

GOVERNMENT OF THE REPUBLIC OF MAURITIUS



UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)



UNITED NATIONS OFFICE ON DRUGS AND CRIME (UNODC)



**“From Police Force to Police Service: Supporting the Transition through
Strategic Planning and Organizational Change Management”**

**Joint Project Document
2009-2010**

July 2009

UNDAF Outcome(s)/Indicator(s): n/a

Expected Outcome:

Organizational shift from Force to Service evidenced through:

- (a) visible progress in the ability of the Mauritius Police to plan / operate strategically;
- (b) full engagement with the Mauritius Programme Based Budgeting (PBB) process;
- (c) improved engagement with the community through improved community policing initiatives;
- (d) notable improvements in its investigative efficiency, and
- (e) further entrenchment of international Human Rights and Law Enforcement standards / Best Practices at all levels of its operational structure.

Indicators:

- existence of a central strategic management structure;
- emergence of a strategic management cycle;
- emergence of a strategic management within operational structures;
- production of annual plans to coincide with PBB requirements;
- achievement of targets for crime reduction and investigation;
- improved assessment on Human Rights issues.

Expected Outputs:

- (a) construction by the Mauritius Police of a permanent Strategic Management Capability (SMC) to provide the organisation with the necessary in-house ability to identify the direction of its required future development and resilience to handle changes in demand upon its resources;
- (b) use of the SMC to formulate plans to support developments on each pillar of the Strategic Framework agreed in December 2008; and
- (c) full integration of the strategic planning process in the country's PBB process.

Indicators:

- core Strategic Planning competencies built among key actors of the organization;
- first building blocks of a permanent Strategic Management Capability (SMC) successfully created at Police Headquarters' level;
- plans for developments in each Pillar of the National Policing Strategic Framework (NPSF) finalised and adopted as official roadmap for the Police reform agenda of the years ahead;
- NPSF and outline of reform plans officially launched by end of 2009;
- Short term key components of the NPSF commenced by end of 2009.

Main Implementing Partners:

**Prime Minister's Office – Home Affairs Division
Office of the Commissioner of Police**

Co-Implementing Partners

**Ministry of Finance and Economic Empowerment
Forensic Science Laboratory (FSL)**

Modalities of Implementation

National Execution (NEX) and UNDP Country Support to NEX

Programme Period: CPD 2009-2011
Project Title: "From Police Force to Police Service: Supporting the Transition through Strategic Planning and Organizational Change Management"
Project ID:
Project Duration: 24 months (2009-2010)

Management Arrangement: NEX and Support to NEX
Total Budget: US\$ 250,000
Implementation Support Services (ISS) Fee: 8%
(or mutually agreed upon lumpsum estimate)

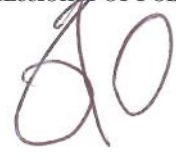
Agreed by the Government of the Republic of Mauritius:

Mrs. K. O. FONG WENG-POORUN
Permanent Secretary
Prime Minister's Office – Home Affairs Division



Date 03.09.09

Mr. Dhun Iswar RAMPERSAD
Commissioner of Police



Date 07.09.09

Mr. Radhakrishna CHELLAPERMAI
Acting Financial Secretary
Ministry of Finance and Economic Development



Date 04.09.09

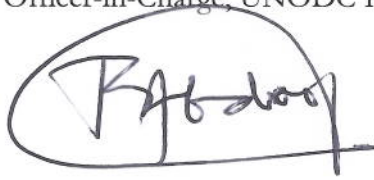
Agreed by the United Nations System / UNDP

Mr. Claudio CALDARONE
UN Resident Coordinator, UNDP Resident Representative




Date 27.08.09

Dr. Rey Chad ABDOOL
Officer-in-Charge, UNODC Regional Office for Eastern and Southern Africa



Date 09/09/09

From Police Force to Police Service: Supporting the Transition through Strategic Planning and Organizational Change Management

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I – SITUATION ANALYSIS

The Republic of Mauritius is a Small Island Developing State located off the coast of Africa in the south-western part of the Indian Ocean, about 900 km east of Madagascar, a little under 4,000 km southwest of India, and some 200 km from the French island of Réunion, with a land area of 1,860 sq. km and a population of approximately 1.2 million inhabitants. Independent since 1968, a Republic since 1992, Mauritius is a multi-party system democracy characterized by an internationally commended social and institutional stability. Mauritius is also Party to all core international Human Rights and Administration of Justice instruments.

