

# PUBLIC SERVICE EXCELLENCE AWARD 2018

## ENTRY FORM



**Theme:**

*“Embracing Innovative Technologies and Processes  
for Public Service Enhancement”*

## PUBLIC SERVICE EXCELLENCE AWARD 2018

### **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:

<b>Gold Award</b>	<b>:</b>	<b>Rs 100,000</b>
<b>Silver Award</b>	<b>:</b>	<b>Rs 60,000</b>
<b>Bronze Award</b>	<b>:</b>	<b>Rs 40,000</b>

### **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-ar@govmu.org](mailto: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.

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**Date of acknowledgement:** ..... / ..... / .....

# ENTRY FORM

## 1. PROFILE OF ORGANISATION

Name of organisation	NCG OPERATION ROOM/MRCC MAURITIUS
Address	FORT WILLIAMS, LES SALINES, PORT LOUIS
Full name ( <i>Block Letters</i> ) of Contact Person	MUNGROO SATYAPRAKASHSING
Post held by Contact Person	INSPECTOR OF POLICE
E-mail Address	opsncghq@intnet.mu
Telephone Number	208 3935 / 208 8317
Contact address, if different from above	Same As Above
Name ( <i>Block Letters</i> ) and Signature of Senior Manager who validated the submission	LT CDR SARIN ADWAIT 
Telephone Number of the Senior Manager	2122747 / 52594641
Title of the Best Practice	Network Centric Operation For Combating Maritimes Crimes including drug trafficking through the sea route and undertaking Search and Rescue Operations in the SRR of Mauritius.
Start date	01 JAN 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*)

<input checked="" type="checkbox"/>	<p><b>Growth and Development</b>  <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><b>Business Transformation</b>  <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><b>Innovation and Acceleration</b>  <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><b>Digital Transformation</b>  <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><b>Smart Process</b>  <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><b>Strong Governance and Institutional arrangements</b>  <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><b>Performance</b>  <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><b>Capacity Building and Capability Development</b>  <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><b>Implementation</b>  <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><b>Customer Satisfaction: The Bottom line</b>  <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>

THEME: **"EMBRACING INNOVATIVE TECHNOLOGIES AND PROCESSES FOR  
PUBLIC SERVICE ENHANCEMENT"**

**Network Centric Operations for Combating Drug Trafficking through Sea Route  
(In line with Government Strategy).**

**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 Network Centric Operations for combating Drugs through the Sea route has strived to transform its operational perspective through collaborative approach and has thus gradually strategized its resources towards evolving with the envisioned best practices to progressively mitigate the problems at hand making the Mauritian waters safe and secure and thus aligning with the Government's vision 2030 for making Mauritius a drug free country.

There is no doubt that Mauritius has been an easy prey for drug traffickers for the past decade as drug trafficking especially by the sea route has been easier for those 'marchant de la mort' to make big money. The last one year has seen a significant enhancement in the maritime security and safety in Mauritian waters, which predominantly influenced our economic growth and development with the enhancement in new technologies and assets at the NCG and through proper coordination by the NCG Ops Room. NCG Ops Room as the central nodal for monitoring and execution of operations, with its best practice of "Network Centric Operations for Combating Maritime Crimes including Drug Trafficking through the Sea Route and providing Search and Rescue in our Search and Rescue Zone" has effective transformation in its operational perspective, resulting in progressive drug seizures at sea along with the Government strategy for making Mauritius a drug free country.

The coordination has been emphasized through:

- (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. 98 **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**

#### **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)**

The geographical location of Mauritius poses a security threat or danger primarily from the maritime environment. The major problems in the Maritime Domain are essentially **Maritime security and safety** of vast 2.3 million km<sup>2</sup> Exclusive Economic Zone (EEZ). These include the following:-

- (a) **The monitoring of Maritime Zones** of Mauritius an extent of 2.3 million sq km of EEZ including about 400,000 sq km of JMA with Seychelles.
- (b) **Ensuring life safety** in Mauritius **Search and Rescue Region (SRR) which is extent of 4.9 million sq km.**

(c) The security of EEZ of Mauritius against Contraventions under Fisheries Act and Illegal Unregulated and Unreported (IUU) Fishing.

