

**SECRETARY-GENERAL'S PEACEBUILDING FUND  
PROJECT DOCUMENT TEMPLATE**



United Nations  
Peacebuilding

**PBF PROJECT DOCUMENT**

(Length : Max. 12 pages plus cover page and annexes)

<b>Country (ies):</b> Gambia	
<b>Project Title:</b> Strategic advice and support to the security sector reform and governance in The Gambia	
<b>Project Number from MPTF-O Gateway (if existing project):</b> 00105728 ✓	
<b>PBF project modality:</b> <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund:</b> No <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b>
<b>List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc):</b> UNDP UNOWAS, DPKO SSR Government of The Gambia: Presidency, Ministry of Interior, Ministry of Defense, Chief of Defense Staff, National Assembly Civil society organizations International SSR Partners: ECOWAS, AU, EU, DCAF <b>List additional implementing partners, Governmental and non-Governmental:</b>	
<b>Expected project commencement date<sup>1</sup>:</b> May 2017 <b>Project duration in months:<sup>2</sup></b> 22 Months (inclusive of two No-Cost extensions) ✓ <b>Geographic zones for project implementation:</b> Gambia, West Africa n	
<b>Does the project fall under one of the specific PBF priority windows below:</b> No <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
<b>Total PBF approved project budget* (by recipient organization):</b> UNDP: \$ 1,400,000 USD XXXX: \$ XXXXXX XXXX: \$ XXXXXX Total: 1,400,000 USD <p style="font-size: small; margin-top: 10px;">*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.</p>	

<sup>1</sup> Note: actual commencement date will be the date of first funds transfer.

<sup>2</sup> Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

Any other existing funding for the project (amount and source): Nil Project total budget: 1,400,000 USD			
<b>PBF 1<sup>st</sup> tranche:</b> UNDP: \$ 980,000 USD Total: <b>(70%):</b> 980,000 USD	<b>PBF 2<sup>nd</sup> tranche*:</b> UNDP: \$ 420,000 USD Total: <b>(30%):</b> 420,000 USD		
<b>Two-three sentences with a brief project description and succinct explanation of how the project is time sensitive, catalytic and risk-tolerant/ innovative:</b> This project aims to provide strategic advice and support to the designing and launching of the SSR process and includes providing strategic and technical support for the implementation of a nationally-led inclusive and participatory SSR process and to support coordination of the international community. The project would stimulate accountability and build capacity of the security services which is needed to ensure an effective and efficient security transition before the departure of ECOMIG forces			
<b>Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists:</b> Given that this is a No-Cost Extension of an existing project, the consultation and endorsement processes were taken on with the National Security Adviser (on behalf of the government) and signed off by the Secretary General of the Gambia Government. International partners (EU, ECOWAS, DCAF and AU) at the technical level (as part of the International Advisers Group) were also intimated of the desire to extend the project and to convey same to their principals.			
<b>Project Gender Marker score:</b> <u>2</u> <sup>3</sup> Specify % and \$ of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment: _____			
<b>Project Risk Marker score:</b> <u>2</u> <sup>4</sup>			
<b>Select PBF Focus Areas</b> which best summarizes the focus of the project ( <i>select ONLY one</i> ): (1.1) _____ <sup>5</sup>			
If applicable, <b>UNDAF outcome(s)</b> to which the project contributes: : Improving governance and fighting corruption - Institutional reforms implemented to ensure rule of law and guarantee the			

<sup>3</sup> Score 3 for projects that have gender equality as a principal objective

Score 2 for projects that have gender equality as a significant objective

Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 15% of budget)

<sup>4</sup> Risk marker 0 = low risk to achieving outcomes

Risk marker 1 = medium risk to achieving outcomes

Risk marker 2 = high risk to achieving outcomes

<sup>5</sup> PBF Focus Areas are:

(1.1) SSR; (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

(3.1) Employment; (3.2) Equitable access to social services

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3)

Governance of peacebuilding resources (including PBF Secretariats)

protection of the human rights of all, including access to justice, gender equality, access to basic services, and democratic participation in decision-making processes.

If applicable, **Sustainable Development Goal** to which the project contributes: SDG 5, 16, 17

**Type of submission:**

☐ New project

X ☐ Project amendment

**If it is a project amendment, select all changes that apply and provide a brief justification:**

**Extension of duration:** X ☐ Additional duration in months: 8 Months, ending 31 Dec 2019 ✓

**Change of project outcome/ scope:** ☐


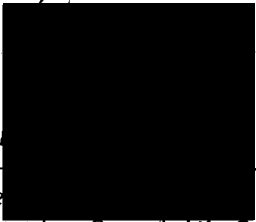
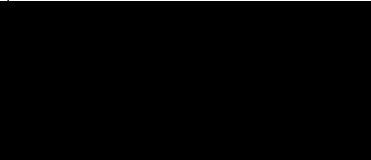