The Prime Minister's Office has signaled the need for a paradigm shift in Policing; principally identified as a transformation from a Force to a Service. Also the Commissioner of Police has announced ambitious priorities to improve the effectiveness and processes of investigation, the development of community policing and to further entrench international Human Rights in the professional ethics and practice of the Police. All these issues are interrelated and complex. A move away from reliance upon confession based evidence will require an improved broader investigative competence and in particular improved use of forensic services. Development of community policing will inevitably increase accountability and bring increased demands for performance in an acceptable manner.

External Economic Issues for Policing

Whilst a geographically small island state, the Mauritian people are conscious of their need to balance the benefits of their remote location for tourism - the Star of the Indian Ocean - with the need to 'enter' the wider world as they emerge from the sugar mono-culture. Their economy has diversified into textiles, e-commerce, a particular effective offshore finance industry as well as the high value tourism industry.

This economic activity will ensure that Mauritius cannot rely on its geographic position to isolate itself from the global dimension of crime affecting all countries, the principle criminal activities of which are economic crime, drug trafficking and human trafficking. Whereas two hundred years ago, Mauritius was attractive to the European powers to protect their trade with the East (which led to colonization), so today, the island has a broader international appeal as its reputation for sound regulation makes it attractive for the facilitation of business¹. The extent of this attractiveness and its diversity is demonstrated by investment business both with the African continent² and the Indian sub-continent³.

International criminal entrepreneurs continually look for new attractive markets and unlikely trafficking routes. Recent developments in drug trafficking has seen the growth of a major new threat from cocaine to West Africa, possibly as a reaction to falling markets in North America, possibly in reaction to increased policing success on the traditional routes into Western Europe. Worrying, the World Drug Report⁴ shows a general increase in cocaine and heroin use over a major part of East Africa and whilst the size of the population of Mauritius means that it will never be the attractive market that are the large West African states, its stable social and economic basis places it at risk as an end user of illicit narcotics.

¹ The World Bank's *Doing Business Survey* ranks Mauritius first in Africa in terms of ease of doing business

² China has chosen Mauritius amongst African nations to set up a special economic zone for Chinese entrepreneurs

³ Mauritius is claimed as the preferred jurisdiction for providing foreign investment direct to India

⁴ UNODC World Drug Report 2008

Internal Economic Issues for Policing

The Government is introducing a Programme-Based Budgeting process that links financial allocation to planned developments and targets. This requires Government Departments and Organisations to engage in a programme of consultation and debate over developments to establish their budget for the forthcoming annual round, which when accepted are linked to public targets. Currently no strategic process exists within the Mauritius Police to link an assessment of threats and performance to drive this important planning.

Internal Pressures for Reform

In a relatively small sovereign state, the performance of the Police Service is a crucial contributor to the security and well being of the people and the economy. Mauritius is a well informed modern society and demands for a Police Service instead of a Police Force are being discussed. They want modern standards of performance and conduct; an efficient police service that is not only effective in crime investigation but works within the global standards of Human Rights. Concerns over reliance on confession evidence and inadequately effective oversight mechanisms have been voiced.

Effectiveness and integrity in investigative practice is not only important for the people but also vital to the national economy heavily dependant on high quality tourist industry. One of the issues affecting police of all countries is the difficulty of relying exclusively on reactive investigation processes. This process works best in smaller communities where people are known and also where there is trust between victim, witnesses and police. Where trust is absent so are witnesses and Police become reliant on forensic and admission evidence. As societies become more mobile, so the use of intelligence becomes more important; where crimes exist through illicit markets such as drug trafficking, intelligence and analysis is vital. This brings new challenges for the way in which police managers work as they engage with the intelligence-led and community policing processes.

The Development Agenda

Certain aspects of an infrastructure for protecting Mauritius exist. The Mauritian agenda for the construction of its offshore industry has been one of sound regulation and a reputation of trust. Regulation and compliance regimes are well regarded and on money laundering matters, they are compliant with FATF standards. For global law enforcement standards they have signed and ratified the important UN Convention on Transnational Organised Crime and most of the Drugs Conventions.