(d) **The security of the external trade over the Mauritian waters where 99% of them transit over our seas.** There is no doubt any disruption in food supplies or Petroleum would severely affect the day to day living of the Mauritian citizen and our economy as a result of any piracy incidents in our region

(e) NCG is the singular specialized unit under the MPF tasked with **safety and security of such a vast EEZ described above and also for the coordination of Search and Rescue (SAR) in our vast SRR.**

### **Beneficiaries affected.**

Tourism, blue economy and a drug free Mauritius are the future driving factors for evolving Mauritius into a developed nation and are strongly intertwined with the safety and security scenario. The challenges above would hamper the development of Mauritius if not being addressed to 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) Piracy and IUU activities are a serious concern for the Govt in ensuring growth and development through the Blue Ocean Economy especially with regional countries and with regards to economic funding.
- c) The crime rate pertaining to larceny is on the rise on public beaches, along coastal roads and hotels/bungalows, resulting in insecurity in the citizens and tourists mostly due to drug addicts and other social problems.
- 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 wrt drug issues will severely affect Mauritius development** with the rise of crime related to drug issues.



**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 enhanced competence, proactive effort, quality & committed service, centralised command and professional execution to ensure quick and result oriented action to mitigate above problems.

(i) **Growth and Development.**

The NCG Ops Room through creative analysis promoted regional and international participation that resulted in optimizing its technical capabilities through international funding for installation of cutting edge technology and enhanced her expertise through innovative coordination and international cooperation with *regional and international authorities like Madagascar (RMIFC), Seychelles (RCOC), Reunion (CROSS), Australian Maritime safety Authority (AMSA) and 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, thereby resulting in social and economic growth of Mauritius as a maritime security haven in the region.**

(ii) **Business Transformation**

NCG Ops Room has innovatively transformed its operations Sea Hawk, Road Hog, Drag Net, 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 and the combat against drug trafficking.

(iii) **Innovation and Acceleration**

The NCG Ops Room through creative analysis promoted regional and international participation in safeguarding our vast EEZ and other maritime issues. This has resulted in enhancing its technical capabilities, innovation and processes through **international funding** for installation of cutting edge technology equipment like **E Broadcast, Sea Vision, PROSAR, SAR Calculator, CSRS as well as white shipping data and our human resource development and as such the processes**

**have been simplified and accelerated. This has resulted in achieving successful safety at sea and saving 98 valuable lives in the EEZ of Mauritius**

**(iv) Digital Transformation**

The NCG Ops Room has implemented digital transformation for quick assured quality service with efficiency along with with the Government vision of environment friendly workspace through E-Telex and E-Mail for the rapid dissemination of orders to all units on shore as well as at sea. Use of Electronic chart and softwares such as the Inmarsat 'C' for the transmission of messages to ships at sea on the GMDSS, making use of E-Broadcast system for secured transmission of messages, use of the Digital Selective Calling System for short message service and NAVTEX message has transformed the communication system at the Ops Room to be secured, reliable, fast and above all cost saving and thus saving in budget expenditure for MPF.

**(v) Smart Process**

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**. Further, effective actions are undertaken in implementation of best practice for saving life and smart solutions for tackling Pollution at sea through Pollution Response Team (PRT) and other means.

Through installation of automated softwares for vessels tracking and Search and Rescue Operations like the Sea Vision AIS, E Broadcast, and the PROSAR drift model calculating system, the processes have been simplified and decision cycle has been shortened to ensure quick and effective actions for operations at sea.

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

NCG Ops Room by its institutional arrangements has been proactively working in close 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 drug operations at sea together with our main partner, the Anti Drug Smuggling Unit of the MPF, the INTERPOL and the RMIFC Madagascar and RCoC Seychelles through collaborative approach and successful SAR operations by the NCG ops Room thus being recognised as a prominent MRCC in the ESA-IO region.