**Change of budget allocation between outcomes or budget categories of more than 15%:** ☐

**Additional PBF budget:** ☐ Additional amount by recipient organization: USD XXXXX

**Brief justification for amendment:** This is an exceptional second No-Cost Extension which has no significant impact on any of the project substance but to enable the completion of planned activities by 31 December 2019. It comes as a result of significant delays in project implementation occasioned by the need to build consensus and national ownership in the SSR process. The key focus for this period is to ambitiously capacitate and fully bring on board the executive branch of government, Office of National Security, the heads of security institutions, and the development of individual institutional policies. The President, in meeting the SSR partners in January this year, categorically reiterated his government's commitment to undertake SSR and more recently, the Chair of the SSR Steering Committee (SC) has been assigned from the Presidency to the Minister of Justice (MOJ) whose dynamism in the Transitional Justice process has been hailed. The MOJ held his first meeting (and directed a bi-monthly meeting of the SC) with strong views on speed and seriousness on the side of the host government to catch up with lost time -

*Note: If this is an amendment, show any changes to the project document in RED colour or in*

*TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.*

(for IRF-funded projects)	
<b>Recipient UN Organization(s)<sup>5</sup></b>   Ms. Aissata United Nations Development Programme UNDP Resident Representative  <i>Date &amp; Seal</i> 03-MAY-2019	<b>Representative of National Authorities</b>   Mr. E Office The Secretary-General of the Government of The Gambia  <i>Date &amp; Seal</i> 6/05/19
<b>Peacebuilding Support Office (PBSO)</b>   Oscar Fernandez-Iraranco Name of Representative Peacebuilding Support Office, NY  <i>Date &amp; Seal</i> 15/05/2019	<b>Resident Coordinator (RC)</b>   Sarap United Nations Resident Coordinator Resident Coordinator Office,  <i>Date &amp; Seal</i> 03-05-19

<sup>5</sup> Please include signature block for each RUNO receiving funds under this IRF.

## PROJECT COMPONENTS:

### I. Peacebuilding Context and Rationale for PBF support

#### a) Peacebuilding context:

Security and rule of law institutions in The Gambia face deep-rooted governance challenges as a direct result of 22 years of authoritarian rule. For over two decades, social stability was maintained through state coercion and submission of the populations, whereby the Gambians were subdued by an abusive state security apparatus, allegedly characterized by harassment, arbitrary arrests, torture, and extra-judicial killings. Security institutions were high-handed and strong allegations exist of human rights abuses routinely committed with impunity. The Gambians lived subservient to the repressive regime that saw its citizens as a key source of insecurity, while for the citizens, the state was the foremost source of their insecurity.

Security institutions in The Gambia include armed forces (approx. 9000 – approx. 17% women), police force (6000 – 35% female police officers), immigration service (2000) –, customs, prison service (1000 – approx. 40% female) and drug and law enforcement (500).<sup>7</sup> Though functional in the most repressive ways against the citizens, the security institutions were compromised under the previous regime in fulfilling their core functions. The Gambia's security sector was characterized by its absence of adequate governance and oversight mechanisms. Gambia's security, justice and rule of law institutions have witnessed sector-wide degeneration of international standards: abuse of power, interference in politics, lack of professionalism, poor civil-military relations, lack of adequate human resources management, lack of adequate technical skills and capacities, etc.

Allegiance to the former president and lack of political independence of security institutions has generally eroded the credibility of security institutions, particularly the armed forces. The ECOWAS Mission in The Gambia (ECOMIG) was initially deployed to support the political transition. The request of the Government for extension of ECOMIG's mandate until end of May 2017 to ensure security of the President and national institutions, has been interpreted as a lack of public confidence and confidence by the Government in its national security forces.

The current security forces are unable to ensure safety and security independently and professionally with due regard to democratic values. There is no civilian oversight of the armed forces, nor is there fair ethnic representation in the army. The forces do not have standard procedures for recruitment and merit-based promotion, and the presence of military personnel who is used to benefitting from extra perks under the former regime have compromised the quality of security provision. The police became militarized, with Inspectors-General of Police often appointed from the ranks of the armed forces. The former National Intelligence Agency (NIA) and the prison service were particularly notorious for their repressive behaviors.

<sup>7</sup> These numbers were provided to the United Nations in consultations with the Heads of Security forces during February-March 2017.

No confirmed data exist on the exact number of security forces in the Gambia and hence no precise data exist on the number of women in security forces, except for the police, where 35% of the officers are women and the prison service where approx. 40% of the staff are women. Gender issues are integrated into the Gambia Police Force training curriculum at the Police Academy, however there is a lack of gender sensitivity in career development and human resource management in the Gambia police service. An indicative number of 17% women in the armed forces were also reported. The Gender and Child Welfare Unit within the police and the IGP himself are closely collaborating with the Network against GBV (a prominent civil society organization in The Gambia); however, the unit has limited capacities. The Gender Unit in the armed forces has only sporadically collaborated with partners in the past and reportedly has very limited capacities. Furthermore, the Child Rights Units of the Armed forces, the Child Welfare Unit of the Gambia police service and immigration service have limited capacities and awareness about child protection issues such as trafficking, exploitation and abuse.