Those standards, however, bring major pressures for Police and the commitment to support them requires modern policing that can operate in both the local and global environment. This new 'era' of policing is a significant step change for most countries and particularly challenging for smaller states. Policing arrangements were created either as a 'policing by consent' model, a state model or a colonial model; all commonly focused within national boundaries, committed to the resolution of local and national problems. Now as has been observed "it is hard to think of any issue of national importance which now stops at the national frontier"⁵ and Law Enforcement Agencies have the twin tasks of developing their standards and methodology to meet local demands for more democratic and effective policing whilst at the same time developing an appropriate level of response to crime threats from overseas.

⁵ Monbiot, 2003

The solution is the development of intelligence-led policing with the introduction of proactive techniques⁶ but this is always likely to be challenging for small states where communities have become sufficiently more mobile and anonymous to bring about a reduction in the effectiveness of reactive investigation but where the size of the community makes it difficult to resource and undertake special investigation techniques.

The Mauritius Police Force has its roots in the former colonial police created by the British. Whilst popularly viewed in colonial times as an exported copy of the UK model of policing, it differed in the most important aspect. Whilst the UK model is one of policing by consent – the notion that a police officer is no more than a member of the public in uniform – the colonial model was policing for the Government. As a result the culture of public accountability is only as recent as independence and many structural components of the former system still exist.

The principal pressures of such a system for the Mauritius Police is the need for a Strategic Management Process. The first part of this engages in consultation with Stakeholders and Partners, and plans and executes developments to achieve set targets within the annual budgeting round. The second part transforms internal police operational management from a reactive management culture to a proactive problem reduction process which follows an intelligence-led and community policing philosophy.

The workshop facilitated by UNDP/UNODC in December, 2008 has created the initiative and impetus for all the development required but the process is a major change in both culture and procedure and many judgments of balance and prioritization will be required. In the workshop, representatives of the Mauritius Police identified the core elements required for the change process and created the six ‘Pillar’ components which form the basis of a National Policing Strategic Framework (NPSF). This work was reviewed by the Commissioner and adopted by him as the route forward.

To facilitate and drive this work, the Commissioner has appointed a Core Team responsible for taking the very broad outline of the Framework created at the December workshop and researching, identifying, drafting, testing and formulating plans for each Pillar of the Framework. This substantial work is a two year project requiring review of all major areas of criminal police work in Mauritius and many areas of the infrastructure, both investigative and administrative. Development, support and guidance for this work is the essential core of this Project.

II. STRATEGY / PROJECT COMPONENTS

The main objective of this project therefore will be to support the transformation of the Mauritius Police Force into a Police *Service* through the Strategic Framework, and strengthen its responsiveness to these public, national and international demands through the gradual establishment of an effective internal strategic management capability.

This transformation process will also seek to ensure that all stages of the crime investigation continuum meet with the highest degree of compliance with international Human Rights standards, and gradually form the basis of a Mauritian Intelligence-led National Policing model tailored to national specificities and priorities which has its roots in an improved interface with the public through effective community policing.

⁶ Including Tasking and Coordination and ‘Special Investigation Techniques’ such as covert investigation, surveillance, wire taps etc.

The Project is required to deliver on three key areas of development:

1. Finalization of the “National Policing Strategic Framework” (NPSF) formulation process initiated in December 2008, and support to its link-up with the Programme-Based Budgeting (PBB) exercise currently rolled out by the Ministry of Finance and Economic Empowerment; official launch of the NPSF during the last quarter of 2009.

This work has already benefited from outline planning between the parties and for the interim budgeting process for mid 2009 a compromise agreed. For full engagement by the end of the year, the Core Team must have completed their design work on all aspects of the Strategic Framework (as described further under Item 3 below) and have identified and agreed the priorities. This is significant work within the time frame.

2. Creation and development of a permanent Strategic Planning Management structure and processes within the MPF, both at Headquarters and divisional/field levels in order to strengthen its strategic planning and managerial capacity to “own” and effectively steer the change management process.

This may be a two-tiered process with a Headquarters capacity being created first specifically because of the importance of engagement with the PBB process and to manage the roll-out of strategic management to divisional and field levels. An investment in some infrastructure and training will be required.

