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POLICE STRATEGIC PLAN 2022 – 2025

MAURITIUS POLICE FORCE



MAURITIUS POLICE FORCE



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CONTENTS

01	Key Note from the Commissioner of Police	3
02	Introduction	4
03	The Tenets of the Plan	7
04	Strategic Priorities	9
05	Way Forward	73
06	Implementation Matrix	77
07	List of Abbreviations	117

The Road Map to a new... STRATEGIC ARCHITECTURE





MAURITIUS POLICE FORCE



The Road Map to a new...
STRATEGIC ARCHITECTURE

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KEY NOTE FROM THE COMMISSIONER OF POLICE

It is my pleasure to present the Police Strategic Plan 2022 -2025 which lays the foundation for enhanced professionalism and sustainable development of policing in Mauritius. This plan will serve as a road map to improve the level of service delivery whilst at the same time bolstering the organisation's effectiveness in addressing policing challenges inherent in this increasingly digital world.

The plan hinges on key concepts which encompass service delivery, community safety, partnership, crime prevention and reduction, disaster preparedness and response, territorial, physical and cyber security amongst others. It identifies nine policing priorities and elaborates a host of strategies that will assist in enhancing the service offered to the community, combating scourges such as drug trafficking, the protection of our jurisdiction from internal and external threats (including transnational and organised crime), and addressing emerging threats such as cybercrime. Additionally, our plan considers accompanying strategies such as a resilient strategic planning capability and a human resource development plan which are imperative for the successful implementation of the strategic plan and the sustainability of the policing efforts.

I am fully cognizant that our Police officers' motivation and commitment are sine-qua-non to the successful implementation of this plan. Therefore, due prominence has been given to the enhancement of their working environment, morale, welfare and wellness.

The strategic plan has been aligned with the Government Vision 2030 for a safer Mauritius. At this score, I would like to express my sincere gratitude to the Hon. Pravind Kumar JUGNAUTH, Prime Minister, Minister of Defence, Home Affairs and External Communications, Minister for Rodrigues, Outer Islands and Territorial Integrity, for his invaluable support and guidance in the development of this document.

I would also like to place on record the tremendous work carried out by all officers who contributed in the development of this plan.



*Mr. Anil Kumar DIP, PMSM
Ag. Commissioner of Police*

Joined the Force on 11.09.1981. Holds a BSc in Police Science, MSc in Police Science & Management from University of Portsmouth, UK. Fellow of the International Institute of Security, UK. From 2009 to 2011, been the ICRC Regional Delegate to Police & Security Forces for South East of Asia and Pacific. Undertaken consultancy mission in Haiti and Rwanda Police.

**A. K. Dip, PMSM
Ag. Commissioner of Police**

31st December 2021



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INTRODUCTION

Globally, the social arena is rapidly changing, driven by evolving technological advancements. In this changing world, the demand of the general public for efficiency, effectiveness and accountability in delivery of services has increased exponentially over the years. Police agencies are constantly reviewing their strategies in order to tackle emerging policing issues and effectively respond to public demands and expectations. As a proactive organisation, with a stated aim of becoming a world class Police agency, the Mauritius Police Force (MPF) envisions maintaining an edge over criminals, whilst at the same time providing quality and world class services to the citizens. Towards this, the MPF has developed a four-year Strategic Plan that will enable its transition to a new era of policing. The plan seeks to equip the MPF with the requisite tools to successfully meet the emerging and upcoming challenges.

The Strategic Plan 2022 - 2025 lays down nine priorities which will be addressed during the next four years in order to take the organisation's effectiveness to new heights. The nine priorities identified are (1) Improving Service Delivery, (2) Reinforcing Community Safety and Partnership, (3) Tackling Serious, Organised and Transnational Crime, (4) Enhancing Investigative Capabilities, (5) Exploiting Technology in Policing, (6) Strengthening Human Resource Management, (7) Managing Disasters, (8) Building Sustainability and Resilience, and (9) Enhancing Morale and Motivation of Police Officers.

The identification of the areas of improvement were based on a scientific approach that took into account the Government's vision, recommendations of international organisations such as Financial Action Task Force (FATF), international policing practices and reports from independent Police oversight bodies. An environmental scan of the local policing landscape and emerging crime trends was also conducted to ensure that the plan is suitable in the Mauritian context. Extensive consultations with internal and external stakeholders, was utilised to develop the strategies.

The strategies developed are based on proven concepts of pro-activity, efficiency, effectiveness and accountability, good governance, customer oriented and problem-solving approaches, capacity building, multi-agency partnership and domestic and international co-operation.

The plan is expected to produce results in short, medium and long term. To ensure that the overall objective is achieved, mechanisms have been put in place for continuous monitoring, evaluation and reorientation of the plan. This process will enable the early identification of unexpected roadblocks and the development of relevant remedial strategies. The strengthening of the strategic planning capabilities coupled with a dedicated human resource development plan will ensure the sustainability of the plan.

Police reforms have many a times been hindered by fear of the unknown amongst the personnel. Mindful of the ambiguities inherent in any type of change and the consequent resistance to change, the MPF has included change management as part of its strategy. Further, communication plans supported by a well-defined implementation plan, identification of change champions, leading agencies and accountability mechanisms, have also been worked out.



The success of this plan rests on several factors. They are the commitment at the higher echelons of management, the understanding of the plan, the cohesiveness in implementation of the different pillars and the supporting strategies put in place. It is therefore believed that in addition to quick wins, the sustained efforts of Police Officers and the effectiveness of controlled mechanisms will contribute in bringing the plan to fruition.

The nine strategic priorities of the plan are depicted hereunder:

IMPROVING SERVICE DELIVERY



REINFORCING COMMUNITY SAFETY AND PARTNERSHIP



TACKLING SERIOUS , ORGANISED AND TRANSNATIONAL CRIME



ENHANCING INVESTIGATIVE AND OPERATIONAL CAPABILITIES



EXPLOITING TECHNOLOGY IN POLICING



STRENGTHENING HUMAN RESOURCE MANAGEMENT



MANAGING DISASTERS



BUILDING SUSTAINABILITY AND RESILIENCE

ENHANCING MORALE AND MOTIVATION OF POLICE OFFICERS



THE TENETS OF THE PLAN



Vision

To be a world class law enforcement agency, providing the highest quality of service to the public.

Mission Statement

‘The Mauritius Police Force is committed to fight crime in all its forms and deliver the highest quality of service to the community. We will constantly ensure that we maintain an edge on criminals and embrace world class service delivery standards. We will welcome and value the contribution of the community in our endeavour to create a safe and secure environment.’



Core Values

The core values allow the Force to successfully tackle unprecedented challenges. We commit ourselves to scrupulously inculcate the following values in our day-to-day activities.





The Road Map to a new... **STRATEGIC ARCHITECTURE**

- ① **Priority 1 - Improving Service Delivery**
- ② **Priority 2 - Reinforcing Community Safety and Partnership**
 - 2.1 Ensuring Road & Rail Safety
 - 2.2 Protection of Vulnerable Groups
 - 2.3 Reducing Property Crime
- ③ **Priority 3 - Tackling Serious, Organised and Transnational Crime**
 - 3.1 Combating Drugs
 - 3.2 Improving Maritime Security
 - 3.3 Fighting Cybercrime
- ④ **Priority 4 - Enhancing Investigative Capabilities**
- ⑤ **Priority 5 - Exploiting Technology in Policing**
- ⑥ **Priority 6 - Strengthening Human Resource Management**
- ⑦ **Priority 7 - Managing Disasters**
- ⑧ **Priority 8 - Building Sustainability and Resilience**
- ⑨ **Priority 9 - Enhancing Morale and Motivation of Police Officers**



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Priority 1.0



**IMPROVING
SERVICE
DELIVERY**



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Priority 1.0



IMPROVING SERVICE DELIVERY

The MPF is a public service with an ambition to become a world class Police organisation, which adheres to international policing standards as well as to the principles of good governance and quality service delivery. Conscious of the growing public demands for enhanced efficiency and customer-oriented service, the MPF aims at making every contact with the community-whether by telephone, face-to-face, internet or otherwise - a positive experience that meets their needs and expectations. In this endeavour, the MPF will revamp its Professional Standards Department (PSD) in order to revisit the existing norms, procedures and practices to render Police service delivery more accessible, responsive and customer friendly akin to the private sector.

In order to improve service delivery in the Police, several objectives have been couched as hereunder:

Objective 1: DEVELOPMENT OF CUSTOMER FRIENDLY INFRASTRUCTURE AND ACQUISITION OF MODERN ASSETS

Modern and state-of-the-art infrastructure is key to improving the productivity of Police officers, whilst offering a pleasant experience to our customers. Progressively, the front office of Police buildings will be redesigned to ease access to a seamless Police service. Customer friendly features such as ramps, waiting areas, ticketing system, etc., will be catered for. Mindful that these improvements, with heavy financial implications, cannot be achieved overnight, a project-based plan will be worked out. In line with the concept of good governance, these developments will be subjected to the rigours of the existing legal frameworks and incorporated in the financial and procurement plans of the MPF.

KEY PERFORMANCE INDICATORS:

✍ Development of new customer friendly projects.

Objective 2: UPHOLDING OF PROFESSIONAL STANDARDS

To strengthen public confidence and trust, the MPF intends to streamline the various Police responses and actions through standard operating procedures for observance by all Police officers in terms of performance, conduct and integrity. In this endeavour, the MPF will revamp its Professional Standards Department (PSD) in order to revisit the existing norms, procedures and practices to render Police service delivery more accessible, responsive and customer friendly akin to the private sector. Police will use feedback obtained from internal and external customers, to benchmark the quality of the Police service expected. Police will also develop appropriate mechanism to encourage Police officers and the general public to report act of misconduct, unethical behaviour and dishonesty for immediate remedial actions and improvement of service. Moreover, mindful of the growing public demand of a high-quality Police service the MPF will identify the training needs and design tailor-made trainings/ courses/ workshops for its staff to improve their knowledge and hone their skill specific to their duties.

KEY PERFORMANCE INDICATORS:

- ✍ Revamping of Professional Standards Department (PSD).*
- ✍ Development and implementation of SOPs.*
- ✍ Misconducts addressed.*
- ✍ Performance of Police officers.*

Objective 3: DEVELOPMENT OF A MEDIA & COMMUNICATION STRATEGY

The timeliness, accuracy and reliability of information are critical in securing public trust and confidence, the more so in an era of internet and social media. Therefore, an effective media and communication strategy is essential in portraying the MPF as a legitimate and trustworthy organisation in our democracy. To that end, the MPF will introduce a Media and Communication Strategy which will comprise (i) the revamping of the Police Press and Public Relations' Office (PP&PRO), (ii) the recruitment of qualified and trained staff in communication, media management and public relations, (iii) the acquisition of relevant media technology, (iv) partnership with local agencies, such as Government Information Service and other international media counterparts, and (v) develop guidelines, including those related to the handling of major occurrences/ incidents. The strategy will ensure that besides daily routine reporting, the revamped PP&PRO will become more proactive and professional in its approach to communication and management of critical incidents.

KEY PERFORMANCE INDICATORS:

- ✍ Revamping of Police Press & Public Relations' Office (PP&PRO).*
- ✍ Development of a media & communication strategy.*
- ✍ Developing capacity on communication & media management.*
- ✍ Acquisition of media related equipment.*

Priority 2.0



REINFORCING COMMUNITY SAFETY AND PARTNERSHIP

2.1 Ensuring Road & Rail Safety

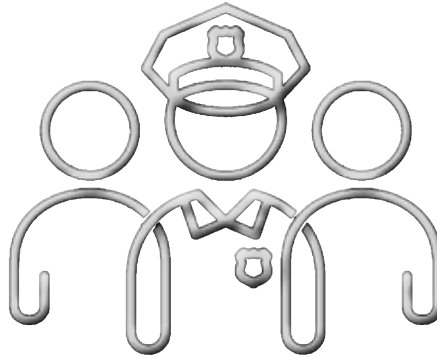
2.2 Protection of Vulnerable Groups

2.3 Reducing Property Crime



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Priority 2.0



COMMUNITY SAFETY AND PARTNERSHIP

Safety and security are basic human necessities of any community and the Police have the legal mandate to uphold this public aspiration. Community Safety can be achieved by the absence of crime and public nuisances, safer roads and protection of vulnerable groups of society.

This strategic priority therefore, seeks to address road safety, protective services to vulnerable groups and tackling of property crime.

Increasingly, comparative experiences suggest that the approach of incorporating a professional Police service and a responsible public seems to be the most effective and fruitful way to create a safer environment. Empowerment of the community is a fundamental element of the partnership approach. The relations between Police and public should be consultative, and extend into the process of planning.

Therefore, the MPF will adopt a collaborative and consultative approach with the community to address key focus areas identified under this strategic priority as follows:

- (i) Ensuring Road & Rail Safety;
- (ii) Protection of Vulnerable Groups; and,
- (iii) Reducing Property Crime.

2.1 ENSURING ROAD & RAIL SAFETY



The safety and well-being of road users are major concerns for many communities. Any loss of life on our roads is one too many. Road collisions incur huge economic costs at national level, which include burden on the health, insurance and legal systems. Moreover, they can have negative social implications for the families of those involved as well as on local communities. Unfortunately, in Mauritius, an average of 144 persons loses their life yearly on our roads and around a thousand persons suffer from debilitating injuries.

The major causes of road accidents have been mainly attributed to speeding, reckless driving and driving under the influence of liquor or dangerous drug. The risky behaviours of other road users including pedestrians are also factors contributing to the rise in road fatalities.

Mindful of the tolls associated with road accidents, the MPF will adopt a three-pronged strategy comprising Enforcement, Education and Multi-sector partnership to address road safety issues. These strategies have been aligned with the Road Safety Strategy for Mauritius 2016-2025 developed by the Ministry of Land Transport & Light Rail.

Objective 1: ENFORCEMENT

Enforcement of road traffic laws is intrinsically impactful on road safety. Consequently, Police will adopt a zero tolerance approach to breaches of traffic laws. This will be achieved through targeted, visible and covert operations at road accident hot spots. On the other hand, the community will be roped in the form of Road Safety Watch Scheme to identify probable black spots and instances of reckless driving. In addition to the Traffic Branch, other adjuncts such as ERS, DSU, Divisional Police, will be tasked to support the MPF's efforts against deviant drivers/ road users who pose risks to the life and safety of other road users. Additionally, the use of drug kits to detect drivers under the influence of dangerous drugs will be optimised.