The government of The Gambia has signed and ratified several International and Regional Conventions promoting the rights of women and girls. Among these are the CEDAW, AU Solemn Declaration on Gender Equality in Africa, including Beijing Declaration 2010, the African Charter on Human and People's Rights on the Rights of Women in Africa. An Action Plan on UNSCR 1325 was developed, but not implemented and needs to be updated. There are reports of human rights abuses against women and girls by the state and security personnel under the former regime, but human rights violations have remained unreported by the victims and have not been reflected in CEDAW periodic reports mainly due to the state of fear the country found itself in under the former regime.

Despite the political interferences and subjugation, the leadership of some security institutions succeeded in maintaining functional levels of professionalism. Since 2010, the police, for example, recruited more university graduates, introduced community policing, created the Human Rights Department, and is working towards including human rights in the police training curriculum.

With the exit of the former President Jammeh, who was the single source of the authority of security institutions, there is an emerging risk that Gambia's security could be rapidly eroded by underlying ethnic tensions emanating to the surface and a lack of understanding of democratic freedom by the population.

The current state of the security institutions, particularly the armed forces, as well as the lack of trust in the security institutions by the population, immediately presents a high risk to the stability and sustained peace in the country. In addition to the politicization of the security forces and the breakdown of command and control under the former regime, the *relatively high number of units of security forces, some of them with overlapping mandates*, contributes to weakening the efficiency of the security services. Furthermore, given the fragile situation in the country, and the fact that The Gambia is a risk country of violent extremism and terrorism, a disposal security force could be a contributor to the spread of violent extremism and terrorism.

Immediate security sector reforms complemented by national political consultations are critical interventions necessary to stabilize the newly elected government and society, prevent a relapse into a political and security crisis.

#### Government commitments and intentions:

The new Government of The Gambia has begun taking steps to transform the security sector, particularly at the strategic sector-wide level. The government has decided to activate the National Security Council, which, though provided by the Constitution, was never convened. At the operational level, there is a Joint Intelligence Committee, composed of representatives of the President's Office, (former) NIA, the Police Forces, the Armed Forces and the Prison Service. A National Security Adviser has now been appointed.

Deleted: already started to

Deleted: e

Deleted: According to Section 78 of the Constitution, 'there shall be a National Security Council which shall consist of- (a) the President; (b) the Vice-President; (c) the Secretaries of State responsible for defense and internal affairs; (d) the Chief of Defense Staff and two other members of the Armed Forces appointed by the President; (e) the Inspector General of Police; (f) the Director-General of the National Intelligence Agency; and (g) the Intelligence adviser to the President'.

Deleted: yet to

The Government requested the United Nations to support security sector reform. An explicit request for deployment of international expert(s) and sharing of regional and international experiences from countries that encountered similar security challenge and urgent support for the assessment of the armed forces as part of a larger assessment of the entire security sector was made by the Chief of Defense Staff in early March 2017 and this is now put in place.

#### **b) Mapping of existing peacebuilding activities and gaps:**

At the request of the new President, an ECOWAS Military Mission was deployed to The Gambia (ECOMIG) in January 2017. ECOMIG ensures the protection of the President and of national institutions, helps to rebuild trust between the new Gambian authorities and security forces and ensures provision of security in high-risk areas (such as Kanilai, a stronghold of the former President). The mandate of ECOMIG expired at the end of May 2017 and was extended for a year and likely to extend beyond 2019. In addition, there is a bilateral security agreement with Senegal through which 500 Senegalese troops have been deployed (and 500 more deployed along the Senegal and Gambia (Casamance) border have now been integrated into ECOMIG forces.

Deleted: will

Deleted: by

Deleted: ,

Deleted: but might be extended with a request from the Gambian government.

Deleted: a possible

Deleted: to be

Deleted: )

ECOWAS provides support to the development of a communication strategy and capacity building of the Police whiles EU partly supports oversight of NAM members and they both jointly coordinate with the SSR team through a joint work plan for 2019. Other bilateral partners, including the United Kingdom, France and Turkey, have announced their support to security sector reform, but are not actively involved at the regular International Advisors coordination meetings chaired by the NSA

Table 1 – Mapping of peacebuilding activities and gaps

Project outcome	Source of funding (Government/development partner)	Key Projects/Activities (announced but details not specified yet)	Budget in \$ (budgets are not known yet)	Description of major gaps in the Outcome Area, programmatic or financial