3. Support to the operationalization of the Strategic Framework, through the provision of targeted, catalytic technical assistance in the following areas:
 - Human Resource Management: Many aspects of HR management currently do not fall under the command of the Commissioner and other senior officers of the Mauritius Police. A scoping and assessment mission is required to capture a snapshot of the way the MPF currently manages its human resources, identify change areas and support the establishment of a full-fledged HRM system (coinciding with priorities announced in the 2005-2010 Government platform, referring to the introduction of “a new personnel management, appraisal and promotional selection system”). Some aspects of this work are concerned with administrative management but the issues go further to include the development of management, promotion and career development policies (recommendations to form the basis of follow-up activities in 2010).
 - Community Policing: Work on this Pillar will be in line with the 2005-2010 Government platform which states that it “will set up Regional Police Advisory Councils under the aegis of a Mauritius Police Authority which will provide a permanent platform for exchange of views between the police [and] the *forces vives*”, and that it “will amend the Police Act and adopt a Policing Charter, which will lay the foundation for customer-based policing”. The development of this Pillar will also support improvements in Human Rights and the two Pillars dealing with investigation. This is because this work will bring the Mauritius Police closer to the public they serve and therefore increase their accountability. The Mauritius Police needs a better information system to support the process (some work is already in hand by the MPF) and some management and cultural development if this is to be achieved. Leadership will be particularly important.

Awareness-raising sessions will be organized at the levels of Senior Police Management and selected Divisions to foster greater understanding and acceptance of the Community Policing / Police-Public Partnership approach. Specific expertise and methodologies recently developed by UNODC and UN-Habitat in this field will be sought to support the implementation of this component.

- Strengthening the investigative practices and infrastructure of the Mauritius Police: This requires not only improvements to existing reactive investigation processes particularly to ensure demonstrably Human Rights-compliant interrogation techniques and better use of forensic science (with the purpose of reducing what some observers describe as over-reliance on confessions as sole or main indicting evidence) but also to introduce the right level of Intelligence-led Policing including the use of pro-active policing methodology and criminal intelligence.

Technical support will be provided to strengthen inter-institutional Forensic Science Laboratory FSL / MPF – Scenes of Crime Officers (SOCO) cooperation mechanisms through the adoption of shared “Scene of Crime Management / evidence collection” standards, and the preparation/adoption of a formal service-level agreement. Forensic Awareness sessions will also be organized for other sections of the Mauritius Police (including Police Investigators / CID Officers) as well as the Judiciary.

- Training: This component will underpin the entire workplan and will need to be carefully planned to ensure a smooth progression of the change programme. Some significant pressures can be foreseen as the Government has just announced that it will support major recruitment to bring the Mauritius Police up to strength. However, the cultural and procedural changes expected from this process will include the following standalone items, to be developed as full-fledged activities during the last quarter of 2009 and included in our workplan for 2010: comprehensive review of the training curriculum and system; support to the development of new specialized training modules and the strengthening of existing components (investigative techniques, criminal intelligence, evidence gathering, forensics / crime scene investigation, strategic planning), taking advantage of the training resources available from UNODC in some of these fields; introduction of new training methodologies (computer-based, simulation, role playing) and evaluation processes.

Expected Output

- a. The establishment of a Strategic Management Capability within the Mauritius Police;
- b. The construction of a vision for development in each Pillar of the Strategic Framework
- c. The provision of strategic plans for acceptance within the Mauritius PBB process.

Key Activities

1. The National Policing Strategic Framework established in December, 2008 will be used to steer the programme using six Strategic Outcomes (also referred to as “Pillars”) identified in December 2008 (see Annex).
2. Initial activity will be based towards progress for the first Pillar; the establishment of a Strategic Planning Management Capability.

3. Core Team identified by the Commissioner will be trained in Strategy Planning Management. This will be by a series of developmental workshops during 2009 to create a basic capability by the end of the year. The workshops will be run by a subject matter expert who will support the process through guidance papers and tasks to run between workshops.

4. Selected members of the Core Team, a representative of the Prime Minister's Office and coordinators from UNDP and UNODC will attend a five day study visit in the UK. The purpose of the study visit is to expose the Core Team to key activities in the Pillars dealing with Crime Investigation (including Forensic issues), Intelligence-led policing and Community Policing. It will touch upon Human Rights issues, particularly in respect to the treatment of detained persons.

5. The outcome sought from the study visit is that the Core Team are able to review modern relevant practices, contrast them with existing practices in Mauritius and identify and prioritise the key strategic developments required in their country for inclusion in work to be managed through the PBB process.