KEY PERFORMANCE INDICATORS:

- ✍ *Reduction in number of road fatalities.*
- ✍ *No. of road accident hot spots identified.*
- ✍ *No of targeted overt and covert operations carried out.*
- ✍ *No of Road Safety Watch Scheme implemented.*

Objective 2: EDUCATION/ SENSITISATION

Road safety education plays an important role in shaping the attitudes and behaviours of people including children, youngsters and other road users – ensuring they become responsible drivers, passengers, pedestrians and cyclists. The MPF will develop an education and sensitisation strategy on road safety geared towards behavioural change of road users. This strategy will comprise interface with the various segments of the community through an array of communication channels including media, social media, forums amongst others. The overall aim will be to inculcate a road safety culture in the community. To this end, the Police will actively engage various partners including business operators, ministries concerned. This initiative will be supported by an adequate number of trained staff, exhibitions, educational materials and tools.

KEY PERFORMANCE INDICATORS:

- No. of education and sensitization programmes conducted.*

Objective 3: MULTI-SECTOR PARTNERSHIP

Besides the human factor, other causes of road accidents include road infrastructure, road design and worthiness. Hence, to reduce the recurrence of road accidents, it is necessary to develop a robust multi-sector collaboration. Partnerships with a range of stakeholders including experts on vehicle, environment and legal aspects of road accidents, will be utilised to develop an effective road safety strategy. These partnerships will be instrumental in the identification of road hazards, collection of data and formulation of remedial measures. Moreover, based on the intrinsic knowledge about specific localities and peculiarities of traffic management, the MPF endeavours to proactively engage relevant authorities such as Traffic Management & Road Safety Unit (TMRSU), Road Development Authority (RDA), Land Drainage Authority (LDA) and provide inputs at the planning and design stage for road infrastructure projects.

KEY PERFORMANCE INDICATORS:

- No. of consultations with stakeholders.*

Objective 4: POLICING OF THE LIGHT RAIL

The introduction of Light Rail Vehicles (LRVs) is a new feature in the Mauritian landscape. With a view to ensuring the safety of commuters and the prevention of accidents/ incidents involving LRVs, MPF will, in collaboration with the Ministry of Land Transport and Light Rail introduce new strategies which will focus on educating the general public on LRVs legislations as well as the sensitisation of commuters; security at level crossings, depots, relevant vital installations and transit points. Additionally, the MPF will design a Police response plan to address any incident relating to LRVs.

KEY PERFORMANCE INDICATORS:

- Development of SOPs relating to light rail security.*
- Development of a LRVs' Police Response and Emergency Plan.*
- No. of sensitisation campaigns carried out.*

2.2 PROTECTION OF VULNERABLE GROUPS



The MPF has at heart the well-being of the most vulnerable in society. Cases of gender-based violence, ill-treatment of children and elderly are key concerns for the MPF. Police responses are crucial, not only to protect victims from violence, but also to increase their trust that reported cases will be taken seriously and they will be treated with respect and dignity.

The COVID-19 Pandemic has made things worse, it has contributed in the rise of offences against vulnerable groups due to economic stress, school closures and mobility restrictions. In developing the strategy, the MPF has taken into account the recommendations of the National Strategy and Action Plan (NSAP) for elimination of gender-based violence and the recent legislations for the protection of children and elderly.

To that end, MPF will, in line with the Government policy for providing additional protection to these specific groups, implement a strategy comprising:

- (i) the revamping of existing structures;
- (ii) the realignment of relevant processes and procedures for the prevention of victimisation and re-victimisation, prompt response to incidents and fast-tracking of investigation; and,
- (iii) partnering with stakeholders concerned.

Objective 1: REVAMPING EXISTING STRUCTURES

In order to ensure a proactive and systematic approach to the protection of vulnerable groups, the Police Family Protection Unit (PFPU) will be the lead Police agency in this matter. To fulfil this mandate, PFPU will be reorganised to include the Brigade pour la Protection des Mineurs (BDM). This Unit will interface with internal and external agencies to ensure that protocols established at national level are adhered to. It will also advise on issues requiring a Force response and coordinate all actions pertaining to the protection of vulnerable groups, at Police level.

KEY PERFORMANCE INDICATORS:

✍ Restructuring of PFPU.

Objective 2: REALIGNMENT OF RELEVANT PROCESSES AND PROCEDURES

Victims of abuse often consider the criminal justice process as an ordeal. Amid the fear of stigmatization and the trauma of retaliation, these victims refrain to report their abusers. In order to create congenial environment and increase the predisposition to report cases of abuse, the MPF will realign the relevant processes and procedures for the prevention of victimisation and re-victimisation and ensure prompt response to incidents involving vulnerable groups.

To achieve this objective, the MPF will ensure the following:

- (i). Establishment of Standard Operating Procedures for dealing with victims and whistle blowers;
- (ii). Creation of dedicated office space at Police buildings where victims would feel safe and their requests could be dealt expeditiously;
- (iii). Building in-house capability for dealing with vulnerable victims and investigating into these cases;
- (iv). Implementing an effective mechanism for prompt response on a 24/7 basis to victims of abuse;
- (v). Setting up of dedicated teams comprising of fully trained officers at Divisional Level to attend to requests for assistance from vulnerable groups.

KEY PERFORMANCE INDICATORS:

- ✍ Establishment of SOP.*
- ✍ Setting up of space to deal with victims of crime.*
- ✍ Number of training provided.*
- ✍ Setting up of response teams.*

Objective 3: STRENGTHENING PARTNERSHIP

Proper enquiries and thorough investigations in cases of GBV, child and elderly abuse are determinant for successful prosecution in courts and securing of conviction that reflect the gravity of the committed offence. This strategy will act as a deterrent for offenders and potential offenders as well. To this end, as professionals, Police will:-

- (a.) Conduct proper and timely investigation into GBV, child and elderly abuse cases to ensure that justice is not delayed to victims.
- (b.) Carry out timely prosecution to ensure that perpetrators are adequately punished.
- (c.) Dispense training for Police investigators and prosecutors to equip them with necessary knowledge, skills and tools to do their job effectively.

KEY PERFORMANCE INDICATORS:

- ✍ *No. of training dispensed.*
- ✍ *No. of prosecution conducted.*
- ✍ *No. of person sentenced.*

2.3 REDUCING PROPERTY CRIME



Property crime induces fear of crime in the community. Since this category of offences accounts for the majority of reported crimes, it remains high on the MPF's agenda. The strategy focuses on crime prevention by reducing crime opportunities. Besides the responsibility of individuals to protect their own property, MPF has a legal mandate to ensure the safety of such property. However, this can only be achieved with the support of multiple actors in society.

In order to create safer neighbourhoods and prevent victimisation/ re-victimisation, the MPF is committed to bringing down the number of offences and keeping criminals at bay through the following measures:

- (i) A more robust crime prevention and reduction measures including community and multi-actors partnership;
- (ii) A problem oriented led approach; and,
- (iii) The introduction of Smart Patrol.

It would also focus on situational and social crime prevention measures aimed at preventing crime and victimisation, thereby promoting community safety and contributing to the sustainable development of vibrant communities. The objectives formulated for the implementation of this pillar are as follows: -

Objective 1: DEVELOPING A MORE ROBUST CRIME PREVENTION AND REDUCTION MEASURES

The evolving socioeconomic and technological dynamics in Mauritius are calling for a review of existing policing strategies including crime prevention and reduction measures. Consequently, in addition to the traditional community policing forums, the MPF will review its mode of conducting community consultations as well as stakeholders involved. To ensure the effectiveness of the crime prevention measures, consultative groups will be widened and diversified to include representatives from various segments of the community. To that end, concepts such as virtual community forums will be resorted to, to secure maximum participation.

On another note, Neighbourhood Watch Scheme will be extended and new models such as the e-Neighbourhood Watch Scheme bolted on a national platform will be introduced to ensure that property and other crimes are addressed holistically. Likewise, the traditional sensitization campaign will be revisited to ensure that the wide spectrum of communication channels such as social media, are also resorted to for wider community outreach.

The collaboration of stakeholders in the security field is vital for both preventive and reactive strategies in addressing property crimes. Information available at these agencies can assist in the identification of crime trends and patterns, and affected areas. The early warning system available can contribute in timely response to crime incidents. The MPF will therefore engage actors in the security sector for enhanced information sharing and coordinated response to crimes.

KEY PERFORMANCE INDICATORS:

- Setting up of virtual community forums*
- Establishment of e-Neighbourhood Watch Scheme*
- Development of a national platform for information sharing between MPF and security sectors*

Objective 2: PROBLEM ORIENTED APPROACH

The effective fight against property crime hinges on the ability to proactively identify and address emerging trends and adopt a targeted approach to the problem. This necessitates the availability of timely and comprehensive assessment of crime situations and dynamics and the development of appropriate response plan. Given the number of successful operations by the FCIU and DCIU, the MPF will strengthen the existing criminal intelligence set up by acquiring the analytical, other technological tools and extend its information and intelligence sharing network.

KEY PERFORMANCE INDICATORS:

- ✍ The number of information and intelligence resulting in the detection of crime;*
- ✍ The number of analysts and intelligence officers trained; and,*
- ✍ The availability of analytical and technological tools.*

Objective 3: THE INTRODUCTION OF SMART PATROL

Visible Police presence contributes significantly in deterring criminals. However, Police effectiveness is bolstered, when they can timely identify criminals and intervene before the commission of misdeeds. Therefore, it is critical that information from an array of sources is available and accessible to Police officers on patrol. In order to ensure prompt Police interventions on criminals, the MPF will introduce the concept of Smart Patrol whereby patrols will be supported by relevant technology, which will provide information relating to vehicle registration, habitual criminal and wanted person databases, amongst others.

KEY PERFORMANCE INDICATORS:

- ✍ Acquisition of technological tools.*

Priority 3.0



TACKLING SERIOUS, ORGANISED AND TRANSNATIONAL CRIME

3.1 Combating Drugs

3.2 Improving Maritime Security

3.3 Cybercrime



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Priority 3.0



TACKLING SERIOUS, ORGANISED AND TRANSNATIONAL CRIME

Transnational organised crime (TOC) poses a significant and growing threat to national and international security, with dire implications for public safety, democratic institutions, and economic stability across the globe. Given the destabilising effect on the society, the MPF intends to accord due focus on proactively tackling TOC .

TOC encompasses numerous offences including drug trafficking, maritime piracy and cyber-related frauds. In Mauritius, the most prominent crime of transnational and organised nature is drug trafficking. However, cyber-related crimes have taken an up-trend lately, whereas criminal activity perpetrated at sea remain a lingering threat.

In addition to their borderless nature, drug trafficking and cyber-related crimes are increasingly being committed by more sophisticated means whereby offenders are constantly exploring all means to veil their identity. Misuse of the internet, the darkweb and virtual assets for illegal activities - such as drug trafficking, money laundering, terrorism financing, ransomware attacks, among others- are examples of the sophistication of crimes and the offenders' endeavours to operate under the clock of anonymity.

The MPF is alert to the threat posed by transnational and organised crimes and the sophisticated means used by criminals. Therefore, it has developed a two-pronged strategy to address these threats. The first one is an overall strategy to address cross-cutting issues and the second one comprises dedicated strategies for tackling specific TOC as described in the succeeding paragraphs.

Objective 1: STRENGTHENING INTERNATIONAL AND REGIONAL COOPERATION TO COMBAT TOC

Given its cross-border nature, the effective combat of TOC requires international and regional cooperation in matters such as information/ intelligence exchange, Police-to-Police cooperation and development of mechanisms to facilitate investigation and prosecution. The MPF will therefore extensively resort to international conventions to strengthen its networking with regional and international counterparts and explore other areas of cooperation.

With respect to cybercrime, the MPF will strive to identify and share good practices during cybercrime investigation in terms of obtaining and interpreting digital evidence and clues; and, enhance partnership with local and international agencies in areas of cooperation such as provision of expertise, technical assistance and information sharing. Similarly, in the maritime domain, the MPF will seek to maximise its engagement with other friendly countries for information sharing.

KEY PERFORMANCE INDICATORS:

- ✍ No. of formal and/or informal International Cooperation with Foreign Institutions – Mutual Legal Assistance.*
- ✍ No. of Joint Security Operations carried out.*
- ✍ No. of Transnational Crime investigated.*
- ✍ No. of cases referred for Prosecutions.*
- ✍ No. of cases where conviction is secured.*

Objective 2: STRENGTHENING INTELLIGENCE AND INFORMATION SHARING MECHANISM

Data collection, development of intelligence and information sharing are key to proactive actions and informed decisions. The intelligence Units of relevant adjuncts such as ADSU, NCG, CCID, Police Divisions, etc., will be accorded due importance to strengthen their capability for intelligence gathering. Personnel will be provided with training and appropriate equipment to enable them to fulfil their duties. Regional and international frameworks will also be optimised to develop timely intelligence. Existing cooperation mechanism with INTERPOL will be leveraged.

KEY PERFORMANCE INDICATORS:

- ✍ Development of an electronic database at the level of PHQ for drug related offences*
- ✍ No of cases intelligence exchange through international cooperation in investigation and prosecution*
- ✍ Strengthening of Maritime Intelligence cell through induction of personnel and equipment.*

Objective 3: STRENGTHENING THE INSTITUTIONAL CAPACITY FOR COMBATING TOC

MPF in consultation with the Ministry of Home Affairs will seek to establish a TOC Unit. This unit will be empowered to investigate and prosecute TOC. The MPF will strive to develop its institutional capacity to tackle TOC through training of its personnel, acquiring new tools to develop expertise and tools to trace and track the assets in a digital world. New digital investigation techniques such as remote digital searches and transnational decryption orders shall be developed. Traditional investigative techniques are no longer effective in countering TOC. Therefore, the Police will develop Special Investigative Techniques (SITs) to combat TOC.

KEY PERFORMANCE INDICATORS:

- Acquisition of new tools to counter TOC.*
- No. of investigators trained in Special Investigative Techniques.*

Objective 4: STRENGTHENING THE LEGAL FRAMEWORK FOR COMBATING TOC

The MPF in consultation with other agencies will carry out an analysis of the existing legal framework to deal with new technologies such as crypto-currency and other digital monies. These analysis will include an assessment of legal frameworks relating to Special Investigation Techniques in both national and transnational settings for subsequent recommendations in order to overcome problems of admissibility of evidence. Towards this, consultations will be carried across the board with all relevant stakeholders.