**(vii) 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 saving of human lives at sea through our prompt interventions and keeping our waters free from maritime crimes and no piracy incidents in our waters depicts our commitment towards our aim.

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

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 Search and Rescue Capability Partnership Program through AMSA & the Smartfish project.

**(ix) Implementation.**

Best practices have been implemented taking into consideration the time taken for the expeditious service delivery with respect to the deployment of our assets and personnel. This resulted in MRCC Mauritius being considered as renowned MRCC in the East African Indian Ocean region. The strong commitment and dedication of the Ops Room Staff has resulted in many successful SAR operations coordinated by NCG Ops Room through 166 interventions and 98 lives saved at sea for the year 2018.

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

Building customer-centric models and managing risks has been the priority. Our customers being the general public of the entire Mauritius, tourists, and 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. 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. Feedback by public on beach patrolling through our hotline and posts is used for scaling up or enhancing our operation

## **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) Fight against Drug Trafficking.**

The NCG Ops Room has prioritized her strategy through team innovation and innovative technologies to fight against drug trafficking in line with the Government priority and vision 2050.

### **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. Frequent check on secured websites such as the MSCHOA (Maritime Security Center Horn of Africa), Mercury, UKMTO etc. gives the NCG Ops Room a real picture of any incident in the region thereby allowing us to promptly deploy our resources and also warn ships transiting the area to take all precautions or simply divert course to move away from the threat.

### **c) 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. In addition coordination with adjoining RCCs of CROSS Reunion, Seychelles, Madagascar, South Africa, India and Australia for those beyond our SRR.

### **d) Seaborne and airborne Surveillance and Outer Island support.**

Towards mitigating the problems, for keeping our waters safe and secure increased effective and efficient seaborne and airborne surveillance including outer island support have been undertaken.

### **e) Capacity building of our human resources.**

NCG Ops Room/MRCC Mauritius personnel have been trained on courses from India, France, USA, Australia, Singapore and inhouse courses by experts from the AMSA (Australian Maritime Safety Authority) under the SCPP (SAR Capacity Partnership Programme).

**f) Public Safety at Beaches.**

By providing foot patrol, bike patrol, afloat and mobile patrol and sensitization for beach users (citizens/Tourists). Also Initiating actions for life saving at beaches in case of difficulty to beach users/drowning. Hotline has been established for direct communication with public to report any incident at sea.

**g) Number of Lives/Personnel saved at beaches/sea.**

During the year 2018 , it is worth mentioning that the NCG Ops Room has coordinated rescue operations resulting in saving 98 valuable lives (Mauritian and Foreigners) through 166 interventions.

**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. The recent articles in Media and Customer feedback forms wrt drug seizures at sea and saving of lives at sea by NCG and operations undertaken towards safeguarding of Mauritius EEZ stands testimony of the success of our best practice.

**i) Interrogation of vessels in Territorial waters of Mauritius.**

Number of vessels interrogated entering or maintaining in our 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 encourages employee's involvement in her day to day work process and thus empowering her personnel to participate in managerial decision-making and improved activities appropriate to their levels in the organization. As a functioning participant in the decision-making process, Ops Room personnel understand their involvement in the organisation and this gives them the power to influence the outcome of the work, leading to increased job satisfaction and a positive attitude, not only towards their position but to meet our objectives by applying their own ideas, expertise, and efforts towards solving problems and decision making.

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.
- (d) Believe in "Weakest Link is the Strongest Link" and incorporate every individual in identification of our problem areas/innovative ideas for solution.
- (e) Regular briefing and debriefs are conducted after each incident with our NCG personnel and stakeholders so as to improve on our service and problem areas in the same open line communication from stakeholders.
- (f) To improve the efficiency of our model and capacity building through interaction with our stakeholders regular meetings were undertaken towards control of drug trafficking and strategies adopted by drug traffickers and enhancing our blue ocean economy.
- (g) Public media, 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 especially pertaining to drugs. 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 as the Central Hub from which all operational decisions and mission actions for undertaking planning and operational directives for the entire NCG. Such planning and decisions play an important role in problem solving and decision making.