6. During 2009, subject matter experts will work with the Core Team to identify immediate actions to make initial improvements to performance relating to the Pillar areas. This is so the MPF can be assisted to towards existing MPF targets under the PBB process.

7. Facilitated work with the Core Team will lead to the construction of an initial strategy to be submitted (at the end of 2009) to the PBB process in 2010. This will bring together identified performance improvements with new prioritised work under Pillars 2 to 5.

8. Specific targeted intervention to support the strengthening of cooperation mechanisms between MPF-SOCO / FSL, with the technical assistance of UNODC's Laboratory and Scientific Section.

9. Human Rights issues will be addressed initially by comparable studies between UK and Mauritius operational practices on the Core Team study visit. The outcomes of gap analysis thus provided will provide the basis for Stakeholder discussions in Mauritius, in particular with the Mauritius Human Rights Commission, to formulate a strategy to further entrench Human Rights standards in the operational culture of the organization.

10. The work completed in 2009 is intended to provide a vision for each of the 6 Pillars of the Strategic Framework. That vision will be organised into short, medium and long term developments, the short term developments being the principle work areas for 2010 requiring technical assistance, primarily from UNODC experts. Final administrative work of this Project in 2009 will therefore be the separation of the work areas into those in which the Mauritius Police have self-sufficiency and those requiring external assistance.

Expected Time-frame

The main outcome for 2009 will be:

- a. the identification and action on immediate performance improvements designed where possible to achieve 2009 PBB targets;
- b. the implementation of Pillar 1 – i.e. the Strategic Management Capability within the senior management structure of the MPF – through, inter alia the establishment of a Core Team;

- c. the completion of the analysis of the gap between the existing position and the medium and long term goals and the creation and commencement of plans for initial developments in each Pillar area;
- d. the alignment of the strategic management process with the Mauritius Programme Based Budget.

The main outcomes for 2010 will be:

- a. the completion of the activities identified for the year within year 2 of the existing PBB process as amended by the research and design work completed in 2009. This is anticipated to be development across all Pillar areas and will require the identification of long term donors for technical development and equipment provision;
- b. the provision of technical assistance in areas identified during the last quarter of 2009 to support each Pillar of the Strategic Framework (cf. Annex);
- c. the improvement of the use of physical evidence and forensic services in criminal investigations and court proceedings through, inter alia, the facilitation of joint working sessions for the Mauritius Police / SOCO, and the Forensic Science Laboratory, and the possible adoption of a Service-Level Agreement.

III. MANAGEMENT ARRANGEMENTS

The total budget allocated by the Democratic Governance Thematic Trust Fund (DGTTF) for this project is US\$ 250,000 for a period of two years (2009-2010), to be disbursed before end the second year. The project will be managed under the National Execution modality with, when required, direct support from UNDP Mauritius (“Country Support to NEX”) and UNODC Regional Office for Eastern and Southern Africa, in close association with UNODC Headquarters in Vienna, on a Joint and/or complementary Programming basis. An Implementation Support Services (ISS) fee will be recovered through an 8% charge (or mutually agreed upon lumpsum) on incurred project expenditures. Disbursement of funds will be effected through Requests for Direct Payment or transfer of funds, as will be deemed adequate on a case by case basis between UNDP Mauritius and the Implementing Partner(s).

IV. LEGAL CONTEXT

The project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Mauritius and the UNDP signed by the parties on 29 August 1974. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government Cooperating Agency described in that Agreement./.

Annual Work Plan Budget Sheet – 2009 Project Phase

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (USD)
<p>The construction by the Mauritius Police of a permanent Strategic Management Capability (SMC) to give the organisation ability to identify the direction of its required future development and resilience to handle changes in demand upon its resources.</p> <p><u>Indicators:</u></p> <p>(a) core Strategic Planning competencies built among key actors of the organization;</p> <p>(b) first building blocks of a permanent Strategic Management Capability (SMC) successfully created at Police Headquarters’ level;</p> <p>(c) plans for developments in each Pillar of the National Policing Strategic Framework</p>	<p><u>Note:</u> Progress so far includes the identification and agreement of a initial “National Policing Strategic Framework” (NPSF), comprised of six thematic pillars (cf. Annex).</p> <p>1. Production of second draft of project papers</p> <p>(Each pillar within the NPSF requires a plan for development during 2010. The project papers are to identify the strategic gap between the current position and the desired position)</p>					Mauritius Police Core Team UNDP-UNODC Consultant (RG, GE)		International consultants	USD 22,000
		*						Travel/DSA	USD 23,000
	1.1 Stakeholder consultation		*			Mauritius Police Core Team			
	1.2 Further literature review		*			Mauritius Police Core Team			
1.3 Integration of selected ideas from 1.1 and 1.2 into developing plans		*			Mauritius Police Core Team				