KEY PERFORMANCE INDICATORS:

- Introduction of new legal provisions.*

Objective 5: DISMANTLING OF CRIMINAL NETWORKS

The MPF will dismantle criminal networks by targeting their infrastructure and by depriving them of their enabling means. We will expand criminal accountability for a number of “predicate offences,” and to expand a single offence across multiple members of a criminal enterprise. Unlike typical investigations, which target a single criminal act, this multi-pronged approach will allow the Police to disrupt or dismantle the entire enterprise. Further, the MPF will employ a multifaceted approach to target TOC groups in an attempt to strategically remove their access to illegal proceeds, disable systems in place to accomplish their goals, and capture their members who often reside in safe haven countries.

KEY PERFORMANCE INDICATORS:

- No of successful operations.*
- No of activities disrupted.*
- Tracing and seizing of illegal proceeds of crime.*
- No. of search warrant/arrest warrant executed.*
- No. of criminal network identified/dismantled.*

3.1 COMBATING DRUGS



Drug markets are becoming increasingly complex. Today, drugs are sourced from one continent, trafficked across another and marketed in a third. The entry of drugs into Mauritius is facilitated by active maritime and air routes constituted mainly of passengers and goods traffic. Most drugs find their way from Island states of the Indian Ocean or the African Continent, save synthetic substances which originate from Asia.

For the past three years or so, Mauritius has seen an unprecedented proliferation of Synthetic Cannabinoid, targeting mostly the youth. This situation is of great concern to all segments of our society. The National Drug Control Master Plan (NDCMP) launched in September 2019 provides overarching guidance for fighting the scourge of drugs. The MPF strategy will draw on the NDCMP and would adopt a holistic and multi sectoral approach, working collectively with all Governmental and Non-Governmental Organisations and the community to keep our country and the community safe from drugs.

In addition to strategic objectives identified for combating TOC, the following specific strategies will be adopted:-

Objective 1: SUPPLY REDUCTION

Identify and targeting the drug source automatically reduces the supply of drugs. Supply reduction will be carried out through crackdown operations on drug traffickers and drug dealers. Strengthening of the monitoring mechanism of movement of suspicious crew/craft in consonance with the National Coast Guard and the Customs will be undertaken to intercept drugs prior they enter the mainland. Enhanced surveillance using the Police Helicopter Squadron and Coast Guard Ships will be carried out to detect drug smuggling. Cybercrime Security Unit and the Police IT Unit will also be roped in to target drug networks on the darknet. A multi-agency approach will be adopted for investigations to unearth linkages including financial trails of drug trafficking.

KEY PERFORMANCE INDICATORS:

- No. of targeted crackdown operations leading to seizure of drugs.*
- No. of interceptions of suspicious crew/passengers.*
- No. of cybercrime investigations into online platforms on the darknet.*
- No. of cases of drug trafficking detected in joint surveillance with NCG and PHS.*
- No. of parallel financial investigation.*

Objective 2: DEMAND REDUCTION

Demand Reduction is equally important in combating drug trafficking. Towards this MPF will enhance its sensitisation campaigns in liaison with Non-Governmental Organisations in order to raise public awareness against the ill-effects of drugs and promote healthy and fulfilling alternatives to the community. The technical assistance of UNODC and the National Drugs Secretariat will be utilised to develop meaningful sensitisation campaigns. The MPF will utilise all available means of community engagement such as community policing, collaboration with NGOs and use of social media to drive the sensitisation campaign.

KEY PERFORMANCE INDICATORS:

- No. of sensitisation/education campaigns conducted.*
- No. of outreach programmes conducted.*

3.2 FIGHTING CYBERCRIME



Today, technology has become an inherent part of our daily lives. Given the ubiquitous nature of the internet and its role in our daily lives, every internet user is a potential prey of cyber criminals. The major criminal activities observed under cybercrime are identity theft, unauthorised computer access, cyber-terrorism, online predatory crimes, phishing and many other kindred crimes causing undue harm to innocent internet users.

The cybercrime landscape is complex due to transnational nature of the crime placing additional strain on Law Enforcement Agencies. As such the internet allows cybercriminals to hide behind the digital anonymity to carry out their criminal activities.

Towards this, the Police will fight cybercrime and respond to the emerging threats in the dynamic digitalised environment by focussing on the following two objectives:-

Objective 1: PREVENT OCCURRENCE OF CYBERCRIME

The MPFs strategy for preventing cybercrime will be based on sensitisation of the general public given their excessive use of the social media and internet. As such, the absence of awareness of the negative impact and consequences of social media is one of the leading causes for cybercrime. In this breath, a comprehensive and sustainable national security education campaign is essential for raising awareness of the risk and impact of cybercrimes. The Police will work with all stakeholders to educate the general public on “how to stay safe online”. The Police will also carry out cyber/ network patrols to pro-actively identify and target cybercriminals.

KEY PERFORMANCE INDICATORS:

- ✍ Development of a comprehensive sensitisation campaign.*
- ✍ No. of cyber patrols.*

Objective 2: STRENGTHENING OF INVESTIGATIVE CAPABILITY TO DETECT & PROSECUTE CYBERCRIME

Given the rapid advances of technology and the changing landscape of cybercrime, the MPF will constantly seek to improve its capacity to detect, investigate and prosecute cyber crime. Police will review and adopt new cybercrime detection and prevention techniques through acquisition of new equipment and software. If required, the MPF will seek the assistance of experts from the public and private sectors to bolster its capacity to fight cybercrime, particularly, after the enactment of recent legislations on Cybercrime, Virtual Assets and Licencees of Independent Broadcasting Authority. We will address the shortage of trained manpower in the Cybercrime Unit through accretionary induction of personnel. The MPF will seek to set up an IT Forensic lab and revamp storage of digital evidence. The Police will also develop appropriate protocols for storage of digital evidence.

KEY PERFORMANCE INDICATORS:

- ✍ No. of appropriate protocols established*
- ✍ No. of partnerships created*

3.3 IMPROVING MARITIME SECURITY



Mauritius is an island nation, with a thriving ocean economy. Majority of the countries trade is through sea. Mauritius has one of the largest EEZ in the world spread over 2.3 mn square kilometres.

Apart from the opportunities, the long coastline, remote uninhabited islands offer criminals a convenient conduit for smuggling and trafficking. About, 6500 tankers with 600 million tons of oil embarked (approximately) passing south of Mauritius daily. The increase in maritime traffic in the region has brought with it new challenges to existing maritime threats such as piracy, maritime terrorism, drugs trafficking and smuggling amongst others.

The MPF is cognisant of the need for strengthening maritime security to address the challenges of TOC. Given the unique nature of policing at sea, a stand-alone Maritime Security Strategy will be developed in future. However, specific strategies in the maritime domain to address TOC have been enumerated in succeeding paragraphs.

Objective 1: ENHANCE MARITIME SURVEILLANCE CAPABILITY OF THE NCG

Ensuring Maritime Safety and Security requires real time Maritime Domain Awareness (MDA). MDA will enable timely and appropriate responses by NCG and other agencies. Towards this, the MPF will seek to develop organic surveillance capability through progressive commissioning of infrastructure for a new Maritime Operations Room and replacement of the obsolete Coastal Surveillance Radar Station. Induction of Artificial Intelligence (AI) based tools will be carried out to automatically identify dark and illegal activities at sea. Information sharing mechanisms with other friendly countries to achieve greater transparency in the Maritime Domain Awareness will be further deepened and strengthened.

KEY PERFORMANCE INDICATORS:

- ✍ Commissioning of a new Maritime Operations Centre.*
- ✍ Induction of new CSRS.*
- ✍ Implementation of AI based tools for threat scanning and detecting illegal activities at sea.*
- ✍ Increase in transparency of Maritime Domain, quantified through no. of vessels tracked.*
- ✍ No. of inputs received from friendly countries.*
- ✍ Placement of international liaison officers in friendly countries.*

Objective 2: STRENGTHEN INTERVENTION CAPABILITY IN THE MARITIME ZONES OF MAURITIUS

Policing 2.3 million sq km of our Maritime Zones is a challenging task, given the vastness of the area to be monitored and the assets required. Policing at sea, is an asset-intensive activity and therefore, adequate emphasis will be laid on replacing obsolescent-assets with contemporary-assets suitable for patrolling the vast maritime zones of Mauritius. Adequate manpower will be provided for the fulfilment of these goals. The MPF will further seek to develop organic repair and maintenance capability to reduce down time on maintenance of craft and aircraft.

KEY PERFORMANCE INDICATORS:

- ✍ Induction of new assets as replacement of obsolescent assets.*
- ✍ Reduction of response time for launching of ships and aircrafts.*
- ✍ Reduction in down time for routine maintenance.*
- ✍ Enhancing capability of conducting intervention operations at sea.*

Objective 3: DEEPENING REGIONAL & INTERNATIONAL COLLABORATION TO COMBAT MARITIME CRIMES

Maritime security requires partnership at all levels (national, regional and international). Given that Maritime Security is a global threat that extends beyond our borders, we will strengthen partnership with all stakeholders (local, regional and international). The MPF will strengthen existing relationships with, International Maritime Organisation (IMO), Djibouti Regional Training Centre (DRTC), Regional Information Sharing Centers and Regional Coordination and Operation Centres established in the Indian Ocean Region, Interpol, UNODC, etc., to develop a collaborative and cooperative approach in dealing with maritime crimes. The MPF will seek to leverage on the expertise of other regional agencies to develop capacity building.

KEY PERFORMANCE INDICATORS:

- ✍ No. of joint exercises conducted.*
- ✍ No. of joint operations conducted.*
- ✍ No. of training workshops*

Priority 4.0



**ENHANCING
INVESTIGATIVE
CAPABILITIES**



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Priority 4.0



ENHANCING INVESTIGATIVE CAPABILITIES

Crime investigation is a core Police function as it ensures that criminals are brought to justice. It comprises both proactive and reactive investigative techniques, requiring adequate knowledge, skills and training, time and resources, expertise, forensic capabilities and infrastructure. Since, the schemes adopted by unscrupulous elements are becoming increasingly complex, investigating agencies are being required to constantly innovate in order to keep abreast evolutions in the criminal landscape. Consequently, a revamping of the investigative departments would be the first logical step to enhance their capabilities.

Further, the effectiveness of our investigative processes and techniques are increasingly subject to scrutiny by international agencies, such as the FATF. Hence, the Mauritius Police is being called upon to demonstrate its capability to conduct complex investigations and display its capability to track criminals, their confederates and the illegal proceeds of their crimes through sound understanding of financial system and other regulatory frameworks, and domestic co-operation.

On the other hand, given the transnational dimension of certain crimes such as money laundering and terrorism financing, investigation geared towards tracing illicit proceeds including “Following the money trail” requires close coordination and cooperation at international level to be successful. Our recent efforts at strengthening our investigative capability in money laundering has been positively recognised. However, given the dynamic nature of techniques employed by fraudsters, money launderers and terrorism financiers including the use of virtual assets, the MPF endeavours to embrace the latest investigative methods and technology to track criminals. Hence, our strategy will include the acquisition of appropriate technological tools and develop the requisite expertise through close collaboration with regional and international partners.

The following will be implemented:

Objective 1: REORGANISATION OF THE CRIMINAL INVESTIGATION DEPARTMENTS

With the advent of technology and increasingly complex schemes used by criminals, it is critical that investigative bodies such as the Central CID and Divisional CIDs attune themselves with the inherent challenges posed by the sophistication of crimes and criminals. To that end, the MPF will ensure that the effectiveness of investigation is enhanced by improving the investigative capabilities of these departments through the formulation of a restructuring plan. This plan will include inter-alia improved intelligence infrastructure, additional components with specific technical capabilities, such as financial analysts, forensic IT experts, scene of crime officers, terrorism and terrorism financing experts.

KEY PERFORMANCE INDICATORS:




 *Formulation of a plan for the reform of CID.*

Objective 2: ADHERENCE TO INTERNATIONAL INVESTIGATIVE NORMS AND STANDARDS

Mindful of the increasing necessity to adhere to international standards relating to effectiveness of Police investigations and compliance with human rights standards, amongst others, the MPF will align its investigative capability and processes with these international norms. Presently, in Mauritius, investigation is a standalone effort by the concerned agency. However, global norms require the active involvement of the prosecution right from the inception of investigation to increase the chances of conviction. Towards this we will undertake:

- (i). A thorough review of SOPs and streamlining the various procedures relating to investigation including evidence collections, medico-legal examinations, forensic services, etc...
- (ii). Establishment of a mechanism to ensure a prosecution-led approach to investigation and increase the probability of successful conviction.

KEY PERFORMANCE INDICATORS:

 *SOPs reviewed*
 *Streamlining of support for investigation by SOCO, IT Unit, Police Medical Unit, etc.*
 *Successful conviction.*

Objective 3: DEVELOP PARTNERSHIP WITH LAW ENFORCEMENT AGENCIES AND COMPETENT AUTHORITIES

Criminal Investigation can be a complicated process requiring the collaboration of multiple agencies in matters pertaining to information/ intelligence sharing, operational support, etc. To that end, the MPF will extend its partnership with other non law enforcement agencies such as Ministries, banking institutions, telecommunication service providers on specific areas of cooperation. It is expected that this partnership will improve the quality and timely completion of investigation.

KEY PERFORMANCE INDICATORS:

- ✍ Signing of service level agreements and memorandum of understandings with local and foreign law enforcement agencies.*

Objective 4: CAPACITY BUILDING

The advent of virtual assets such as crypto-currencies and sweeping changes in the criminal landscape require appropriate investigative skills and expertise. In a bid to crack down on criminals and confiscate the illicit proceeds, the MPF will ensure that investigators are equipped with the required knowledge and expertise. Towards this, the MPF will:-

- (i). create a world class investigation training centre with tailor made modules for potential detectives and other officers involved in proactive and reactive investigations;
- (ii). build the required expertise in the organisation through in-house, overseas training and exchange programs with other Law Enforcement Agencies (LEAs) and regulatory bodies;

KEY PERFORMANCE INDICATORS:

- ✍ Establishment of the Training centre.*
- ✍ Training and exchange programs with other LEAs.*

Objective 5: TECHNOLOGICAL SUPPORT

To maintain the edge on criminals and while at the same time increasing the effectiveness of Police investigations, MPF will have extensive recourse to technology. As such, it will use technological tools/ solutions to enhance its intelligence infrastructure, provide the required support to investigative teams and the management of enquiries. Key focus areas would include developing digital forensic capabilities and digital evidence storage with supporting legal and regulatory framework. The MPF will also induct analytical tools and the required technology for tracing and seizure of virtual assets. An IT enabled case management system will be implemented for appropriate supervision and monitoring.