**(a) Drug Seizure off Gunner's Quoin by NCG and ADSU.**

On 30 Oct 2018, during a joint operation with the ADSU which was executed through meticulous planning by the NCG Ops Room, the NCG successfully arrested 03 dangerous drug traffickers who were about to enter

Mauritius with 125 kg of drugs. The mission was a dangerous one where our people put their lives at stake to make the mission successful.

**(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 meeting with stakeholders of different Ministries/Department are organised to update on the present situation and provide an opportunity for involvement in problem solving or limited decision making. Steering Committee, Monitoring Committee and other emergency committee are being attended at various levels of Ministries/Departments for any emergency such as SAR, Salvage Operation, Pollution Response, Disaster Management, etc.

**(d) International Audience.**

Seminars and workshops with countries of the African community/European Union/ Indian Ocean Commission are utilised for regional international participation in addressing mutual maritime issues.

**(e) Public Media and Social Websites.**

This innovative measure 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 Drug trafficking cases involving arrest of culprits and IUU Fishing intelligence and Beach safety and security.

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

Team Work and Team Spirit are given the highest priority at NCG Ops room to achieve the set objectives. The following has been adopted to ensure integrity among our employees:

- (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 core.
- (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.
- (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 9001:2015 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) Efficient implementation of Performance Management System (PMS) linked to payment and rewards, resulting in accountability and optimal performance of human resource.

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

(g) 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.

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

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

(j) 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)**

"Network Centric Operations for Combating Maritime Crimes including Drug Trafficking through the Sea Route and providing Search and Rescue in our Search and Rescue Region (SRR) for the Prosperity of Mauritius and Blue Ocean Economy and vision 2050 of the Government and making Mauritius a Drug Free country". With the vast area of responsibility, NCG Ops room has strategised and implemented the above stated best practice as follows:-

#### **a. International Cooperation.**

Through cooperation with international authorities like Madagascar (RMIFC)- Regional Maritime Information Fusion Centre, Seychelles (RCOC)- Regional Coordination of Operations Centre, and Reunion (CROSS)- Centre Regional Operationnel de Surveillance et de Sauvetage, India (White Shipping Data),on Centre, Australian Maritime safety Authority (AMSA), IOC and EU 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. National Cooperation.**

Through inventive techniques of open communication, improved cooperation with national partners for alleviating mentioned threats; like Anti Drug Smuggling

Unit against Drug Trafficking, Fisheries dept against IUU fishing, Department of Civil Aviation and Dept of Shipping for SAR, etc.

c. **Special Operations.**

Customized targeted 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 lawbreakers and their strategies were executed through NCG Ops Room, bringing about checked decrease in the theft on shorelines and sea and expanded tourists visit to Mauritius.

d. **Close Monitoring of all contacts in EEZ of Mauritius.**

The Coastal Surveillance Radar System is being exploited to the maximum at all CSRS Stations around Mauritius and Outer Island, supported by the MSISS Sea Vision, VMS undertaken for cooperative engagement and smart process. Our resources and assets resources are encompassed and utilised with actionable intelligence for effective and successful missions.

**A total of 16985 contacts were monitored in the year 2018.**This also has resulted in **'Nil' Piracy incident in the Mauritian waters.**

e. **Community Sensitization and utilization of Public Media.**

This innovative practice included involvement of all public media by the NCG Ops Room. Further, the creative tactic of utilizing the Mauritius Police Force website and pages on social websites like Face Book, are used for involving stakeholders and public. Cases in Point being the drug seizures by sea route and life saving assistance at sea.

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.**

With 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.

A total of 166 SAR cases have been attended and 98 lives were saved for the year 2018.

h. **Willpower to Fight against Drug Trafficking at Sea.**

Responding to the call, setting aside our every day solace and putting our own lives in question, the NCG Ops Room is resolved to destroy this scourge of drug dealing with coordinated effort of different partners and make Mauritius a drug free nation in accordance with the government vision 2050 and Blue Ocean Economy vision 2030.

