record any deviation from the original plan. Reports made and submitted to Management for any corrective actions.

Providing adequate and relevant training to carry out their task was very rewarding in terms of involvement of the personnel.

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

Human resource was carefully planned in the section where the project was being executed. This was to ensure that the existing routine work would run smoothly so as service delivery would not suffer.

Inputs from Team Leaders were regularly requested by Management for optimal re-allocation of human and financial resources wherever needed.

Decisions requiring financial implication were taken by Management through approval of the Parent Ministry.

Acquisition of instrument and consumables were done through Procurement Exercise.

6. IMPLEMENTATION OF THE BEST PRACTICE

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

The best practice was implemented in a project based approach

- **Project Initiation**

One of the mandate of FSL is to provide an up-to-date scientifically accepted methodology in the fight against Drugs. Every time a new drug emerges on the market, FSL has to adapt its methodology in order to accurately identify the novel substance.

With the increase in the number of molecules/types of synthetic drugs in the market, the existing system was analytically limited.

So as to curb the ever increasing request for the analysis of synthetic drugs, there was an urgent need for introduction of innovative technologies which can be operated in a user-friendly and eco-friendly manner. Same was identified through market surveys and research.

- **Project Planning**
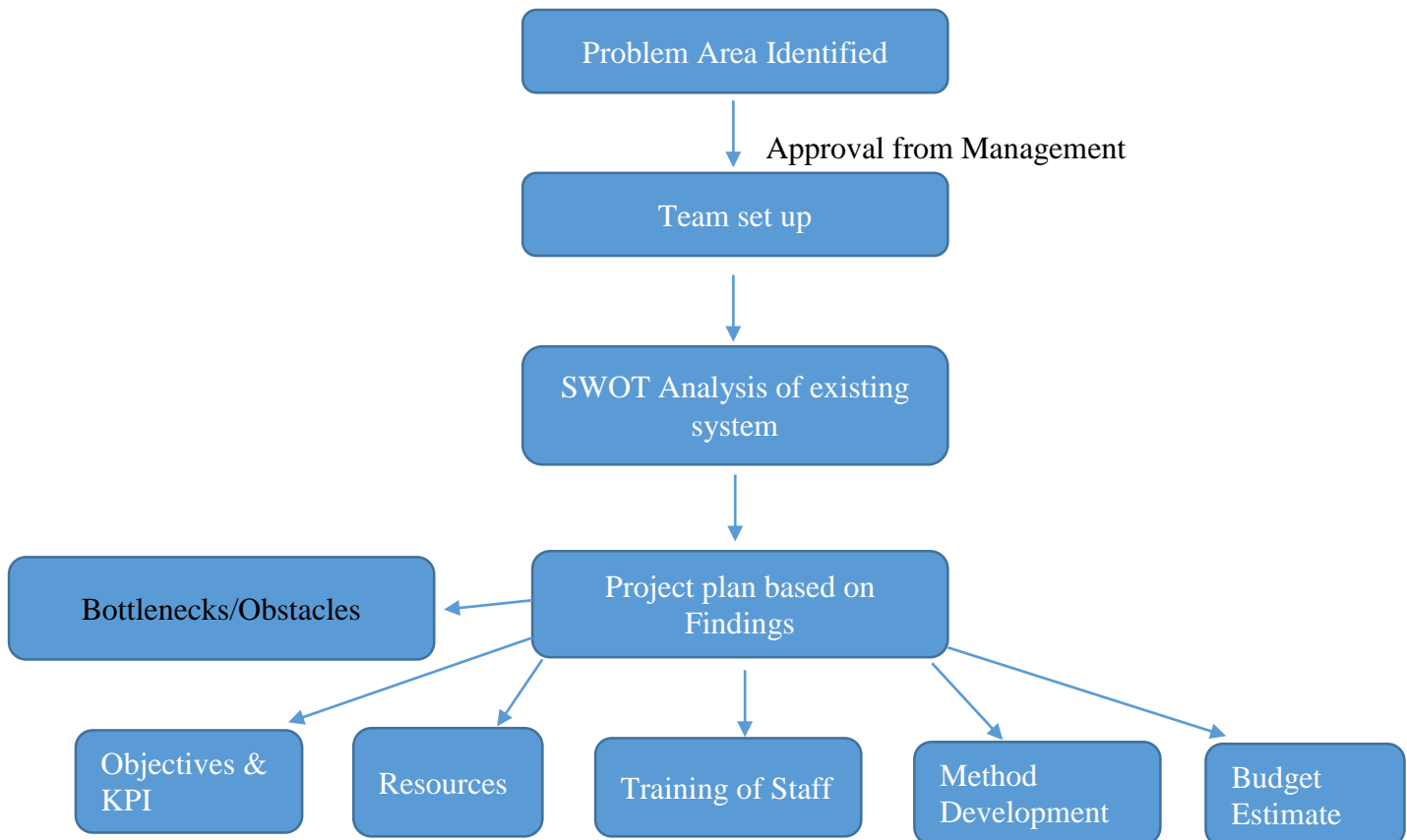
After the SWOT analysis was carried out, the weaknesses were further investigated and steps were identified to introduce new innovative technologies. The project plan was submitted to management for approval.