<i>Support to Security Sector Reform/Capacity building of security forces</i>	<i>1) Government of France</i>	<i>1) Training of armed forces</i>		
	<i>2) Government of Turkey</i>	<i>2) Capacity building of Gambian Police Forces</i>		
	<i>3) Government of the United Kingdom</i>	<i>3) Control of arms, etc.</i>		
	<i>4) EU</i>	<i>4) Support not specified yet</i>		
	<i>4) ECOWAS</i>	<i>5) Support Security Sector Reform and control of arms</i>		

**c) Rationale for this IRF:**

A rapid democratic transformation of the security forces with a view of normalizing the role of the security sector in a democratic context, improving the professionalism and ethnic and gender representation of security forces as well as increasing the good governance of the security sector is urgently needed to reduce immediate security threats emanating from the misuse of security institutions during the 22-year long past authoritarian regime and to regain trust of the population in security forces.

At the same time, security sector reform is an important element of The Gambia's strategy for dealing with the past abuses and transitional justice. A successful security sector reform and establishment of civilian and democratic oversight mechanism of the security sector are guarantees for non-recurrence of serious human rights violations allegedly committed by the security forces. Guarantee for non-recurrence is the fourth pillar of transitional justice in addition to truth seeking mechanisms, accountability/prosecution and reparation.

An inclusive and nationally-led SSR process needs to be accompanied by a political dialogue among stakeholders, including in the National Assembly and political parties and a sensitization campaign of the populations. These will be important elements for building strong security institutions in The Gambia, able to play a key role in stabilizing and building sustaining peace in the country. This project on SSR will be informed by a conflict analysis undertaken in the framework PBF project on transitional justice.

The PBF supported project will support The Gambian Government to initiate the security sector reform and will provide strategic support aiming at two concrete objectives:

Deleted: and

- 1) Support the national security sector reform actors and national stakeholders in developing a security sector reform strategy.



This component was initiated with the assessment of the security sector, followed by the design of a national security policy. The planned next steps include the formulation of a of a nationally-led and inclusive security sector reform strategy to normalize the role of the security forces. This includes the creation of gender-responsive SSR subject matter experts drawn from all the security sector institutions to be taken through a modular training course. The United Nations is also supporting and facilitating the development of a shared understanding of the principles of governance and security sector reform and role of the security forces in a democratic context.

Deleted: P

- 2) Coordinate the support to security sector reform by the international community to ensure coherence and proper and strategic sequencing

The United Nations, in cooperation with partners, including ECOWAS, provides strategic support to The Gambia that helps to create a framework for coordinated and coherent international support to the security sector aimed at institutional reform pursued within the security forces.

The actual implementation of the security sector strategy will be carried out subsequently by the Government with the support of the development partners. To this end, the project will be implemented on a phased approach.

Phase 1: Technical support to government to build national consensus on security sector reforms in post-transition with a view to support national security sector reform actors in developing a comprehensive security sector reform strategy;

Phase 2: Support of the international community, including ECOWAS, to the security sector reform is coherent and coordinated.

## **II. Objectives of PBF support and proposed implementation**

### **a) Project outcomes, theory of change, activities, targets and sequencing:**

#### **(i) Outcome statement**

The project aims to provide the Gambian authorities with strategic and technical support to conduct an objective assessment of the security sector which has already been done, design and start implementation of a nationally-led inclusive and participatory SSR process, taking the specific conflict-sensitivities in the Gambian and the regional context into account and addressing security challenges of the state as well as the populations (men, women and children).

The support aims at creating a national security sector reform strategy and security sector governance, while ensuring institutional and sector-wide coherence. The project will facilitate transparent and coordinated support of the international community to the reform process of the security sector in the country.

Finally, a key objective of the project is to re-build trust of the population in the security sector and to remedy general trauma of the population caused by misuse of security forces for repression and harassment by the former regime, as one of four pillars of the transitional justice. While this is a long-term process and will not be achieved through this project alone, in the framework of this project, strategic support is being provided to ensure inclusiveness and participate in review and reform process. The project will support mechanisms for broad and inclusive participation of all stakeholders in the articulation of a national security sector reform strategy and the establishment dialogue platform for all stakeholders involved in security sector governance (CSOs, Ombudsman, etc.).

Deleted: and

Specific attention is being given gender mainstreaming in the security sector reform and the participation of women in assessment of the security sector and the design of the security sector reform strategy, with a view of increased representation of women in security forces and increased capacity of gender-sensitive security service delivery.

Furthermore, the outcomes of the conflict and development analysis will inform project intervention. Given the current context in The Gambia, where perceptions of tribalism and exclusion based on ethnicity, as well as perceptions of witch-hunting against the tribe of the former President have been reported, a conflict-sensitive approach and equal inclusion and participation of persons from all ethnic groups in The Gambia will be of utmost importance.