**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 and national partners were made to understand the need of these accepted procedures and in this way persuaded to guarantee acknowledgment of the prescribed procedures. Further, gatherings and workshops helped in conceptualizing, understanding the conceivable authoritative/operational hindrances and settling them. These are as per the following:-

(a) **Limited Resources.** Through helpful commitment and shrewd procedure all assets are included and used with significant insight for viable and fruitful missions. Further IN units for Joint Patrol are used through NCG Ops Room coordination for occasional patrols of our EEZ. MV traveling through our EEZ are checked, urged to give data of any issues in their general vicinity of tasks and through SOLAS convention are sometimes directed as and when required to provide required assistance in SAR operations.

(b) **Funding including budgetary, insight and human asset** has always been a serious concern for any department of the Police Force. Through creative

methods of global associations for financing through the GoM, which brought about subsidizing through India, Australia, USA, EU and different organizations and for adroit Training and capability building of NCG Ops Room faculty which

was made possible by achieving our objectives for set targets through reduced Cost to the government of Mauritius.

(c) **State of the art technologies** funded by the international regional organisations are innovatively and optimally utilised towards calculation, monitoring and executing successful operations to save life at sea and combating drug trafficking through the sea.

(d) **State of the art advancements** supported by the worldwide regional organisations are inventively and ideally used towards fruitful missions, checking and executing successful activities to provide assistance at sea and battling drug dealing through the ocean.

(e) **Sharing of information with our local and regional partners** and two way sharing of significant insight with other national entities for collation of data to rearrange the puzzle and draw the exact meaning of the maritime crimes and how to handle them with smart approach without rousing any suspicion is the challenge.

**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)

**a) Safe Working Environment**

Health and Safety issues is taken up very seriously at the NCG Ops Room. Health and Safety attempts to identify, assess and control hazards at the work place in order to keep a safe working environment free from health hazards. Personnel are acquainted with relevant documents and regular lectures are conducted on OSHA 2005. These requirement have a legal and professional responsibility in providing free from recognized hazards that cause or likely to cause serious physical injury or death and thus make working conditions that are safe and healthful for Ops personnel. 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.

**b) Health Hazards**

As stress is one of the factors affecting our work performance and may affect our health in the long run if not being taken care of, Ops Room personnel are given adequate medical care whenever required and personnel are being followed by the PMO whenever a health problem has been diagnosed.

**c) Sports Practice**

Ops personnel are regularly called to attend to sports practice which is being conducted at least once in a week so as to keep fit and be prepared to take up additional work loads.

**d) Customization of under trainees**

Trainees are given sufficient training so that they are accustomed to the job and be able to take up the challenge in time to come. Believing in the making the weakest link to become stronger by giving appropriate training and encouragement to integrate the management system instead of neglecting and throwing them out and putting the burden to others.

**e) SOPs upgraded**

Our SOPs are strictly and efficiently updated by NCG Ops Room towards safety of Health and environment.

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

The NCG Ops Room keeps a statistical measurement and real time data to provide objective feedback in the monitoring and implementation of our best practice. We follow 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 best practice. Focus on the following are undertaken for monitoring:

**(a) SAR coordination in the SRR by NCG Ops Room.**

For the year 2018 there has been an increase in human lives saved at sea from 55 to 98 through prompt interventions and proper coordination. This

additionally incorporates effective missions for sparing of seafarer lives in danger at sea. Worldwide discussions effort about the fruitful SAR of these seafarers demonstrates a ceaseless observing measure for the best practice execution. MRCC Mauritius is viewed as the best MRCC in the ESA-IO region.

**(b) DMM.**

The NCG Ops Room refreshes frameworks and records to screen exercises in our EEZ/SRR for instance by keeping records of vessels in our TW/SRR/EEZ. Daily Monitoring Meeting is utilized as a functioning input for understanding the usage of our best practice and any progressions required for development. Further, it is additionally utilized for dissemination of delicate and vital data.