- **Project implementation**

After approval, the plan was put into motion. At this level, the success of the project was dependant on effective teamwork with a common goal. At FSL, our main strength is Human resource. Effective communication channels were developed to report/appraise of any deviation from set objectives. The role of the team leader was to motivate and continuously monitor the output of his team.

At every critical level, KPI's were set up. The team leader was authorised to take corrective actions with regard to deviations. Corrective actions with financial implications were undertaken with the approval of the Management.

Periodically, the team leader relays status reports to Management with regard to budget, HR, team progress and project progress.

- **Project Closure**

After the successful implementation phase, this is the most important part of the project where the implementation team smoothly hands over the project to the users after optimization of the system.

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

Bottlenecks/obstacles in a system means input of additional funds, manpower and delays subsequently resulting in dissatisfaction of stakeholders.

Throughout the process of acquisition, implementation and application of the project to drugs analysis, Management has been in a proactive mode to resolve bottlenecks. An effective line of communication was established amongst the different levels to resolve obstacles

For the implementation of this project the major obstacle that the team faced, was delays due to procurement activities and administrative delays (financial clearances from Ministry).

Being an active operational laboratory, team members were also involved in routine casework analysis. Thus a better casework and time management was necessary.

Constant monitoring by Team Leaders to achieve their goals.
Supports from stakeholders (suppliers, manufacturers, UNODC) were sought.
Regular progress reports were sent to Parent Ministry for follow ups.

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 choice for this system was motivated by its eco-friendly concepts. Safety and health of personnel was also of primary concern.
This system has the following benefits:-
- Use of water based and non-toxic solvents for analysis.
- Instrument is fitted with exhaust filters and leak sensors.
- Minimal amount of sample is required for analysis (0.005gms to 0.007 gms)

Before operating an instrument, staff were sensitised about the safety precautions.
Every year FSL invest colossal amount in the maintenance and repairs of the instruments.

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

Regular monitoring was conducted by the Team Leader to ensure that the objectives of the Team and the project was being met. Informal discussion (brainstorming) was promoted around a Tea table to resolve obstacles and to motivate team members.

The Director monitors the project with regular meetings with Team Leaders.
Decisions about resources are taken in the Senior Management Team Meetings.
Quarterly monitoring and feedbacks are forwarded to the Parent Ministry. The Ministry of Finance monitors the project by online budget monitoring.

At the level of Teams, Key Performance Indicators are monitored for any possible deviation.

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)*

The following risk factors were identified:-

- Delays from supplier to meet target dates such as delivery of instrument not respected.
- Administrative delays – paper work, approval clearances take too long.
- Challengers at IRP by other suppliers also delay the project implementation.
- Delays in procurement procedures (non-responsive bids, therefore requires retendering
- Bids exceeds budget estimates despite market surveys (fluctuation in forex exchange)

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)*

Regular evaluation of novel innovative technology in terms of its impact on the service is very important and is the key to continuous improvement of the system.

Evaluation of this project

- **Internal Benchmarking:** The output of the new system was evaluated against the previous system in terms of quality of the results leading to increased confidence in reporting.

	Previous system (GCMS)	New system (HRMS)
Identification/Confirmation parameters	2	5
Detection level	10 000 ng	0.5ng
Analysis type	Fully targeted	Targeted and untargeted
Mass measurement	To 1 decimal place (Heroin = 369.1)	To 5 decimal place (Heroin = 369.13942)
Ions measurement	Parent ion only	Parent, daughter & grand daughter

- **External Benchmarking:** FSL is currently contributing to the UNODC global database for new psychoactive substances. UNODC is the main international organisation with a repository of different NPS compounds and assist laboratories with accurate information.

- **Number of cases reported:** With the new system, the time to analyse a case is shortened (from weeks to less than three days). More cases can be analysed at one go and reported than the previous system.