KEY PERFORMANCE INDICATORS:

- ✍ *Development of digital forensic and evidence storage capabilities.*
- ✍ *Analytical tools acquired.*

Priority 5.0



EXPLOITING TECHNOLOGY IN POLICING



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Priority 5.0



EXPLOITING TECHNOLOGY IN POLICING

The rapid advancements in technology have changed the very nature of society. This has a bearing on policing. In this age of digitalisation and Artificial Intelligence (AI), Police organisations like UAE have adopted latest technology such as AI-driven robocops and advanced algorithms to detect crimes and have recourse to the concepts of Smart Police Station to improve service delivery. The MPF is cognisant of the potential of technology in revolutionising policing and solving myriad policing problems. It therefore seeks to optimise the exploitation of technology to achieve automation of recurrent administrative tasks, enhance monitoring, data analysis to generate actionable intelligence. Key deliverables of implementing this pillar would be as follows:-

- (i) Provide Police officers with the latest tools for investigating and combating crimes.
- (ii) Digitisation of administrative services to ensure availability of officers on ground.
- (iii) Digitisation of services offered to the public

The MPF will enhance the exploitation of technology under the following strategic activities:

Objective 1: EXPLORING AND IDENTIFYING AREAS FOR USE OF TECHNOLOGY IN POLICING

The MPF will carry out a study to identify areas that can be improved through the exploitation of technology. Turnkey projects will be developed in consultation with stakeholders to address the needs of Police officers on ground. Various initiatives such as a digital fingerprint system, digital vehicle data repository are already being explored by the MPF. The MPF will also focus on identifying the changes to the regulatory and legal framework for implementation of these initiatives. It is expected that progress in these initiatives will fasten and assist investigation.

Similarly, projects to automate service delivery such as certificates for lost documents, processing of passport and various other documents so as to reduce down time and speedy delivery. Furthermore, with a view to enhancing Police-public partnership, new IT based virtual community policing forum will be established

KEY PERFORMANCE INDICATORS:

- ✍ Developing turnkey projects*
- ✍ Development of legal and regulatory framework*
- ✍ Automation of service delivery*
- ✍ Reduction in down time of services provided by MPF*
- ✍ New IT based virtual community policing forum*

Objective 2: REVAMPING AND MODERNISING THE IT UNIT

In order to strengthen and increase the use of technology in various processes, a full-fledged IT department is sine qua non. Presently, the MPF has limited organic capability to develop IT projects, which is a stumbling block for enhancing the use of technology. Therefore, the MPF, will aim to develop the capabilities of the Police IT Unit, with requisite technical manpower and technology. The Police IT Unit will be staffed with trained Project Managers to drive the adoption of technology in the MPF. The MPF will seek to recruit young IT graduates and also collaborate with civil and private sectors.

KEY PERFORMANCE INDICATORS:

- ✍ Restructuring of the Police IT Unit.*
- ✍ Acquisition of new equipment and software.*
- ✍ Recruitment of technical manpower.*

Objective 3: CAPACITY BUILDING AND INCREASING ACCEPTANCE OF TECHNOLOGY

In order to enhance the use of technology, we need to engender greater acceptance of technology through effective communication strategy and training of personnel. The MPF will rope in experts from academias and private sectors to train personnel in envisaged projects. Further, turnkey projects adopted by the MPF will factor in the need for capacity building to increase its effectiveness in implementation. The MPF will carry out a training needs analysis driven by the PTS/ PRDU/ IT Unit to identify training requirements.

KEY PERFORMANCE INDICATORS:

- ✍ Developing effective communication strategy to drive acceptance of technology.*
- ✍ Signing of SLA with universities/ private sector for capacity building.*
- ✍ Conducting gaps analysis of training in the MPF.*

Priority 6.0



STRENGTHENING HUMAN RESOURCE MANAGEMENT



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Priority 6.0



STRENGTHENING HUMAN RESOURCE MANAGEMENT

The Mauritius Police Force is unique because of its multifarious roles and functions. It is one of the few organizations in the world responsible for both internal and territorial security, policing, crime investigation, combating drugs, border control, among others. The diverse set of roles and responsibilities have hitherto required a flexible human resource capability.

The Human Resource Department presently comprises mainly civilian staff, on rotation, from the Ministry of Civil Service and Administrative Reforms. Its role is restricted to day to day administration, ensuring that relevant regulations are being complied with rather than developing HR strategies meeting the strategic needs of the MPF.

In view of the continuous developments in the Mauritian policing landscape, it is essential that the human resource capabilities of the Force are realigned so that the organization efficiently and effectively meets upcoming challenges. This will necessitate the revamping of the Police Human Resource Department and the development of a comprehensive Human Resource Management (HRM) strategy, which will also address shortcomings in the current Human Resource processes for the MPF.

With a view to ensuring the right number of people with the right skills are employed in the right place at the right time to deliver the organization's short and long-term objectives, the MPF intends to review its HR policies as follows:

Objective 1: REVAMPING THE HUMAN RESOURCE DEPARTMENT

The current HR department will be reorganised in order to ensure that it contributes fully in enhancing the human resource capabilities and competencies of the Force whilst also developing strategies for the retention of talent and succession planning. The department will be tasked for the proactive development of a Human Resource Plan that will service the organisation. Therefore, in addition to administrative matters, the HR department will be responsible for the development of HR policies relating to career planning (posting, transfer, rotation of personnel and tenure of office), the development of specialisation, the retention of expertise and succession planning amongst others.

In order to ensure that the HR plan adequately meets the Police requirements; the MPF will staff the HR department with a cadre of officers qualified in Human Resource Management and develop a Human Resource policy for the MPF. Toward this, it will seek the support and assistance of the local and international agencies.

KEY PERFORMANCE INDICATORS:

- ✍ Establishment of the post of Director Human Resource in the HR department.*
- ✍ Review of the present HR department.*
- ✍ Training of officers in Human Resource Management.*
- ✍ Formulation of Job description and specification for each post.*

Objective 2: REVIEWING OF THE HUMAN RESOURCE PROCESSES

Having the right person in the right place doing the job with the right attitude are the prerequisites to efficiency and effectiveness. Hence, organisations should ensure that their HR processes are capable of producing and contributing the development of the required competencies within the organisation workforce. Currently, whilst HR processes such as selection and recruitment lie solely with the DFSC, promotion and dismissal of Police Officers are subject to the recommendations from the Commissioner of Police.

In a bid to improve the quality of officers with the required aptitudes and expertise and retain talents, the Mauritius Police will design the appropriate plan which will be submitted to the relevant authorities for validation. The plan will focus on the following key aspects:-

- a) **Career Roadmap/ Progression.** Succession plan is a critical element of any HR process, as it ensures continuity and streamlined functioning of the organization. This requires an availability of a talented pool of officers capable of taking on these higher roles of supervision/management. Towards this, the MPF will clearly define a career roadmap for all officers to enable them to have adequate exposure and experience at different ranks, which will allow them to take on the responsibilities of gazetted ranks.

- b) **Development of Cadres.** Presently, Police officers are posted to diverse Divisions/ Branches/ Units such as SMF, NCG, SSU and the regular Police. In their course of their career and depending on the organisation's requirements, they may be transferred to other Divisions/ Branches/ Units. Such a measure, hitherto had the advantage of developing a broad understanding of differing roles of the MPF and providing a large pool of officers capable of manning diverse appointments. However, given the increasing sophistication of crime and technological advancements, highly technical and specialised skills in specific policing domains have become requisite. The development of these skills often requires years of training both locally and abroad. Therefore, the development of specialist cadres is an imperative going forward for effective HR management. Establishment of cadres in forensics, investigation, cybercrime, communication, navigation onboard ships, pilots, etc., will be explored. Retention of talent and maintenance of skills set will also be studied.

KEY PERFORMANCE INDICATORS:

- ✍ Development of a revamped HR policy.*
- ✍ Development of a career roadmap/progression.*
- ✍ Development of Specialist cadres.*

Objective 3: REVAMPING CAPACITY BUILDING IN THE MPF

Training and capacity building are key pillars of any Human Resource strategy. Equipping Police officers with right skills is crucial to meet job demands. Trainings should be responsive to ongoing and upcoming challenges in order to meet policing needs. Presently, training is largely reactive instead of being proactive. Therefore, the following will be undertaken:-

- a) A dedicated component under the PRDU to carry out research, design and evaluate training in the MPF will be established.
- b) Development of training syllabi will be undertaken in consultation with Police Training School.
- c) The selection of trainers will be re-examined to allow for best possible instructors to be posted at training schools.
- d) A mechanism for evaluation of the quality of training will be developed.
- e) In order to engender a learning culture in the MPF, scholarships will be offered in suitable courses locally and abroad for interested officers.
- f) The MPF will also adopt the concept of open online course available on demand to all personnel.
- g) The linking of promotional aspects with courses undertaken and educational qualifications will also be examined.

- h) In order to prevent unwarranted incidents/ accidents, likely to jeopardise the safety and security of Police officers and members of the community, the skills of officers on operational matters, including the safety, security and use of firearms, will be further sharpened and SOPs related to public order issues will be reviewed.

KEY PERFORMANCE INDICATORS:

- ✍ Setting up of a Training, Design and Evaluation Cell (TDEC) at PRDU.*
- ✍ Revision of training syllabi in collaboration with PTS on the basis of a needs analysis.*
- ✍ Establishment of process for selection of trainers/ instructors.*
- ✍ Development of Open Online Courses.*
- ✍ Initiation of scholarship for further studies outside.*
- ✍ Review of existing SOPs on public order policing.*

Priority 7.0



MANAGING DISASTERS



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Priority 7.0



MANAGING DISASTERS

As a Small Island Developing State (SIDS), the Republic of Mauritius is vulnerable to severe weather events and disasters such as cyclones, storms and tidal surges, torrential rains, floods and flash floods, landslides, tsunamis and technological disasters, amongst others. These phenomena are expected to exacerbate and their effects are already being felt. Whilst the National Disaster Risk Reduction Management Centre (NDRRMC) is the lead agency in the management of disasters, the Mauritius Police Force through its various adjuncts, such as SMF, NCG, PHS, among others, is the operational arm in the disaster management framework.

Therefore, it is critical for the MPF to continuously ensure the effectiveness of its response to disaster. Mindful of this dire need, MPF will take all the necessary steps to ensure the operational preparedness/ readiness of response team and the effectiveness of a disaster responses. The key initiatives include capacity building, acquisition of state-of-the-art equipment, coordination with other stakeholders and engagement with the community.

The strategies developed have been aligned with the Sendai Framework for Disaster Risk Reduction 2015 - 2030, Paris Agreement as well as National Disaster Risk Reduction and Management Policy, Strategic Framework and Action Plan (NDRRMPSFAP) 2020-2030, which are enumerated as follows: -

Objective 1: DISASTER PREPAREDNESS

In order to effectively respond to the various phases of disaster management cycle, which includes prevention, response, relief, recovery, mitigation and reconstruction, it is imperative that the MPF develops resilience in disaster management by increasing its level of preparedness to face the multitude of disasters. To that end, the following Initiatives will be undertaken with the concurrence of stakeholders concerned:

Formulation of SOPs:

To standardise responses to disasters, across the various adjuncts of the Force, standard operating procedures and evacuation plans for each type of disaster, will be developed and improved on the basis of lessons learnt and international best practices.

Acquisition of disaster equipment:

Effective response hinges on the availability of appropriate equipment. To that end, the Police will acquire disaster equipment ranging from personal safety to disaster related high-tech equipment.

Capacity building:

To support the Force's disaster response, a capacity building plan will be developed to ensure wide spread awareness on all aspects of disaster as well as the response thereto. Police officers from Divisions, Branch and specialised Units will be exposed to the various Intricacies of disasters and the use of disaster equipment. The overall Police capability to deal with disaster will be constantly evaluated through joint training and simulation exercises.

KEY PERFORMANCE INDICATORS:

- ✍ Formulation of SOPs.*
- ✍ Disaster tools and equipment acquired.*
- ✍ Trainings/ workshops/ seminars conducted.*
- ✍ Simulation exercises conducted.*

Objective 2: IMPROVING DISASTER RESPONSE

The effective response to disaster is gauged through the ability to promptly intervene with a minimum number of casualty. Mindful of the need to consistently improve its response to disaster and the management thereof, accordingly, the MPF will adopt a three-tier approach as hereunder:

Developing expertise in Disaster Management:

Some aspects of disaster management require technical and other expertise. Consequently, the MPF will ensure that disaster response teams and officers involved in disaster management acquire the relevant expertise. This will be achieved through in-house and overseas trainings. The concurrence of local and international expertise in disaster management and response will be sought accordingly.

Joint Operations:

In order to develop better synergy with other stakeholders and ensure interoperability of technical teams in disaster response, Police will conduct regular simulation exercises on disaster response at Divisional and Branch levels. The aim will be to enhance competencies/ capabilities in dealing with multiple forms of disasters and improve coordination among stakeholders concerned.

Database on risk areas:

An effective response to disaster also rests on the understanding of various risks and hazards. Hence, the MPF will ensure that all information on high risks areas and health and safety hazards is available to better understand the operational environment and the inherent risk involved, in order to optimise the effectiveness of responses and reduce the risk of casualties.