**(c) Real time Feedback.**

Real time feedback is given through man power and assets deployment coordinated to embrace the mission. On culmination, an extensive report is submitted on the actions and results, criticism for fortifying/adjusting the pursued SOP and best practice. An analysis is directed on the mission and formative input is likewise considered. The ongoing outcomes show 100 % sparing of life's at Sea and ideal security at shorelines.

**(d) Public and Media feedback.**

Any sort of criticism from Public through hotline or through the media and social sites like MPF facebook page is taken at NCG operations Room for ceaseless checking of our best practice. Recent Media article on drug seizures at sea by the NCG, life savings by the NCG at public beaches, in our maritime zones are 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.

**(d) Special operations Monitoring.**

Further, analysis of contraventions and public incidents during several unique tasks creatively utilised as a checking instrument to understand the present scenario of sea security and safety in varied regions. It also provides the opportunity to imaginatively 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 reasoning is upheld and urged to accomplish ideal use of assets while guaranteeing safety. NCG Ops Room explicitly manages life savings, sea security and safety as its best practice, which includes risk as an innate component at each part of its functioning and implementation. Following are the significant risks:-

**(a) Risk to own Life / Risk of damage to Assets undertaking Mission SAR**

Danger of life is the gravest hazard that an individual can take and NCG Ops Room faculty need to face it each moment of their life to bring result in our undertakings. Any activity earlier endeavor is painstakingly evaluated wrt security and SOPs are used for invalidating or limiting the vulnerability and hazard factor. During grave necessity, NCG personnel put their own life at stake to spare their kindred Mauritians/travelers. Cases in point being seizures of drug consignments at sea together with dangerous drug traffickers/criminals, operations undertaken by our Commandos and life saving at sea.

**(b) Fatigue and Stress.**

When an 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) Risk to secrecy of Mission versus data/information releases that can prompt ineffective missions and hazard to life.

(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 being the only seagoing service of the nation, and the Ops Room mandated for the coordination of the waste ever expanding threat of drug trafficking through the sea route, piracy looming in the Northern part of our EEZ and which have a grave economic ramifications for our country since Mauritius is a maritime state, heavily dependent on marine trade. The NCG Ops Room focuses on how best key result areas can be worked upon to ensure maritime security in the Maritime Zones, including territorial waters, contiguous Zone and Outer Islands and further enhance the safety of our mariners, tourists, seafarers and the general fishing/boating community .

The NCG OPS Room guarantees all who may explore in the Mauritian waters may do, as such without risk to their lives and properties. The obligation incorporates a commitment to conserve and promote the protected utilization of the ocean and in the meantime to make such actions that is essential for the support, task, improvement and conservancy of our oceans. The best practice is assessed by proper analysis of the safety and security in Mauritian waters guaranteed by the OPS Room just as its coordination with national and international organizations. Through the input structures, the OPS Room gathers exceptionally characterized data about what is normal from its internal and external customers. Through the gathered data, the OPS Room estimates how its administrations live up to its client's desires. Additionally, the impact of the Network Centric approach for combating maritime crimes including drug trafficking through the sea route by the NCG Ops Room has brought results and a feel good factor among the mariners and the Mauritian community.

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 the 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) **Network Centric Approach**. The innovative and resourcefulness of the technology and effectiveness of the network centric approach 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 the "Network Centric Operations for Combating Maritime Crimes including Drug Trafficking through the Sea Route and providing Search and Rescue in our Search and Rescue Zone" 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. Towards it following is germane:-

(a) **Fight against Drug Trafficking and IUU Fishing.**

In coordination 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. Two major cases of drugs

have been detected and 04 dangerous drug traffickers have been arrested during the year 2018.

(b) **Providing SAR within the EEZ/SRR of Mauritius.** For the year

2017 there has been an increase in human lives saved at sea from 55 to 98 through prompt interventions and proper coordination. This also includes

successful missions for saving of seafarer lives at sea. Further, 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) **Nil 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.