## ii) Theory of change

If the Gambian authorities receive immediate strategic, technical and political support and advisory services based on international best practices - putting them in a position to design and implement the reform of the security sector in a coherent, coordinated, conflict-sensitive and participatory manner, then such a process will help to normalize the role of the security sector in a democratic context, increase the governance of the security sector and lead to increased social cohesion and trust of the population (men and women) in security forces.

Deleted: IF

Deleted: ,

Deleted: they will be

Deleted: and Inclusive

Deleted: ive

Deleted: THEN

At the initial phase of the reform, strong and coordinated support of the international community is essential for the sustainable development of the security sector. A successful security sector reform and establishment of civilian and democratic oversight mechanism of the security sector will guarantee the non-recurrence of serious human rights violations allegedly committed by security forces and help to strengthen social cohesion, overcome the past and build sustained peace.

## iii) Sequencing/Methodology

The project will be implemented through the following reviewed steps:

Deleted: revised

- 1) Deployment of a Senior Security Sector Reform Advisor to support the Gambian authorities has already taken place. This adviser is currently on the ground and has served over a year since his arrival in December 2017. Furthermore, a national SSR Specialist has been deployed from 02 May 2018 to support the Senior SSR Adviser

and the SSR process. Both staffers are embedded within the Office of the National Security Advisor.

- 2) Supporting the establishment and capacity building of the Office of National Security (ONS) continues to ensure sustainability of the reforms initiated and supported by the project. The project has largely furnished the ONS and has supported the recruitment of a national security advisor with a one year and 3 months onboarding support fully paid for till December 2018. The project would also support training sessions including on service writing and the development of national strategies, short external courses on SSR and arrangements for decentralization of the ONS.
- 3) A comprehensive assessment of the security sector<sup>8</sup> has been completed. However given the evolving landscape the assessment may require a further review to take on board new realities of the SSR process
- 4) Based on the assessment and once the ONS is fully established, the project will support ONS to facilitate a broad stakeholder consultation and consensus on SSR as to ensure national ownership and broad and inclusive participation in developing a national security sector reform strategy<sup>9</sup>.
- 5) Support the design of the SSR reform strategy from the startup stage<sup>10</sup>.
- 6) Support for the development of an overarching policy framework, such as the National Security Policy has been completed and awaiting government for the launching<sup>11</sup>. This would be followed by the development of two key strategies: National Security and SSR Strategies.
- 7) Once the draft NSP has been validated and approved, support the development of a National Security Strategy and the Individual Institutional Policy frameworks followed by support to review/draft their necessary administrative, operational and logistical policies, procedures relevant to their effective and accountable functioning.
- 8) Support the expansion of the Office of National Security to the regions and districts in order to decentralize the management of security delivery and ensuring the inclusion of the stakeholders at the community level in the decision-making processes.
- 9) An SSR Advisory Group has been established which meets at regular intervals to ensure coordination of partner assistance to the government. A comprehensive mapping of collaborate initiatives has been mapped. The UN continues to support the Government in coordinating assistance from international actors to provide

---

<sup>8</sup> This activity was conducted fully in 2017 and it continues to form the basis for on-going reform processes. It is important to note however, that a few IAG members have not been aligning their project activities with the specific areas recommended for implementation. A review of the assessment may be necessary in about a year's time to update it beyond the requirement assessed for the immediate short term

<sup>9</sup> Whilst some of these have been implemented, the point noted above about the absence of a full-fledged staff at ONS is impeding full engagement of the ONS in such activities going forward

<sup>10</sup> This activity is now underway, with induction training already completed for the drafting team of this strategy. In addition, a drafting team has also been inducted to draft the National Security Strategy. The development of these 2 strategies will commence by the end of April.

<sup>11</sup> The National Security Policy is virtually completed; awaiting clearance from the Office of the President for its launching.

sustained and coordinated support to the security sector, including through supporting the design of a resource mobilization strategy<sup>12</sup>.

**iv) Expected outcomes, outputs and activities**

**Outcome 1:** The SSR stakeholders benefit from the necessary strategic support to elaborate and implement an inclusive national security strategy for The Gambia.

**Outcome 2:** Support of the international community to the security sector reform is coherent and coordinated.

**Outputs:**

**Output 1.1:** Stakeholders (of the security sector) receive the necessary strategic support to develop and implement a national security sector reform strategy.

**Phase 1:**

**Activity 1: Deployment of a Senior Security Sector Reform Advisor to support the Gambian authorities.**

An international and a national expert have been deployed to provide advisory services to the Office of the National Security Advisor and support the SSR process. The UNDP Senior SSR Advisor has provided overall strategic advice to the Government of The Gambia and relevant partners on the design and implementation of a security sector assessment outcome which is now being used for the design of a comprehensive SSR strategy. The Advisor also supports the Government in coordinating the SSR efforts of the international community. The AU deployed 10 advisers in the MOD, Armed Forces and the ONS as complementary expertise to support the SSR process. Two of these experts are collocated with the ONS and work collaboratively with the SSR team.