KEY PERFORMANCE INDICATORS:

- ✍ No. of joint operations conducted.*
- ✍ Risks areas, health and safety hazards identified.*
- ✍ No. of training/ workshops held by expertise.*
- ✍ Expertise acquired*

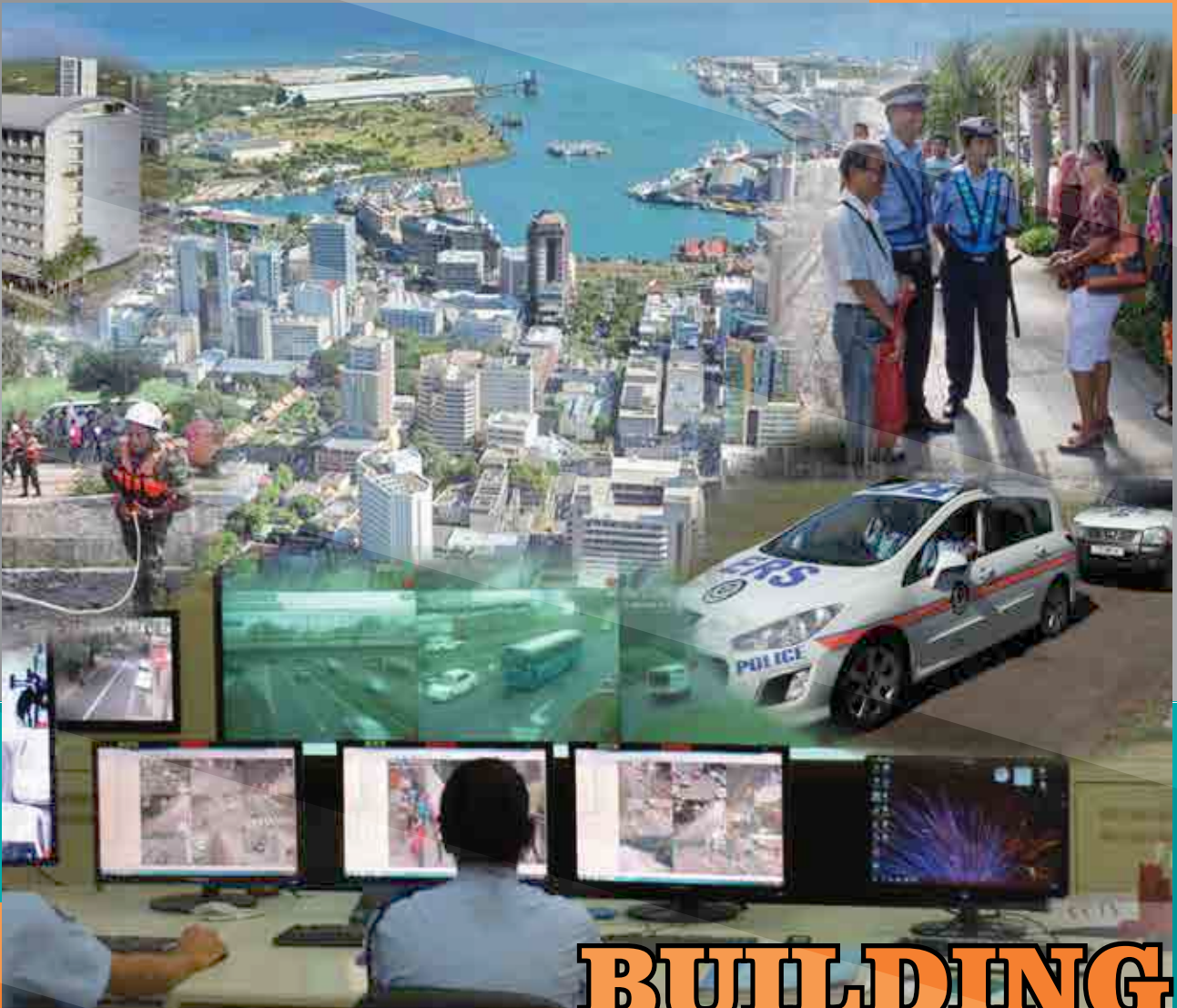
Objective 3: ENGAGEMENT OF THE COMMUNITY

The community is also another key player in disaster response since they are already on spot at the time disaster strikes. In line with the principle of self-help and mutual help it is, therefore, essential that the community becomes fully conversant with both preventative measures in anticipation of emergencies and actions to be initiated in the event of a disaster. As part of its preparedness and response strategies, the MPF will educate the community and enrol its support in disaster prevention and response. Moreover, the concept of disaster community volunteers will be expanded for more efficient response. We will work in collaboration with the NDRRMC to improve the Community Disaster Response Programme (CDRP) and ensure the setting up of various Community Disaster Response Teams (CDRT) throughout the island.

KEY PERFORMANCE INDICATORS:

- ✍ Education campaigns carried out.*
- ✍ No. of CDRP conducted.*
- ✍ No. of CDRT set up.*

Priority 8.0



BUILDING SUSTAINABILITY AND RESILIENCE



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Priority 8.0



BUILDING SUSTAINABILITY & RESILIENCE

The Police Strategic Plan is intended as “Transformational” rather than merely as an “improvement” plan. The successful implementation of this plan, will require a dedicated organisation capable of driving the intended transformation. The implementation of the plan would require a multi-faceted approach, including development of adjunct and supporting strategies and action plans at various levels of the MPF and close monitoring of the qualitative output of the plan.

Presently, the intellectual efforts in the MPF are led by the Police Research and Development Unit. Several landmark developments in Policing have seen their genesis in PRDU. Therefore, the ideal organisation for driving transformation within the force is the PRDU. Building sustainability of the strategic vision and resilience in the MPF to drive the transformation will be under the aegis of PRDU.

The Police Strategic Plan envisages major changes in the organisational structure and processes. Considering that the MPF is a large and diverse organisation with varied adjuncts, such an initiative is likely to meet with resistance. Sustaining the transformation would require a concerted supervision at the highest echelons of the MPF. Driving change, also necessitates building resilience in the organisation so that the core functioning continues unaffected during this transformation process. The Plan therefore caters for building sustainability and resilience in the MPF for effective transformation.

The strategic objective for building, sustainability and resilience, will comprise of the following:

Objective 1: REVAMPING PRDU

The structure of PRDU will be revamped to meet its mandate of conducting strategic research, carrying out intelligence analysis, scanning of environmental to identify threats and develop control strategies. The PRDU will co-opt experts in intelligence, strategic planning and management and legal experts in fulfilling its mandate. The functioning of the PRDU will also be reviewed to ensure that the Unit focuses on its core tasking of being the intellectual backbone of the MPF. Appropriate processes and protocols will be developed for streamlining the functioning of PRDU.

KEY PERFORMANCE INDICATORS:

- ✍ Revamping and restructuring of PRDU.*
- ✍ Placement of experts in various fields at PRDU.*
- ✍ Development of appropriate processes and protocols for implementation and monitoring of the strategic plan.*

Objective 2: STRENGTHEN RESEARCH AND ANALYSIS CAPABILITY

The MPF will strengthen the capacity of PRDU to conduct research into Policing. This focus entails a robust research agenda covering Police operations, performance, decision-making process, leadership, policing strategies, and partnerships. The MPF will rope in academia and experts for furthering research. Personnel will be trained in research and if required sent for courses abroad so as to enhance the intellectual acumen of officers. Similarly, the MPF will strengthen analysis of intelligence and inputs from crime statistics to gauge the effectiveness of strategy.

KEY PERFORMANCE INDICATORS:

- ✍ No of research projects initiated into Policing.*
- ✍ No of strategic papers and concept notes generated.*
- ✍ No of actionable inputs generated from intelligence analysis.*

Objective 3: CHANGE MANAGEMENT

Change management is imperative for successful implementation of the strategic plan. In order to ensure that the desired change sticks, PRDU will develop a comprehensive change management strategy which encompass a communication component aimed at conveying to mid managers and above the need for reforms, and the requisite changes in their roles. The MPF will also identify change champions in each Division/ Branch/ Unit who will be responsible to drive the change. The monitoring of qualitative outcome will be carried out by the MPF to analyse if the implementation of the plan is progressing along expected lines.

KEY PERFORMANCE INDICATORS:

- ✍ Development of a Change Management Strategy.*
- ✍ Development of a Communication Strategy.*
- ✍ Identification of Change Champions in each organisation of the MPF.*
- ✍ Monitoring of qualitative output from implementation of the Police strategic plan.*

Objective 4: DEVELOPMENT OF A CENTRE OF EXCELLENCE IN POLICING

In the long term the MPF will aim to transform the PRDU into a Centre of Excellence in policing studies and research so as to qualitatively improve service delivery and achieving our aim of a “crime free Mauritius”. The Centre will be equipped with the latest infrastructure and manned by the most motivated and qualified personnel in the MPF. The Centre will drive innovations in policing and assist the higher echelons of MPF in strategic planning and management of the force. The Centre will be equipped with a digital archives section to allow for maintaining of records and statistics to generate useful inputs. Development of human resource and upgrading skill set of Police officers in keeping with the times will be designed and developed by the PRDU

KEY PERFORMANCE INDICATORS:

- ✍ Development of a centre of excellence.*
- ✍ Setting up of digital archives.*
- ✍ Publication of force vision and allied strategic documents.*
- ✍ Performance appraisal of various adjuncts of the force.*



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Priority 9.0



**ENHANCING
MOTIVATION
AND MORALE OF
PERSONNEL**



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Priority 9.0



ENHANCING MOTIVATION AND MORALE OF PERSONNEL

Policing worldwide is the epitome of public service. Our officers often put themselves in harm's way to protect our citizens. A number of officers have made the ultimate sacrifice in the line of duty. On the other hand, the nature of Police work, often necessitates long and arduous hours during which Police officers are often called to operate in situations which take a toll on their morale and their well-being. These include violent crimes, gruesome road traffic accidents, etc. which can be really traumatic. The effect on the Police officer also translates negatively on to his/ her family at times. The conditions of service of a Police officer, therefore is without comparison.

Since, Police officers are the most important asset of the MPF and the success of the Strategic Plan hinges on their motivation and morale, the MPF will lay adequate focus on the well-being of our personnel.

Objective 1: ENHANCING PHYSICAL AND MENTAL HEALTH OF OUR PERSONNEL

The physical and mental health of our Police officers are imperative for effective policing. As such, the MPF will take the following measures to ensure that our officers are physically and mentally fit:

- (a) **Physical Health:** The MPF has a medical setup to support Police officers. We will leverage on the existing medical infrastructure to provide quality medical care to our officers. We will lay emphasis on preventive health care through inception of regular medical tests so that lifestyle diseases can be identified at an early stage.
- (b) **Mental Health:** The MPF is cognisant of the mental health issues to which our officers may be exposed. To this end, we will adopt a proactive approach wherein medical examination by Police Medical Officers and compulsory visits and counselling by Police Psychologists will be provided to Police officers who face and deal with violent and traumatic situations. A comprehensive stress management programme will be adopted in the MPF to allow Police officers to manage stress effectively.

KEY PERFORMANCE INDICATORS:

- ✍ *Provision of preventive medical care for all Police officers.*
- ✍ *Provision of counselling facilities for all Police officers*
- ✍ *Counselling.*

Objective 2: PROVISION OF INSURANCE FACILITY FOR POLICE OFFICERS

Presently, it is an individual officer's responsibility to cater for health/ disability and life insurance. Whilst, officers losing their life in the line of duty are compensated through the Prime Minister's Relief Fund, those whose health are directly affected because of the stressful nature of Police work, are often forgotten. Globally, Police officers are insured against the possibility of injury and danger to life. Therefore, the MPF will pro-actively seek to institute adequate insurance coverage to our officers at nominal rates. Such a measure, would translate into qualitative reassurance to our officers in their daily duties.

KEY PERFORMANCE INDICATORS:

- ✍ *Conducting study on providing insurance coverage to all Police personnel.*

Objective 3: PROVIDING A SAFE AND CONDUCTIVE WORKING ENVIRONMENT

The effectiveness and confidence of our officers rest to a large extent of the environment on which they operate. Towards this, the MPF will besides reviewing the working environment of Police officers, it will also ensure that the deployment of our officers is in line with Occupational Safety and Health Act (OSHA). State-of-the-art protective equipment will be acquired to mitigate risks faced by our officers such as safety helmets, fluorescent jackets, face shields, items of uniforms, etc. We will progressively train our officers to inculcate operational risk management in their decision-making process.

Similarly, the MPF will seek to provide ergonomic facilities such as appropriate office furnitures, as well as, other amenities such as mess room, gyms, resting and recreational areas for our Police officers at their place of work. The MPF will also endeavour to provide sporting facilities and allied equipment to encourage our Police officers to take up physical activities.

KEY PERFORMANCE INDICATORS:

- ✍ Provision of additional Personal Protective Equipment.*
- ✍ Development of ergonomic facilities in Police Stations and other work spaces.*
- ✍ Provision of sporting equipment such as tracksuits and sports shoes to all officers.*

Objective 4: RESTORING WORK – LIFE BALANCE

Police officers are often required to work beyond their designated hours and this often result in burnouts and strained family relationships. Whilst, mechanisms exist for compensating Police officers in the form of “time off”, the same is often ineffectual due to competing demands. Therefore, the MPF will pro-actively engage with concerned authorities to address this issue.

On the other hand, there are a number of Police officers whose spouses are also servicing in the MPF. The nature of the shift system often results in both the officers either having their duties at a similar time thereby affecting their families, particularly children. Mismatched shifts also result in the officers spending less time together. This results in dissatisfaction and frustration amongst the couple. Another, key issue is of the difficulties faced by single parent Police officers, towards which the organisation is alive to their needs. Hence, the MPF will develop a coherent policy to address such concerns.

KEY PERFORMANCE INDICATORS:

- ✍ Engagement with Ministry of Finance and Economic Planning and Development to address the issue of overtime work.*
- ✍ Promulgation of a policy for harmonising work of Police officers with spouses in the MPF and single parents.*

Objective 5: DEVELOPMENT OF A SUPPORT SYSTEM

Police officers dedicate a better part of their lives in service to the nation. The day-to-day stress of policing has a detrimental effect on the social well-being of Police officers. In certain cases, Police officers working as undercover operatives in anti-drug operations have been addicted to drugs solely due to the nature of their duties. The absence of rehabilitation and a support mechanism has resulted in MPF losing exceptional Police officers and the officers suffering post their dismissal. Therefore, a mechanism will be developed to support and rehabilitate Police officers.

The innumerable sacrifices a Police officer makes also has an impact on his family. Familial problems and tensions often have a negative impact on Police officers. Free counselling to deal with conjugal problems will be provided. A support mechanism staffed by appropriately trained officers at the level of PHQ will be developed to assist Police officers.

Police Internal Assessment Cell (PIAC) will be revamped and upgraded to support families of Police officers who lose their life. Such outreach and support programmes will be monitored at the highest levels of management.