(d) **Seaborne and airborne Surveillance and Outer Island Support.** Towards mitigating the problems, increased effective and efficient surveillance NCG Ops Room coordinated 1946 hrs of seaborne surveillance, 713 hrs of airborne surveillance and 46 missions undertaken by NCG Ships and aircrafts (12+34) for outer island support for the year 2018.

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

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

(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 98 valuable human lives through 166 interventions.

(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.** 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 2018 is 16985 contacts. These contacts have been monitored in coordination with other CSRS for vessels ls entering/leaving our territorial waters.

(k) **Database.** A database process has been implemented at the NCG Ops Room for proper monitoring of all vessels such as Merchant Ships, Fishing Vessels, Pleasure Crafts. This database is effectively shared with ADSU which has aided in drug catch for the year 2018.

## **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 embraced by the NCG Ops Room is a consequence of inventive thinking and processes bringing about creative execution of the techniques towards accomplishing set targets. Ingenious partnerships as far as coordination with national and regional partners bringing about a Network Centric Operations for combating maritime crimes thus ensuring Safe and Secure seas for the prosperity of Mauritius (Blue Ocean Economy and Vision 2030). It is an accepted fact that no country can solve drug trafficking in isolation. The government of Mauritius has actively engaged in formal international cooperation through bilateral, regional and international collaboration. The NCG being the operational arm of the government as far as the security of the sea is concerned, it is of paramount importance for us to

deliver and bring positive results as far as drug trafficking through the sea route is concerned and keeping our seas safe and secure for the prosperity of Mauritius. The NCG Ops Room being the nodal of the NCG whose main duty is coordination through national, regional and international partners so as to fight this scourge of drug and ensure our seas remain safe and secure for the mariners at sea and the Blue Ocean Economy. This is undertaken through coordination with other agencies such as other units of the Police Force like ADSU, the PIOR, Ministry of Ocean economy, Fisheries and Shipping, OI DC, the INTERPOL, RMIFC, RCoC and other MRCCs. These organizations 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. Other organizations will definitely replicate our best practice as far as we are leading by examples and bringing results.

**8.2 Based on your organization'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**

Mauritius has been granted 396,000 km<sup>2</sup> of extended EEZ under a Joint Submission made by Mauritius and Seychelles to the United Nations Commission on the Limits of the Continental Shelf (CLCS), under article 76 of the United Nations Convention on the Laws of the Sea. This is likely to increase further, if the claims of extended EEZ submitted with the United Nations Commission on the Limits of the Continental Shelf (UN-CLCS), are accepted, for East Rodrigues shelf. The NCG Ops Room already has the responsibility of our vast EEZ and SSR region and being recognized as a credible unit of the MPF/NCG. The NCG Ops Room is definitely ready to assume the additional responsibility through her partnership with different stakeholders within Mauritius as well as within the region and as such the political will is as important for the support and empowerment.

**(b) Management of Risk, Commitment, Leadership, Selfless Service of Public.**

The Ops Room's aims and objectives are closely tied to the identified risks which are assessed and managed through its safety management system. The risks relate directly to the nature of the trade and operations at sea. The Ops Room is the

sole responsible agency to coordinate the safe arrival, departure and movement in the sea territory and also to protect the general public from dangers arising from marine activities within our territorial zone. All of the functions of the ops room are carried out with special regard to their possible environmental impact. NCG Ops Room silently performs this mammoth task with singular aim as far as feasible to ensure safety and security and the prosperity of Mauritius.

**(c) Out of Box Creative and Innovative Thinking**

The developing duty with constrained assets requires creative arrangements and innovative thinking. The NCG Ops Room has in a staged way proceeded to develop her ability to react to any necessity. Towards ensuring to the requirements of our customers out of the box creative and innovative thinking is essential with determined hazard. Through cooperation, NCG Ops Room team feel associated and supportive for new inventive plans to handle our assignments. Through solid cooperation with different stakeholders internal, external and regional and with embracing and innovative technologies wonders can be achieved.