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<p>(NPSF) finalised and adopted as official roadmap for the Police reform agenda of the years ahead;</p> <p>(d) Launch of NPSF and outline of reform plans by end of 2009;</p> <p>(e) Short term key components of the NPSF commenced by end of 2009.</p>	<p>1.4 Development of the analysis assessment and identification of the strategic gap</p>		*		Mauritius Police Core Team			
	<p>1.5 Emerging ideas regarding priorities</p>		*		Mauritius Police Core Team			
	<p>1.6 Second interim draft sent to consultants</p>			*	RG, GE			
	<p>1.7 Consultants review draft in preparation for support visit</p>			*	RG			
	<p>1.8 Visit by consultant (RG) to support the following:</p> <p>a) six support sessions (one for each pillar); feedback on draft papers, guide to further research/analysis/development;</p> <p>b) facilitation of high level workshop on the establishment of a service level agreement on Forensic Services;</p> <p>c) identification of programme for Study Visit;</p>			*	Mauritius Police Core Team			
			*	Prime Minister’s Office (PMO), Mauritius Police, Forensic Science Laboratory (FSL)				
			*	RG				

	2. Study Visit – National Policing Improvement Agency (NPIA) / Bramshill, UK						Institutional contract with NPIA, via UNODC	USD 14,000
	2.1 Production of draft Study Visit programme			*	RG		Travel	USD 18,000
	2.2 Review of draft Study Plan programme			*	PMO Office of the Commissioner of Police			
	2.3 Visit to UK by Core Team and Government representatives (Commissioner and Official from Prime Minister’s Office)			*	PMO Mauritius Police Core Team RG GE UNDP, UNODC Chief Constable Surrey Police			
	3. Final consolidation of Project Plans							
	3.1 Integration of Study Visit ideas				*	Mauritius Police Core Team		
3.2 Identification of priorities and timescales for plans				*	Mauritius Police Core Team			

	<p>3.3 Final draft incorporating:</p> <ul style="list-style-type: none"> a) Key Strategic Issues b) Vision c) Overview of developments intended d) Expected Outcomes e) Ideas regarding priorities f) Ideas regarding implementation g) Resource implications h) Timescales i) Ideas for communication of plan j) Ideas for monitoring and evaluation 				*	Mauritius Police Core Team			
	<p>3.4 Support visit by consultant to:</p> <ul style="list-style-type: none"> a) Assist in development of Activity 3.3; b) Advise and contribute to planning process for 5.1; c) Discuss and develop plans for 5.2, 5.3, 5.4. 				*	GE			
	<p>4. Agreement of Plans</p> <p>4.1 Presentation of draft plans to CP and Senior Officers of the Mauritius Police</p>				*	CP, Core Team RG, GE UNDP, UNODC			
	<p>4.2 Acceptance of plans, agreement of plan launch</p>				*	CP, Core Team			

	4.3 Design of launch				*	Core Team RG, GE			
	5. Official Launch 5.1 Launch of agreed plans including: a) Presentation to Government b) Communication to Service c) Presentation to middle and senior managers d) Presentation to media				*	PMO CP, Core Team RG, GE UNDP, UNODC			
	5.2 Workshops with senior and middle managers				*	Core Team RG GE			
	5.3 Engagement with PBB process				*	Core Team RG GE Ministry of Finance and Economic Empowerment (MOFEE)			

	<p>5.4 Creation of initial Strategic Management Capability (SMC) within the Mauritius Police:</p> <p>a) Initial Staffing b) Establishment of work practices c) Funding d) Engagement with Stakeholders (PMO-Home Affairs Division, MP Senior Management, Operational Management)</p>				*	CP, Core Team RG GE			
	<p>6. Planning of activities for 2010, and initial operationalization stages of the NPSF¹</p> <p>6.1 “Human Resource Management / Career Development Policy” scoping consultancy</p>				*	Mauritius Police Discipline Forces Service Commission		International consultant	USD 3,600
					*			Travel/DSA	USD 3,000
	<p>6.2 Workshop on “Community Policing” for Senior Management</p>				*	UNODC Mauritius Police		Travel/DSA	USD 5,000
	<p>6.3 Organization of joint Mauritius Police/SOCO-FSL training workshop</p>				*	UNODC Mauritius Police FSL		Travel/DSA	USD 5,000

¹ Subject to carry-over into the early quarter of 2010.