KEY PERFORMANCE INDICATORS:

- ✍ Development of a rehabilitation and the support mechanism with the assistance of Ministry of Health and Quality of Life.*
- ✍ Revamping and upgradation of PIAC to enable it to function as a support organisation for Police officers and their families.*



**THE WAY
FORWARD**





MAURITIUS POLICE FORCE



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WAY FORWARD

Implementation of this Strategic Plan

The Police Strategic Plan 2022-2025, is intended to drive reforms and transformation, keeping major areas of concern in sole focus. Any Police reforms if not leading to the ultimate end goal of a safer Mauritius would be infructuous. Therefore, in order to effectively implement the plan, and ensure it materialises on ground, key performance indicators for each strategic activity have been identified. Further, the officer of the concerned Divisions/ Branches/ Units responsible for delivering on the identified KPIs have also been designated in an implementation matrix as part of this document. Additionally, to meet the objectives set, they will develop their own action plans based on this strategic plan.

The plan also caters for a change management strategy, driven by the office of the Commissioner of Police. As part of change management, a simple and effective communication strategy will be employed to engender a sense of ownership amongst the ranks and files of the MPF, particularly at the mid supervisory level. A baseline will be established, so as to set targets yearly going forward. A data driven analysis of the implementation will be undertaken to ensure that the plan is progressing to the desired end state.

Conclusion

Extensive consultations with field officers have been carried out to keep the plan rooted in ground reality. Considering, their participation, it is viewed that this plan will be smoothly imbibed in the system.

This plan is expected to spark the development of several other documents to streamline processes, digitalisation of work flow, reduction of unnecessary and superfluous activities leading to greater focus on ground policing. Our core vision and mission statement will guide all our activities.

Greater involvement of the community is envisaged in every domain, because the ultimate end is the safety and security of our citizens. MPF will thus continue its engagement with the public to receive feedback on the implementation of this plan. The most visible effects expected are reduction of crime, greater satisfaction amongst the public, as well as, enhanced motivation and morale of our officers to deliver the highest quality of service.

We are sanguine that the Police Strategic Plan 2022 - 2025, will drive the transformation of the MPF into a future ready and world class law enforcement agency, providing the highest quality of service to the public.

Our motto will remain: **‘Selflessly We Serve’**, making the Republic of Mauritius a great and safe place to Live, Work, and Visit.



MAURITIUS POLICE FORCE



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A word cloud centered around the word "Implementation". The word "Implementation" is the largest and most prominent, written in white. Surrounding it are various business-related terms in different sizes, colors (white, yellow, and blue), and orientations. The words include: "STRATEGY", "MANAGEMENT", "IDEAS", "MANAGE", "RESULTS", "MISSION", "ACTIVITIES", "GOALS", "TEAM", "INNOVATION", "PLAN", "DYNAMIC", "PROBLEM SOLVING", "PROGRESSIVE", "VALUE-ADD", "IMPROVE", "FUTURE", "SOLUTIONS", "IDEAS", "BUSINESS PLAN", "SUCCESS", "PERFORMANCE", "BUSINESS PERFORMANCE", "GOALS", "TEAM", "INNOVATION", "PLAN", "DYNAMIC", "PROBLEM SOLVING", "PROGRESSIVE", "VALUE-ADD", "IMPROVE", "FUTURE", "SOLUTIONS", "IDEAS", "BUSINESS PLAN", "SUCCESS", "PERFORMANCE", "BUSINESS PERFORMANCE".

IDEA
GOALS
Manage
TEAM
STRATEGY
PLAN
Creativity
SUCCESS
Performance
STRATEGY
Business Performance
MANAGEMENT
IDEAS
MANAGE
STRATEGIC
FUTURE
Solutions
Ideas
RESULTS
BUSINESS PLAN
Implementation
SUCCESS
GOALS
TEAM
INNOVATION
VALUE-ADD
PLAN
Improve
PROBLEM SOLVING
PROGRESSIVE
DYNAMIC
STRATEGY
FUTURE
MISSION
ACTIVITIES



MAURITIUS POLICE FORCE



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Mauritius Police Force Strategic Plan 2022 – 2025

Implementation period : Year 2022 to 2025
 Base line : Statistical data/ Performance Year 2021
 ST*: Short Term MT**: Medium Term LT***: Long Term

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
Strategic Priority 1 – Improving Service Delivery							
1. Development of Customer Friendly Infrastructure and Acquisition of Modern Assets	➤ Review of front office of Police building.	DCP A	Technical Unit Drawing Office Procurement Assets Office PHQ PRDU	➤ Infrastructural modification that accommodates customer care counters.		✓	
	➤ Setting up of waiting areas, Introduction of ticketing system.						
	➤ Review of design of new Police buildings.			➤ Acquisition of equipment.		✓	
	➤ Providing state of art assets.						



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{mp}	MT ^{mp}	LT ^{mp}
2. Upholding of Professional Standards	➤ Streamline Police response and actions through Standard Operating Procedures.	OIC PRDU	PTS PHQ CPO's NO's MHR PIAC	➤ Revamping of Professional Standards Department (PSD).		✓	
	➤ Revamp the Professional Standards Department (PSD) in order to revisit the existing norms, procedures and practices.			➤ Development and implementation of SOPs.	✓		
	➤ Obtain feedback from internal and customers			➤ No. of reports for misconduct	✓ (Ongoing)	✓	✓
	➤ Develop mechanism to encourage Police officers and the general public to report act of misconduct, unethical behaviour and dishonesty.			➤ Performance of Police officers.	✓ (Ongoing)	✓	✓
	➤ Identify the training needs and design tailor-made trainings/ courses/ workshops.			➤ Conduct of Training Need Analysis.	✓		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns} **
3. Development of a Media & Communication Strategy	➤ Introduce a Media and Communication Strategy which will comprise the revamping of the Police Press and Public Relations' Office (PP&PRO).	DCP A	PRDU PHQ PP&PRO GIS Procurement	➤ Revamping of Police Press & Public Relations' Office (PP&PRO)	✓		
	➤ The recruitment of qualified and trained staff in communication, media management and public relations.			➤ Development of a media & communication strategy	✓		
	➤ The acquisition of the media relevant technology.			➤ Developing capacity on communication & media management	✓		
	➤ Partnership with local (such as Government Information Service) and international counterparts.			➤ Acquisition of media related equipment.	✓		
	➤ Develop guidelines, including those related to the handling of major occurrences/ incidents.						
	➤ Carrying out a daily environment scan.						



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
Strategic Priority 2 – Reinforcing Community Safety and Partnership							
2.1 Ensuring Road and Rail Safety							
1. Enforcement	<ul style="list-style-type: none">➤ Adopt zero tolerance approach➤ Targeted, visible and covert operations➤ Introduction Road Safety Watch Scheme➤ Effort against deviant drivers/road users	DCP T Traffic Branch	Police Divisions ERS DSU/DTP Police Press Office	➤ Reduction in number of road fatalities by	-5%	-3%	-2%
				➤ No. of road accident hot spots identified.	✓ (Ongoing)		
				➤ Increase targeted overt and covert operations by	+5%	+3%	+2%
				➤ No. of Road Safety Watch Scheme (RSWS) implemented	Minimum of one RSWS per Division		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns} **	LT ^{ns} ***
2. Education/ Sensitization	<ul style="list-style-type: none"> ➤ Develop an education and sensitisation strategy. ➤ Inculcate a road safety culture. ➤ actively engage various partners including business operators, ministries concerned. 	DCP T	Police Divisions ERS PTS CPO's & NO's Press Office	➤ Increase education and sensitization programmes conducted (National & Divisional)	+5%	+3%	+2%
				➤ Implementation of an education & sensitization strategy.	✓		Minimum of one National & one Divisional annually
3. Multi-Sector Partnership	<ul style="list-style-type: none"> ➤ Develop a robust multi-sector collaboration strategy. ➤ Identification of road hazards, collection of data and formulation of remedial measures provide. ➤ Provide inputs at the planning and design stage for road infrastructure projects. 	DCP T	Police Divisions CRO TMRSU Metro Express Ltd	➤ Implementation of a robust multi-sector collaboration.		✓	
				➤ No. of consultations with stakeholders	✓ (Ongoing)	✓	✓
				➤ No. of Hazards identified	✓	✓	✓
				➤ Exchange meeting with Min. of Land, Transport and Light Rail & Min. of Public Infrastructure.	✓	✓	✓



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
4. Policing of the Light Rail	<ul style="list-style-type: none"> ➤ Sensitisation of commuters. ➤ Enhancing security at level crossings, depots, relevant vital installations and transit points. ➤ Design a Police response plan to address any incident relating to LRVs. 	DCP T	PRDU PHQ Concerned Police Divisions	<ul style="list-style-type: none"> ➤ Development of SOPs relating to light rail security. ➤ Development of a LRVs' Police Response and Emergency Plan. 	✓		
2.2 Protection of Vulnerable Groups							
1. Revamping Existing Structures	<ul style="list-style-type: none"> ➤ Reorganisation PFPU including the Brigade pour la protection des Mineurs (BDM) ➤ Adhering to established protocols at national level. ➤ Advise on issues requiring a Force response and coordinate all actions pertaining to the protection of vulnerable groups, at Police level. 	DCP A & DCP OPS	PRDU CCID BDM	<ul style="list-style-type: none"> ➤ Restructuring of PFPU & BDM (system, structure & processes) 	✓		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
2. Realignment of Relevant Processes and Procedures	➤ Establish Standard Operating Procedures (SOPs) for dealing with victims and whistle blowers;	DCP A & OIC PFPU	PFPU BDM Police Division PMCCC	➤ Establishment of SOP.	✓		
	➤ Create dedicated space where victims will be dealt with expeditiously;			➤ Setting up of appropriate space to deal with victims of crime.	✓		
	➤ To build in-house capability for dealing with vulnerable victims and investigating into these cases;			➤ No. of trainings provided.	✓ (Ongoing)	✓	✓
	➤ To ensure a prompt response on a 24/7 basis to victims of abuse;			➤ Setting up of response teams.	✓		
	➤ Setting up of dedicated teams comprising of fully trained officers at Divisional Level to attend to requests for assistance from vulnerable groups.						

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
3. Strengthening Partnership	➤ Conduct proper and timely investigation into GBV, child and elderly abuse cases. ➤ Carry out timely prosecution to ensure that perpetrators are adequately punished. ➤ Dispense training for Police investigators and prosecutors.	OIC PFPU	PTS PPO CCID CRO	➤ No. of training/ workshop dispensed.	Minimum of two training/ workshop annually		
				➤ % Increase of prosecution conducted.	2%	3%	5%
				➤ % Increase of person convicted.	2%	3%	5%
2.3 Reducing Property crime							
1. Developing a More Robust Crime Prevention and Reduction strategy	➤ Review of existing policing strategies including crime prevention and reduction measures review its mode of conducting community consultations as well as stakeholders involved. ➤ Widening consultative groups.	DCP Crime	CPU Divisions CPO's NO's IT Unit	➤ Implementation of a Crime Prevention & reduction strategy.	✓		
				➤ Setting up of virtual community forums.	✓		
				➤ Establishment of e-Neighbourhood Watch Scheme.	✓		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
	<ul style="list-style-type: none"> ➤ virtual community forums will be resorted. ➤ new models such as the e-Neighbourhood Watch Scheme bolted on a national platform will be introduced. ➤ traditional sensitization campaign will be revisited. 			<ul style="list-style-type: none"> ➤ Development of a national platform for information sharing between MPF and security sectors. 	✓		
2. Problem Oriented Approach	<ul style="list-style-type: none"> ➤ Proactively identify and address emerging trends and adopt a targeted approach to the problem ➤ Availability of timely and comprehensive assessment of the crime situations & development of appropriate response plan. 	DCP Crime	CPU Divisions	<ul style="list-style-type: none"> ➤ No. of information and intelligence resulting in the detection of crime; 	5%	7%	10%
				<ul style="list-style-type: none"> ➤ No. of analysts and intelligence officers trained; 	Minimum of one training/ workshop annually.		



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
	<ul style="list-style-type: none"> ➤ Extend information and intelligence sharing network. ➤ Acquire the required analytical and other technological tools. 			<ul style="list-style-type: none"> ➤ Availability of analytical and technological tools. 	✓	✓	✓
3. The Introduction of Smart Patrol	<ul style="list-style-type: none"> ➤ Timely identification of criminals. ➤ Availability & accessibility of information from an array of sources to Police Officers on patrol. ➤ Introduce the concept of Smart Patrol. 	DCP crime & DCP A	IT Unit CCID Police Divisions PMCCC DCIU FIOs	<ul style="list-style-type: none"> ➤ Set up of Smart Patrol Scheme. 	✓		
				<ul style="list-style-type: none"> ➤ No. of information shared. 	✓	✓	✓
				<ul style="list-style-type: none"> ➤ Acquisition of technological tools. 		✓	

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
Strategic Priority 3.0 - Tackling Serious, Organised and Transnational Crime							
1. Strengthening International and Regional Cooperation to Combat TOC	<ul style="list-style-type: none">➤ Develop mechanisms to facilitate sharing of intelligence/ information and Police-to-Police cooperation.➤ Optimise the potential of existing international conventions by supporting networking and capacity-building.➤ Developing practical tools and knowledge repositories.➤ Optimise the potential of existing international conventions➤ Secure communication channel for information exchange on TOC.➤ Maximise its engagement with other friendly countries for information sharing	DCP crime	CCID AML/CFT INTERPOL CRO DCIU FIO	➤ No. of formal and/or informal International Cooperation with Foreign Institutions – Mutual Legal Assistance.	Minimum of three cooperation annually		
				➤ No. of Joint Security Ops carried out.	Minimum of two Joint Security Ops annually		
				➤ No. of Transnational Crime investigated.	✓	✓	✓
				➤ No. of cases referred for Prosecutions.	✓	✓	✓
				➤ No. of conviction secured.	✓	✓	✓
				➤ Develop a secure communication channel for information exchange on TOC.		✓	