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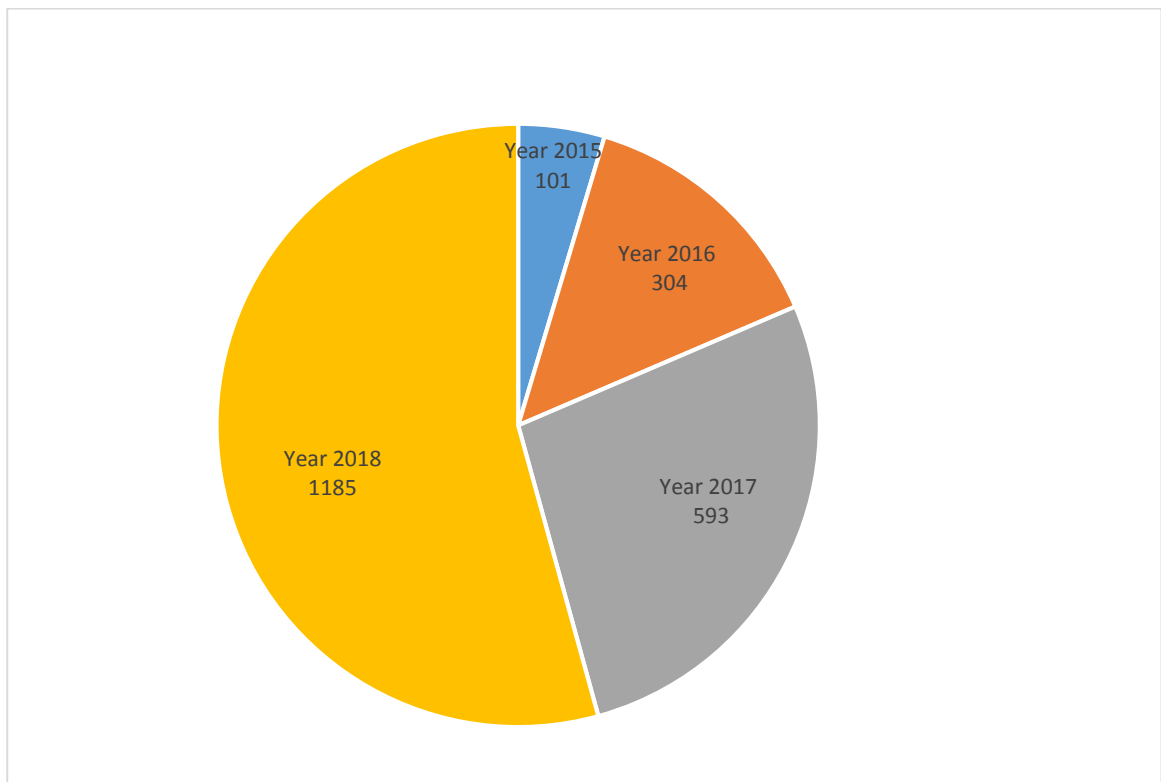
7.2 Describe the impact of the Best Practice on the level of services provided to key customers and on the environment, society. *(Not more than 300 words) (Please provide data by comparing targets v/s actual performance, before-and-after indicators, and/or other types of statistics or measurements)*

Impact at National level:
1. The number of convictions have increased for cases related to synthetic drugs
2. New scope of service for the customs department was developed for the identification of drugs in cosmetics and food products using the new system.
3. Provide new services to Police Medical Officers to detect the presence of drugs in hair samples.
4. Frequent working sessions with NGO and educational institutions are conducted to disseminate information on emerging drugs in the local context.

International Impact:
1. Contribute to the UNODC Global Drug Database and eventually sharing of data from other agencies.

8. REPLICATION TO OTHER ORGANISATION

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

In the Public Service, both financial and human resources are limited. At times we have to perform efficiently and effectively with the available resources.

Being an operational laboratory, all changes/innovations are handled using concepts of project management. The latter provides us with the road map and enables us to resolve issues more efficiently using minimum resources. This is where we work smarter and not harder and longer.

The project is done quickly and in a timely manner which induces a sense of satisfaction within the team and commands respect from stakeholders. One of the most important part of the best practice is the risk assessment and evaluation. This helps to improve on the system and always be ready to take up new challenges.

Team work in the workplace is an important factor for project success. The vision and objectives should be clearly defined. Roles and responsibilities should be thoroughly understood by team members. The team leader should have the ability to encourage collaboration and built trust among the members.

If we as public officers seriously think of organisational transformation, Officer in Charge of organisations should seriously think of incorporating Project Management in their management strategy.

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*)

Project Management: This will provide a road map for the successful implementation of the project. Resources will be used optimally and desired outputs will be achieved in a timely manner. This will motivate and enhance cooperation of staff.

Teamwork: Bringing together the right people to work in teams is important to achieve a common goal. Team members are the heart of any project. The team leader should be an initiator, a model, a good listener, negotiator and a coach.

Business Transformation: Organisation should not be afraid/apprehend to turn to new innovative technologies. The public service should embrace changes and adapt itself to respond to the new client needs. With globalisation, clients are expecting more and more about the quality and reliability of the services. In order to transform the business, new technologies should be adopted.