**T**

**Activity 2:** Supported the Government to conduct a detailed review/assessment of defense and security institutions (military, police, intelligence, immigration, customs, etc.) to determine composition, capacities, gaps cost, fragility and trends etc.<sup>13</sup>.

The assessment was conflict-sensitive and gender-responsive. Data was disaggregated by sex and age, geographic region. Particular attention was paid to the assessment of security

<sup>12</sup> The UN in collaboration with the ONS has been largely coordinating the assistance from international actors. Coordination has been along the following layers: NSC; SSR Steering Committee level; Heads of the Security Institutions Forum; International SSR Partners' Forum; SSR International Advisory Group; and the SSR Focal Persons.

There are existing challenges with some of the layers in that their meetings (engagement) have not been regular. This requires further intervention from the international SSR partners to encourage regular participation in the decision-making process which these coordination layers are essentially entrenching.

<sup>13</sup> As part of the SSR assessment, a detailed assessment was conducted of each of the defense and security institutions. These constituted the annexes of the SSR Assessment Report. It remains significant as some of these challenges and gaps have shifted or changed dynamics – prompting a possibility for some adjustments and further reviews

needs and perceptions of women, girls and children as well as of different ethnic groups. Furthermore, the gender-responsiveness of existing security policy and legal frameworks will continue to be assessed.

#### **Phase 2:**

**Activity 3:** Support the census of security forces – including awareness raising of security forces on importance of census for reform and role of army in a democratic context.

In the second phase of the project, the security sector assessment will be followed by a census of security forces. The census which will be a key step for design of the security sector reform strategy and preparation of right-sizing and establishment of an effective human resource management system of the armed forces of The Gambia and planning of possible integration of military officers in other units of the security sector.

#### **Output 1.2: An inclusive and participatory national sector-wide approach of SSR ensured**

##### **Activity 1: Support establishment, including operationalization and capacity building of the Office of National Security (ONS)**

Deleted: 11

With the activation of the National Security Council (NSC), an Office of National Security (ONS), headed by the National Security Adviser, has been created to function as the secretariat of the NSC once it is fully functional. In this regard, the UN provides international best standards, advice and training, including supporting the setting up of the ONS to full operational capacity. The support includes the development of organogram and design functional responsibilities, as well as minimum equipment and support for local and international training on SSR. Support also includes the development of a communication strategy, capacity building of communications experts of the ONS. Already, ECOWAS has hired a Communications Strategist (paid for by ECOWAS) to complement this project activity as part of joint efforts and partnership initiatives amongst SSR partners.

##### **Activity 2: Provide strategic advice to Government and ONS on formulation of a national security sector reform strategy**

The advisory team provides strategic advice on the process for the formulation of a national security sector reform strategy and national security strategy, taking experiences from the region into account and facilitating efforts to not only ensure political cohesion around the SSR process, but also to balance security sector reforms with reconciliation and other elements of transitional justice.

##### **Activity 3: Support mechanisms for broad and inclusive participation of all stakeholders in the design of a national security sector reform strategy and the creation of a framework for a dialogue platform for all stakeholders involved in security sector governance (CSOs, Ombudsman, etc.)**

The project will provide support for the design and implementation of a national information and sensitization campaign of the populations on the role of security forces and planned reforms through the organization of debates, discussion forums, radio and television broadcasts, etc. with the aim of gaining support of the population for the participatory reform, establishing a base of civilian oversight mechanisms of security forces, and building trust and confidence between security forces and communities. ECOWAS has already recruited a communications strategist for one year from April 2019 as part of collaboration and joint partnership. The SSR project will work closely with the expert especially in the decentralization of ONS nation-wide in the districts and regions to promote participation, accountability and confidence building of all.

The project will support the establishment of mechanisms for broad and inclusive participation of all stakeholders in the articulation of a national security sector reform strategy and the creation of a framework for a dialogue platform for all stakeholders involved in security sector governance. The support will ensure that the national information and sensitization campaign will have a special focus on women, girls and children and facilitate their participation and representation in the dialogue platform. Special attention will also be given to participation of representatives of all ethnic groups.

**Activity 4: Continued support for broad and inclusive participation of all stakeholders in the articulation of a national security sector reform strategy and support in facilitation dialogue platform for all stakeholders involved in security sector governance (CSOs, Ombudsman, etc.)**

Deleted: ¶

¶

**Outcome 2: Support of the international community to the security sector reform is coherent and coordinated.**

**Output 2.1 Framework for coordinated and coherent international support to the security sector is established and functional**

**Activity 1: Support the Government in effective coordination of support to security sector reform by international partners**

Through this project and under the leadership of the Senior SSR Advisor, the UN continues to facilitate support and coordination to the already established Technical Committee (ONS plus International Advisers Group) for SSR support. The Technical Committee is co-chaired by the National Security Advisor and the Senior SSR Advisor. The co-chairs ensure that the Technical Committee is composed of at least 25% female members. Meetings take place every two weeks. These meetings help to establish and maintain a mapping of the various stakeholders in the sector, with a view to harmonizing and coordinating the various interventions in order to maximize their impact and avoid overlaps.