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
2. Strengthening Intelligence and Information Sharing Mechanism	<ul style="list-style-type: none"> ➤ Strengthen capability for intelligence gathering ➤ Provision of training and appropriate equipment ➤ Enhancing Existing cooperation mechanism with INTERPOL 	DCP Crime	CCID AML/CFT INTERPOL CRO DCIU FIO	➤ Development of an electronic database for drug related offences		✓	
				➤ No. of cases intelligence exchange through international cooperation in investigation and prosecution.			Depending on case reported
3. Strengthening the Institutional Capacity for Combatting TOC	<ul style="list-style-type: none"> ➤ Develop an institutional capacity ➤ Developing training of personnel, ➤ Acquiring new tools to develop expertise and tools to trace and track the assets 	DCP crime	CCID AML/ CFT INTERPOL CRO DCIU FIO	➤ Strengthening of Maritime Intelligence cell through induction of personnel and equipment.	✓		
				➤ Acquisition of new tools to counter TOC.	✓		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
	<ul style="list-style-type: none"> ➤ Developing New digital investigation techniques ➤ Develop Special Investigative Techniques (SITs) 			➤ No. of investigators trained in Special Investigative Techniques.			Minimum of one training/ workshop annually
4. Strengthening the Legal Framework for Combatting TOC	<ul style="list-style-type: none"> ➤ Carry out an analysis of the existing legal framework. ➤ Need assessment for amending the legal framework 	DCP Crime	CCID AML/CFT INTERPOL CRO DCIU FIO PPO	➤ Introduction of new legal provisions		✓	
5. Dismantling of Criminal Networks	<ul style="list-style-type: none"> ➤ Dismantle criminal networks. ➤ Expand criminal accountability for a number of "predicate offences" 	DCP Crime	CCID AML/CFT INTERPOL CRO	➤ Increase successful operations by	+5%	+8%	+10%
				➤ No. of activities disrupted	✓ Ongoing	✓	✓



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
	➤ Expand a single offence across multiple members of a criminal enterprise ➤ Employ a multifaceted approach to target TOC groups.		DCIU FIO	➤ Tracing and seizing of illegal proceeds of crime.	✓ Ongoing	✓	✓
				➤ No. of search warrant/arrest warrant executed.	✓ Ongoing	✓	✓
				➤ No. of criminal network identified/dismantled.	✓ Ongoing	✓	✓
3.1 Combating Drugs							
1. Supply Reduction	➤ Crackdown operations on drug traffickers and drug dealers. ➤ Strengthening of the monitoring mechanism of movement of suspicious crew/craft	DCP ADSU	ADSU SMF SSU PHS NCG PTS	➤ Increase targeted crackdown operations leading to seizure of drugs by	+5 %	+8%	+10%
				➤ No. of interceptions of suspicious crew/passengers.	✓ Ongoing	✓	✓

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{re}	MT ^{re} **	LT ^{re} ***
2. Demand Reduction	<ul style="list-style-type: none"> ➤ Enhanced surveillance by PHS and NCG. ➤ Adoption of a multi-agency approach for investigations. 		Police Division	➤ No. of cybercrime investigations into online platforms on the darknet.	Depending on case reported		
				➤ Increase drug trafficking joint surveillance with NCG and PHS by	+3%	+5%	+10%
				➤ No. of parallel financial investigation	✓ Ongoing	✓	✓
	<ul style="list-style-type: none"> ➤ Enhance sensitization campaign in liaison with NGOs. ➤ Public awareness against the ill-effects of drug. ➤ Promote healthy and fulfilling alternatives to the community. ➤ Technical assistance of UNODC and the National Drugs Secretariat will be utilised. 	DCP ADSU	ADSU PTS Police Division CPMO	➤ Increase sensitization/ education campaigns by	+5%	+7%	+10%
				➤ No. of outreach programmes conducted	Minimum of two annually		



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
	➤ Utilise all available means of community engagement						
3.2 Fighting Cybercrime							
1. Prevent Occurrence of Cybercrime	➤ Sensitisation of the general public. ➤ Comprehensive and sustainable national security education campaign. ➤ Work with all stakeholders to educate the general public on “how to stay safe online”. ➤ Carry out cyber/network patrols to pro-actively identify and target cybercriminals.	DCP Crime	Cybercrime Unit IT Unit PTS PMCCC	➤ Development of a comprehensive sensitisation campaign.	✓		
				➤ No. of cyber patrols conducted.	Minimum of 4 hrs per shift (split)		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns} **	LT ^{ns} ***
2. Strengthening of Investigative Capability to Detect & Prosecute Cybercrime	<ul style="list-style-type: none"> ➤ Improve capacity to detect, investigate and prosecute cybercrime. ➤ Review and adopt new cybercrime detection and prevention techniques. ➤ Acquisition of new equipment and software. ➤ Seek the assistance of experts from public and private sector to bolster its capacity to fight cybercrime. ➤ Accretionary induction of personnel. ➤ Set up an IT Forensic lab and revamp storage of digital evidence. ➤ Develop appropriate protocols for storage of digital evidence. 	DCP Crime	Cybercrime Unit IT Unit PTS PMCCC	➤ No. of appropriate protocols established.		Ongoing	
				➤ No. of partnerships created.		Ongoing	
				➤ Develop a new cybercrime detection technique.	✓		
				➤ Acquisition of new equipment/software		✓	
				➤ Recruitment of personnel.		✓	
				➤ Set up IT Forensic lab.		✓	
				➤ Development of protocols.		✓	



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
3.3 Improving Maritime Security							
1. Enhance Maritime Surveillance Capability of the NCG	<ul style="list-style-type: none">➤ Conduct of real time Maritime Domain Awareness➤ Timely and appropriate responses➤ Develop organic surveillance capability➤ Progressive commissioning of infrastructure for a new Maritime Operations Room➤ Replacement of the obsolete Coastal Surveillance Radar Station.➤ Induction of AI based tools.➤ Identify dark and illegal activities at sea.	CO NCG	DCP A PHQ	➤ Commissioning of a new Maritime Operations Centre.		✓	
				➤ Induction of new CSRS.		✓	
				➤ Implementation of AI based tools.		✓	
				➤ Increase in transparency of Maritime Domain, quantified through no of vessels tracked	5%	7%	
						+10%	

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns} **
2. Strengthen Intervention Capability in the Maritime Zones of Mauritius	➤ Strengthening Information sharing mechanisms with other friendly countries to achieve greater transparency in the Maritime Domain Awareness.			➤ No. of inputs received from friendly countries.		Ongoing	
				➤ Placement of international liaison officers in friendly countries.		✓	
				➤ Induction of new assets as replacement of obsolescent assets.		✓	
				➤ Reduction of response time (mins) for launching of ships and aircrafts by	-10%	-15%	-20%
	➤ Reduction in down time (mins) for routine maintenance by	-10%	-15%	-20%			
	➤ Enhancing capability of conducting intervention operations at sea.	✓	✓	✓			



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
					5%	7%	+10%
					5%	7%	+10%
3. Depending Regional & International Collaboration to combat Maritime Crime	<ul style="list-style-type: none"> ➤ Strengthen partnership with all stakeholders (Local, Regional and International). ➤ Develop a collaborative and cooperative approach in dealing with Maritime Crimes. 	CO NCG	DCP A MAS PHQ	➤ No. of joint exercise conducted.	5%	7%	+10%
				➤ No. of joint operation conducted.	5%	7%	+10%
				➤ No. of training/ workshop.	5%	7%	+10%

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
Strategic Priority 4 - Enhancing Investigative capabilities							
1. Reorganisation of the Criminal Investigation Departments	➤ Improve investigative capabilities. ➤ Improve intelligence infrastructure	DCP Crime	All adjuncts of CCID PHQ PRDU	➤ Formulation of a restructuring plan to reorganize CCID	✓		
				➤ Developing technical capabilities	✓		
				➤ Enhancing intelligent infrastructure.	✓		
				➤ Enlistment of experts		✓	
2. Adherence to international investigative norms and standards	➤ Align investigative capability and processes with international norms. ➤ Compliance to human rights	DCP Crime	All adjuncts of CCID ADSU PHQ PRDU PPO	➤ Review of SOP	✓		
				➤ Streamline Procedures.	✓		
				➤ No of Convictions secured.		Ongoing	



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
3. Develop partnership with law enforcement agencies and competent authorities	<ul style="list-style-type: none"> ➤ Develop partnership with other non-law enforcement agencies. ➤ Multiagency collaboration. 	DCP crime	All adjuncts of CCID PHQ PRDU	<ul style="list-style-type: none"> ➤ Signing of Service Level Agreements Memorandum of Understandings 		✓	
				<ul style="list-style-type: none"> ➤ Setting up of an investigative Training centre. 		✓	
4. Capacity Building	<ul style="list-style-type: none"> ➤ Equip investigators with knowledge/expertise. ➤ Establishment of the Training centre 	DCP crime	All adjuncts of CCID PHQ PRDU PTS	<ul style="list-style-type: none"> ➤ No of Training carried out. 	Minimum of two training/ workshop annually		
				<ul style="list-style-type: none"> ➤ No. of Placement effected. 	Ongoing		
5. Technological Support	<ul style="list-style-type: none"> ➤ Use of technological tools/ solutions to enhance intelligence infrastructure. ➤ Induct analytical tools and the required technology for tracing and seizure of virtual assets. 	DCP Crime	All adjuncts of CCID PHQ PRDU	<ul style="list-style-type: none"> ➤ Development of digital forensic and evidence storage capabilities. 	✓		
				<ul style="list-style-type: none"> ➤ Analytical tools acquired. 	✓		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST**	MT***	LT***
Strategic Priority 5 - Exploiting Technology in Policing							
1. Exploring and identifying areas for use of technology in policing;	<ul style="list-style-type: none">➤ Carry out a study to identify areas of exploiting technology.➤ Address the needs of Police officers on ground.➤ Developing IT initiatives➤ Identifying the changes to the regulatory and legal framework for implementation of these initiatives.➤ Automate service delivery.➤ Establishment of virtual community policing forum.	DCP Crime	DCP A PHQ PRDU IT Unit	➤ Developing turnkey projects.		✓	
				➤ Development of legal and regulatory framework.		✓	
				➤ Automation of service delivery.		✓	
				➤ Reduction in down time of services provided by	10%	5%	5%
				➤ New IT based virtual community policing forum	✓		



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
2. Revamping and modernising the IT Unit	<ul style="list-style-type: none"> ➤ Develop the capabilities of the Police IT Unit, ➤ Recruit young IT graduates. ➤ Collaborate with civil sector and private sector. 			➤ Restructuring of the Police IT Unit.	✓		
				➤ Acquisition of new equipment and software		✓	
				➤ Recruitment of technical manpower.		✓	
3. Capacity building and increasing acceptance of technology.	<ul style="list-style-type: none"> ➤ Engender greater acceptance of technology. ➤ Develop effective communication strategy and training of personnel. ➤ Rope in experts from the academia and private sector to train personnel. ➤ Need for capacity building. ➤ Identify training requirements. 			➤ Developing effective communication strategy to drive acceptance of technology	✓		
				➤ Signing of SLA with universities/private sector for capacity building.	✓		
				➤ Conducting gaps analysis of training in the MPF.			Ongoing

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
Strategic Priority 6 – Human Resource, Training and Development							
1. Revamping the Human Resource Department	➤ Reorganization of the HR Dept ➤ Enhancing HR capabilities and competencies of the Force ➤ Developing strategies for the retention of talent and succession planning. ➤ Proactive development of a Human Resource Plan ➤ Development of HR policies relating to carrier planning ➤ Staff the HR department with a cadre of officers qualified in Human Resource Management. ➤ Develop a Human Resource policy.	DCP A	PHQ PRDU MHR	➤ Establishment of the post of Director Human Resource in the HR department.		✓	
				➤ Review of the present HR department.	✓		
				➤ Training of officers in Human Resource Management.			Minimum of two Training/workshop annually
				➤ Formulation of Job description and specification for each post.			Ongoing

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
2. Reviewing of the Human Resource Processes	<ul style="list-style-type: none"> ➤ Development of the required competencies within the organisation workforce. ➤ Define a career roadmap for all officers to enable them to have adequate exposure and experience at different ranks to allow them to take on the responsibilities of gazette ranks. ➤ Development of specialist cadres for effective HR management. 	OIC PTS	PTS PRDU PHQ	➤ Development of a revamped HR policy.	✓		
				➤ Development of a career roadmap / progression.	✓		
				➤ Development of Specialist cadres.		✓	
3. Revamping Capacity Building in the MPF	<ul style="list-style-type: none"> ➤ Carry out research, design and evaluate training. ➤ Develop training syllabi. ➤ Re-examination of selection of trainers. 	DCP A	PTS PRDU PHQ MHR	➤ Setting up of a Training, Design and Evaluation Cell (TDEC) at PRDU.	✓		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns} **
<ul style="list-style-type: none"> ➤ Development mechanism for evaluation of the quality of training. ➤ Scholarships will be offered in suitable courses locally and abroad for interested officers. ➤ Adopt the concept of open online course available on demand to all personnel. ➤ Linking of promotional aspects with courses undertaken and educational qualifications will also be examined. 	<ul style="list-style-type: none"> ➤ Revision of training syllabi in collaboration with PTS on the basis of a needs analysis. ➤ Establishment of process for selection of trainers/instructors. ➤ Development of Open Online Courses. ➤ Initiation of scholarship for further studies outside. 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> PHQ PRDU PTS PRDU PHQ MHR 	<ul style="list-style-type: none"> DCP A MHR DCP A 			



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
Strategic Priority 7 - Managing Disasters							
1. Disaster Preparedness	<ul style="list-style-type: none">➤ Standardise responses to disasters, across the various adjuncts of MPF➤ Acquire disaster equipment ranging from personal safety to disaster related high-tech equipment➤ Capacity building plan for spread awareness on all aspects of disaster as well as the response thereto.	CO SMF/ OIC NDRRMC	PHQ PRDU	➤ Support in contingency planning.	Ongoing		
				➤ Acquisition of disaster tools and equipment.		✓	
				➤ No. of Trainings/ workshops/ seminars carried out.	Minimum of two Training/ workshop annually		
				➤ Increase Simulation exercises by	+5%	+7%	+10%
2. Improving Disaster Response	<ul style="list-style-type: none">➤ Ensure that disaster response team and officers involved in disaster management acquire the relevant expertise.	CO SMF/ OIC NDRRMC	SMF NCG SSU Traffic ERS	➤ Increase Training/ workshops by	+5%	+7%	+10%
				➤ No. of Joint operations conducted.	Minimum of two Joint Ops annually		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
3. Engagement of the Community	<ul style="list-style-type: none"> ➤ Conduct regular simulation exercise on disaster response at divisional levels ➤ Ensure that all information on high risks areas, health and safety hazards is available to better understand the operational environment and the inherent risk involved 		PMCCC PHQ PRDU	➤ Increase Simulation Exercises by	+5%	+7%	+10%
				➤ No. of Risks areas, health and safety hazards identified	Ongoing		
	<ul style="list-style-type: none"> ➤ Educate the community and enrol its support in disaster prevention and response 	PHQ/ NDRRMC	Police Divisions SMF NCG	➤ Increase Education campaigns by	+5%	+7%	+10%
				➤ Implementation of Community Volunteer network	✓		
				➤ No. of Community Disaster Response Programme (CDRP) conducted.	Minimum of 3 CDRP annually		