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	7. Country Office Support to NEX									
	7.1 International UNV (VLA and related)									USD 30,000
TOTAL for 2009 Phase										USD 123,600

Annex

Strategic Framework for the Mauritius Police - Agreed Principle Themes

1. Permanent Strategic Planning Capability
2. Human Resource Management Capability
3. Investigation Practices and Infrastructure
4. Intelligence-led Policing
5. Community Policing
6. Achieve a Human Rights Compliant Organisation

1. Permanent Strategic Planning Capability

Develop a structure to enable the organization to manage the analysis, decision making and implementation of long term plans and changes.

- Adopt an annual planning cycle throughout the organisation;
- Link the annual planning cycle to the annual budgeting cycle;
- Create a core team to undertake the responsibility to drive the process including:
 - Environmental scanning;
 - Internal audits;
 - Facilitating the identification of key strategic issues;
 - Managing the development of strategic plans;
 - Monitoring and evaluating strategic developments;
 - Supporting the top team in strategic decision making;
 - Achieving internal and external communication;
 - Setting and reviewing milestones and timescales;
 - Engaging with Stakeholders.

2. Human Resource Management Capability

Develop a Human Resource capability to ensure the right people with the right skills are in the right places in the right numbers.

- The ability to 'Hire and Fire' as required for the good of the organisation;
- Recruit through a feasible process;
- Enhance the process of selection of candidates;
- Provision of initial training to match demand and strategic focus of the organization;
- Objective posting and development processes;
- Effective 'rewards' and 'sanctions';
- Effective and objective disciplinary processes;
- Influencing the setting of conditions of service;
- Managing a planning and appraisal system for the effective development of personnel;
- Engage with Stakeholders.

3. Investigation Practices and Infrastructure

Maintaining state of the art investigative practices and a comprehensive infrastructure to support officers involved in investigation of all crimes.

- Maximise reactive investigation processes;
- Develop investigative skills in uniform and detective resources;
- Establish first levels of local intelligence records to support reactive investigation;
- Develop and improve contributions to successful investigations from internal and external Forensic Services;
- Reviewing and recommending requirements for legal authority for new procedures;
- Managing the changes consequent on the introduction of new legislation, regulation and procedure including identification of impact, logistics, resources and defining training needs and cultural developments;
- Engage with Stakeholders.

4. Intelligence-led Policing

Develop existing intelligence-led policing to all appropriate elements within the Mauritius Police.

- Research and identify the intelligence-led policing requirements of the Mauritius Police, including the adoption of:
 - Tasking and coordination at local and central levels;
 - Intelligence Assets – Sources, People, Systems and Knowledge;
 - Intelligence products;
 - Analytical support and the introduction of analytical products;
- Scope the logistical and resource requirements and create an incremental programme of introduction of required elements;
- Engage with Stakeholders.

5. Community Policing

Continue the development of community policing and customer focus as the policing approach of the Mauritius Police.

- Review and determine the direction of development required;
- Engage with Stakeholders to receive external opinion;
- Cultural audit;
- Comparative practices study;
- Identify cultural development needs to centralize community policing as the prime approach and the design of training or programmes to achieve the goals;
- Build partnership structures;
- Set quality of service goals and introducing programmes of measurement and evaluation.

6. Achieve a Human Rights Compliant Organisation

Set the standards for future policing performance to achieve the highest possible adherence to Human Rights.

- Ensure total understanding of Human Rights and the expectations of the organization;
- Ensure all policies, practices and directions are Human Rights compliant;
- Monitor, identify and tackle tensions and pressures which lead to Human Rights abuses;
- Objective and thorough examination of allegations of abuses and a commitment to the resolution of failings where established;
- Maximise transparency in our activities;
- Support officers through the provision of systems and processes which demonstrate adherence to Human Rights requirements.