**Activity 2: Support the design of a resource mobilization strategy for the security sector.**

Deleted: ¶

Based on the mapping of stakeholders in the field of SSR, and on the basis of a costing exercise of the security sector reform identifying the financial gaps, the team under the leadership of the Senior SSR Advisor supports the development of a strategy for the mobilization resources for the security sector reform in The Gambia.

Deleted: will

**Activity 3:** Support the implementation of a resource mobilization strategy for the security sector

The project will support the Government to finalize an SSR resource mobilization strategy<sup>14</sup>, organize a donor conference for SSR and track pledges in relation to the implementation of the SSR. In this regard, the project would support the development of sectorial projects for the effective implementation of the security sector reform.

Security forces with adequate gender and ethnic representation operating with professionalism under democratic governance principles and in respect of human rights are a key element of a democratic society based on rule of law.

The Senior SSR Advisor is responsible for integrating a gender and human rights dimension into the advisory support whiles taking into account a methodology to adapt to the specific challenges in The Gambia, taking the allegations of serious human rights violations by security forces under the former regime and conflict-sensitivities as the basis for the advisory support.

Special attention is being given to the implementation of the UN Human Rights Due Diligence Policy (HRDDP). Based on the corporate guidance developed by UNDP and OHCHR, a risk assessment has been undertaken before the start of the project with support of OHCHR WARO and the Rule of Law, Justice, Security and Human Rights Specialist/ RCO and a risk mitigation matrix has been developed. The project manager, with support of the Human Rights Advisor and Peace and Development Advisor, is responsible to monitor the implementation in accordance with HRDDP throughout the project.

Furthermore, in complementary/follow-up projects support will be provided to the establishment and capacity building of mechanisms for democratic and civilian control of the security sector, ensuring coordinated CSO engagement in the security sector with a view to strengthen accountability.

The project is based on the international principles of good governance of the security sector and on the experiences and lessons learned in the sub- region, particularly Liberia, Sierra Leone and Guinea-Conakry. South-South SSR exchanges will therefore be an integral part of the project. The project benefits from support and close cooperation with ECOWAS based on ECOWAS' framework policy principles on security sector reform and governance processes in West Africa.

<sup>14</sup> This is yet to be implemented. It is the intention to collaborate with the Policy Advisory team at the OP and the National Think Tank to implement this

With regard to mainstreaming gender in legislative and strategic security policy and increasing women's representation in the armed forces, the project benefits from South-South exchange through the UNDP SEESAC Security Sector Reform Platform (RSSRP).

**b) Budget:**

**Table 2: Project Activity Budget**

Outcome/ Output number	Output name	Output budget by RUNO	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
Outcome 1: The SSR stakeholders benefit from the necessary strategic support to elaborate and implement an inclusive national security strategy for The Gambia.				
Output 1.1	Stakeholders (of the security sector) receive the necessary strategic support to develop and implement a national security sector reform strategy	1,000,000 USD	Staff and other personnel/ Contractual services/ Travel/Equipment, Vehicles, and Furniture (including Depreciation)	-Deployment of Senior SSR Advisor for 24 months -salary -- 1 NOD 20 months -1 driver 19 months - project assistant G6 21 months  - Technical and logistics support, travel experts and consultants for assessment of security sector and census armed forces
Output 1.2:	An inclusive and participatory national sector-wide approach of SSR ensured	250,000 USD	Staff and other personnel/ Contractual services/ Equipment, Vehicles, and Furniture (including Depreciation)/ Supplies, Commodities, Materials	-Operationalization the Office of National Security (ONS) through technical and logistical support  - Documents, technical logistical support for development of national SSR strategy - Technical advice including through consultancies - Support through



				communication technology and travel across the country - Logistical support
Outcome 2: Support of the international community to the security sector reform is coherent and coordinated				
Output 2.1	Framework for coordinated and coherent international support to the security sector is established and functional	150,000 USD	Staff and other personnel/ Contractual services/ Transfers and Grants to Counterparts/ Travel/ Supplies, Commodities, Materials/ Equipment, Vehicles, and Furniture	- Documents, technical logistical support for coordination of international partner's on SSR support
Total		1,400,000 USD		