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
				<ul style="list-style-type: none"> ➤ No. of refresher CDRP conducted 	Minimum of one annually		
				<ul style="list-style-type: none"> ➤ Increase Community Disaster Response Team by 	+5%	+7%	+10%
Strategic Priority 8 - Building sustainability and resilience							
1. Revamp PRDU	<ul style="list-style-type: none"> ➤ Review functioning of PRDU. ➤ Conducting strategic research, ➤ Carrying out intelligence analysis, ➤ Environmental threat scan and ➤ Development of control strategy. ➤ Co-opt experts in intelligence, strategic 	DCP A OIC PRDU PHQ		<ul style="list-style-type: none"> ➤ Revamping and restructuring of PRDU. 	✓		
				<ul style="list-style-type: none"> ➤ Placement of experts in various fields at PRDU. 	✓		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns} **	LT ^{ns} ***
	<p>planning and management and legal experts.</p> <p>➤ Development appropriate processes and protocols to streamlining the functioning of PRDU</p>			<p>➤ Development of appropriate processes and protocols for implementation and monitoring of the strategic plan.</p>	✓		
2. Strengthen Research and Analysis Capability.	<p>➤ Strengthen the capacity of PRDU to conduct research into Policing.</p> <p>➤ Rope in academia and experts for furthering research.</p> <p>➤ Training research.</p> <p>➤ Strengthen analysis of intelligence and inputs from crime statistics to gauge the effectiveness of strategy.</p>	DCP A OIC PRDU PHQ		➤ No. of research projects initiated into Policing.	Minimum of 3 projects annually		
				➤ No. of strategic papers and concept notes generated.	Ongoing as per annual cycle		
				➤ No. of actionable inputs generated from intelligence analysis.	Ongoing		
				➤ No. training conducted.	Minimum of two annually		
				➤ Signature of SLA with Universities.		✓	



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
3. Change Management	<ul style="list-style-type: none"> ➤ Development of a communication strategy. ➤ Identify change champions in each Division/ Branch/ Unit. ➤ Monitoring of qualitative outcome. 	DCP A OIC PRDU PHQ Police Press Office		➤ Development of a Change Management Strategy.	✓		
				➤ Development of a Communication Strategy.	✓		
				➤ Identification of Change Champions in each organisation of the MPF.	✓		
				➤ Monitoring of qualitative output from implementation of the Police strategic plan.	Ongoing		
4. Development of a Centre of Excellence in Policing.	➤ Transform PRDU into a centre of excellence in policing studies and research.	DCP A OIC PRDU PHQ		➤ Development of a centre of excellence.	✓		
				➤ Setting up of digital archives.	✓		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
	<ul style="list-style-type: none"> ➤ Qualitatively improve service delivery and achieving our aim of a "crime free Mauritius". ➤ Equipped with the latest infrastructure. ➤ Assist the higher echelons of MPF in strategic planning and management. ➤ Equipped with a digital archives section to allow for maintaining of records and statistics to generate useful inputs. ➤ Development of HR and upgrading skillset of Police officers 			<ul style="list-style-type: none"> ➤ Publication of force vision and allied strategic documents. 	Ongoing		
				<ul style="list-style-type: none"> ➤ Performance appraisal of various adjuncts of the force. 	Ongoing		



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST*	MT**	LT***
Strategic Priority 9 - Enhancing Motivation and Morale of Personnel							
1. Enhancing Physical and Mental health of our Personnel.	<ul style="list-style-type: none">➤ Leverage the existing medical set up to provide quality medical care to our officers.➤ Providing preventive health care through inception of regular medical tests so that lifestyle diseases can be identified at an early stage.➤ Compulsory counselling by Police Psychologists will be provided to Police Officers who face and deal with violent and traumatic crimes.➤ Comprehensive stress management program will be adopted to allow Police officers to manage stress effectively.	CPMO	DCP A PRDU PHQ Police Divisions & Branches	➤ Provision of preventive medical care for all Police officers.	At least two medical activities per Divisions/ Branches.		
				➤ Provision of counselling facilities for all Police officers.	At least two psychological counselling activities per Divisions/ Branches.		
				➤ % Increase in counselling conducted.	5%	7%	10%
				➤ Developing a comprehensive stress management program.	✓		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
2. Provision of Insurance Facility for Police Officers.	➤ Institute adequate insurance coverage to our officers at nominal rates.	DCP A	PRDU MHR MFO	➤ Conducting study on providing insurance coverage to all Police personnel.	✓		
3. Providing a safe and conducive working environment.	➤ Provide state of the art protective equipment to mitigate risks faced by our officers	DCP A	DCP Training CPMO	➤ Provision of Personal Protective Equipment to all Police officers.		✓	
	➤ Ensure that the deployment of our officers is in line with OSHA regulations.			➤ Development of ergonomic facilities in Police stations and other work spaces.		✓	
	➤ Progressively train our officers to inculcate operational risk management in their decision-making process.			➤ Provision of sporting equipment such as tracksuits and sports shoes to all officers.		✓	
	➤ Provide ergonomic facilities						
	➤ Provide sporting facilities and allied equipment to encourage our Police officers to take up physical activities.						



Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns}	LT ^{ns}
4. Restoring Work - Life Balance.	<ul style="list-style-type: none"> ➤ Proactively engage with concerned authorities to address for work beyond designated hours. ➤ Address Mismatched shifts for spouse (couple) as Police officer. ➤ Address difficulties faced by single parent Police officers. ➤ Develop a coherent policy to address such concerns. 	DCP A	MHR PRDU	➤ Engagement with ministry of finance and economic development to address the issue of overtime work.	✓		
				➤ Promulgation of a policy for harmonising work of Police officers with spouses in the MPF and single parents.	✓		
				➤ Develop a coherent policy to address difficulties faced by single parent Police officers.	✓		

Strategic Objectives	Activities	Lead Police Unit/ Lead Officer	Supporting Units	Indicators	Timeline		
					ST ^{ns}	MT ^{ns} **	LT ^{ns} ***
5. Development of a Support System.	<ul style="list-style-type: none"> ➤ Develop a mechanism to support and rehabilitate Police officers. ➤ Free counselling to deal with conjugal problems will be provided. ➤ A support mechanism staffed by appropriately trained officers at the level of PHQ will be developed to assist Police officers. ➤ Police Internal Assessment Cell (PIAC) will be revamped and upgraded. ➤ Monitoring of Such outreach and support programs at the highest levels of management. 	DCP A CPMO	Police Divisions PRDU	➤ Development of a rehabilitation and the support mechanism with the assistance of Ministry of Health and Quality of Life.	✓		
				➤ Revamping and upgradation of PIAC.	✓		

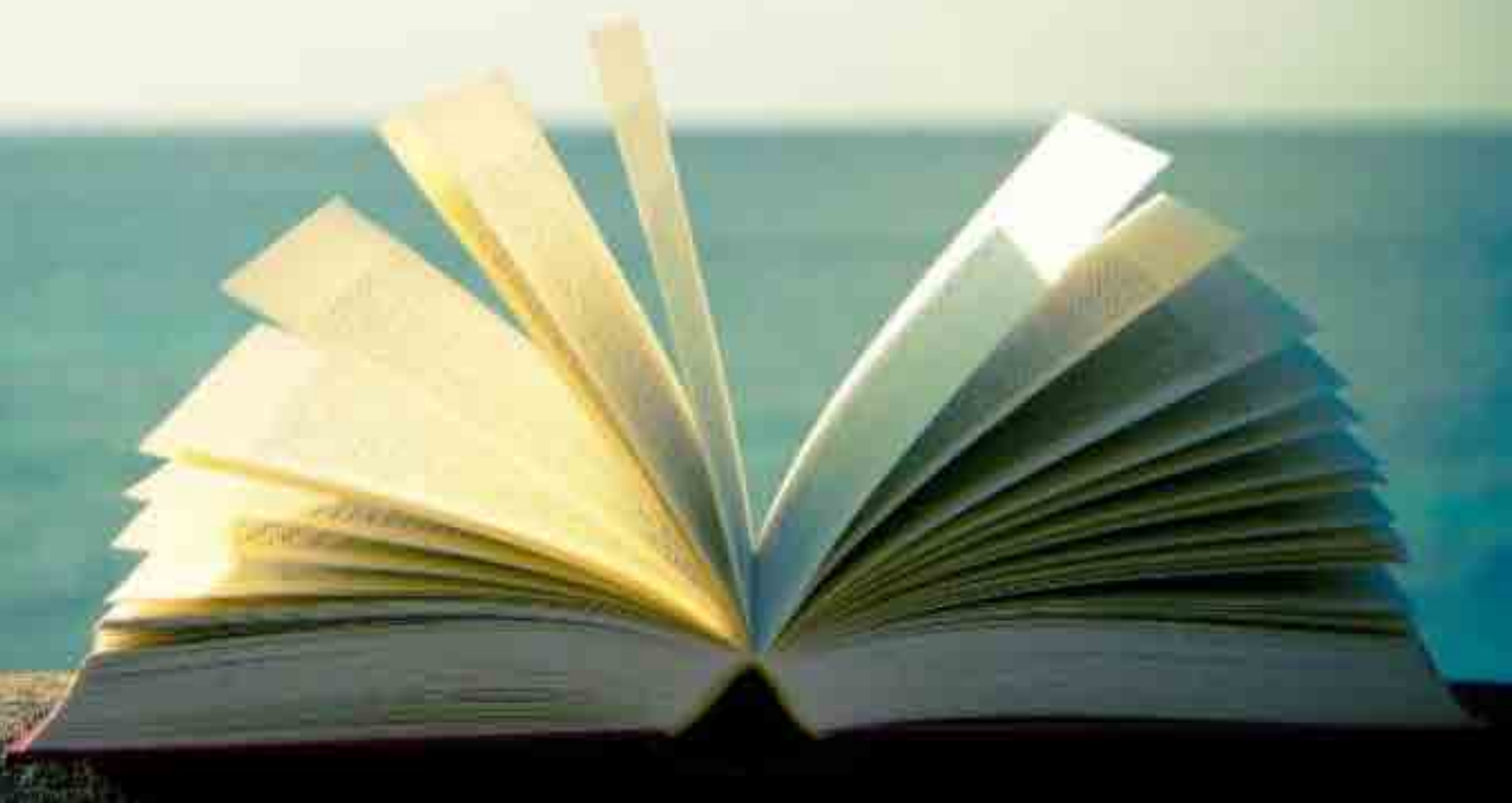


MAURITIUS POLICE FORCE



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LIST OF ABBREVIATIONS





MAURITIUS POLICE FORCE



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LIST OF ABBREVIATIONS

AFIS	Automated Fingerprint Identification System
AIS	Automatic Identification System
AML/ CFT	Anti-Money Laundering/ Counter Finance Terrorism
BDM	Brigade pour la Protection des Mineurs
CECC	Council of Europe Convention on Cybercrime
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
COTS	Crime Occurrence Tracking System
CPU	Crime Prevention Unit
CPMO	Chief Police Medical Officer
CPO	Community Policing Officer
CRO	Crime Records Office
CSRS	Coastal Surveillance Radar System
DCP	Deputy Commissioner of Police
DCIU	Divisional Crime Intelligence Unit
DPU	Divisional Planning Unit
DRTC	Djibouti Regional Training Centre
DSU	Divisional Support Unit
EEZ	Exclusive Economic Zone
ERS	Emergency Response Service
FIO	Field Intelligence Officer
GBV	Gender Based Violence
GDP	Growth Domestic Product
IMO	International Maritime Organisation
IOC	Indian Ocean Commission
IORIS	Indian Ocean Regional Information Sharing
IUU	Illegal, Unreported and Unregulated
KSI	Killed and Seriously Injured
LRIT	Long Range Identification Tracking System
MAAP	Micro Accident Analysis Program
MASE	Maritime Security
MAUCORS	Mauritius Cybercrime Online Reporting System
MDA	Maritime Domain Awareness
MFO	Manager Financial Operations
MHR	Manager Human Resource
MIC	Maritime Intelligence Cell
MLA	Mutual Legal Assistance
MLTLR	Ministry of Land Transport and Light Rail
MPF	Mauritius Police Force
MZA	Maritime Zones Act
NDCMP	National Drug Control Master Plan
NDRRMC	National Disaster Risk Reduction and Management Centre
NDRRMPSFAP	National Disaster Risk Reduction and Management Policy, Strategic Framework and Action Plan
NEOC	National Emergency Operations Command



NGO	Non-Governmental Organization
NHRC	National Human Rights Commission
NLTA	National Land Transport Authority
NMH-EAS	Multi-Hazard Emergency Alert System
NPSF	National Policing Strategic Framework
NSAP	National Strategy and Action Plan
PDVA	Protection from Domestic Violence Act
PFPU	Police Family Protection Unit
PIAC	Police Internal Assessment Cell
PIOR	Police Information & Operations Room
PMCCC	Police Main Command & Control Centre
PP&PRO	Police Press & Public Relations' Office
PRDU	Police Research & Development Unit
PSD	Professional Standards Department
PTS	Police Training School
RCOC	Regional Coordination and Operation Centres
RMIFC	Regional Maritime Information Fusion Centre
RSU	Road Safety Unit
SADC	Southern African Development Community
SAR	Search and Rescue
SFM	Sendai Framework Monitor
SITs	Special Investigative Techniques- Special investigation techniques
SRC	Search and Rescue Coordinator
TB	Traffic Branch
TMRSU	Traffic Management and Road Safety Unit
TOC	Transnational and Organised Crime
UNCLOS	United Nations Conventions
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
VMS	Vessel Monitoring System