**Table 3: Project budget by UN categories**

CATEGORIES	Amount Recipient Agency UNDP		
	1st Tranche (70%) \$	2nd Tranche (30%) \$	TOTAL (\$)
1. Staff and other personnel	548827	274413.5	814021.5
2. Supplies, Commodities, Materials	35000	10000	45000
3. Equipment, Vehicles, and Furniture (including Depreciation)	45000	5000	50000
4. Contractual services	110873	56927	167800
5. Travel	50000	20000	70000
6. Transfers and Grants to Counterparts	117000	17009.5	134009.5
7. General Operating and other Direct Costs	4700	2350	7050
<b>Sub-Total Project Costs</b>	<b>911400</b>	<b>385700</b>	<b>1297100</b>
8. Indirect Support Costs*	68600	34300	102900
<b>TOTAL</b>	<b>980000</b>	<b>420000</b>	<b>1400000</b>

**c) Capacity of RUNO(s) and implementing partners:**

**UNDP – Recipient UN Organization**

UNDP Gambia Country Office currently has a Governance and Human Rights Team comprising of 1 Programme Analyst, 1 Programme Associate and one Programme Specialist coordinated by a Deputy Country Director for Programme who will be responsible for the daily oversight and quality assurance function of this project. Overall the Country Office has managed an overall budget of USD 7 million. Given the nature of the previous national administration, the Country Office has over the past 3 years spent approximately USD 500,000 USD per annum on governance interventions. The Country Office has recruited a Peace and Development Advisor with support of UNDP HQ who will provide technical and advisory support to the project implementation. As part of programme initiation and planning, the Country Office, as part of its broader Rule of Law and Justice programme, has recruited a Chief Technical Advisor on Rule of Law who similarly provide technical and advisory inputs into the implementation of this project. It should also be highlighted that the Country Office can draw on the expertise of its Bureau Programme and Policy Support (BPPS), the UNDP Regional Hub in Addis Ababa as well as other UNDP Country Offices such as Guinea and Burkina Faso with recent experience in security sector processes to augment its knowledge base and capacity. In addition technical and substantive guidance will be provided through UNOWAS through a matrixed reporting line of the SSR Advisor. Through the SSR Inter-Agency Task Force, the DPKO OROLSI SSR Unit will also provide support.

**Office of National Security**

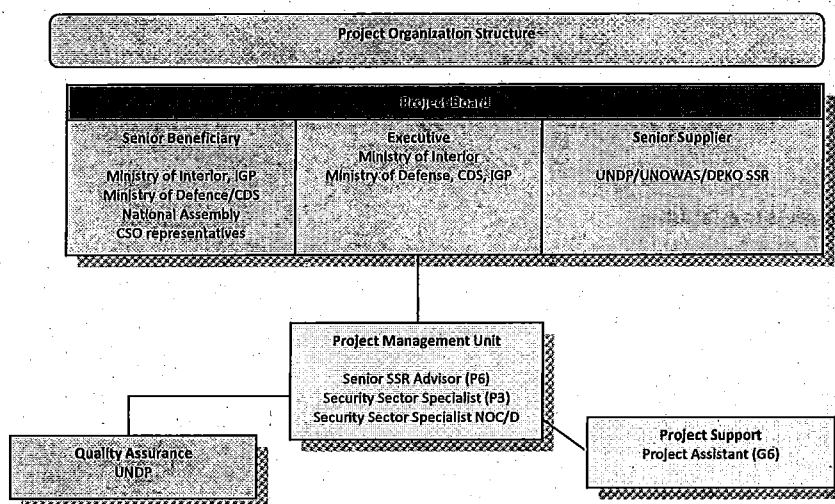
The Office of National Security (ONS), headed by the National Security Adviser, has been created to function as the secretariat of the NSC. The ONS is to assist the NSC in the design and implementation of the national security sector strategy and other matters related to the security sector reform. In this regard, the UN provides international best standards, advice and training, including supporting the setting up of the ONS. The support includes the development of organogram and design functional responsibilities, as well as minimum equipment. Support also includes the development of a communication strategy, capacity building of communications experts of the ONS. At this point, it is worth to note that ECOWAS, by way of collaboration, has supported the recruitment of a Communications Strategist to support the ONS for 1 year from April 2019.

Table 4: Overview of RUNO funding in the country				
	RUNO 1: NAME?	Key Source of Funding (government, donor, etc.)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year				

Current calendar year				
-----------------------	--	--	--	--

### III. Management and coordination

#### a) Project management:



#### Project management

The project will be implemented under the direct implementation modality. The UNDP, with substantive input from UNOWAS and DPKO SSR will assume direct responsibility for the implementation in liaison with the Office of National Security within the President Office. A Programme Management Unit has been established to work with the Office of National Security to manage and coordinate the activities under this programme. The management structure described in the chart above is a structure specifically designed to manage the project to its conclusion, and it consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project.

The Project team will be composed of the Senior SSR Advisor, one national expert (NOC/NOD) and a project assistant. The expert and the project assistant will report to the Senior SSR Advisor. A driver been recruited to support the project team. The Project team collocates with the National Security Advisor at the Office of National Security.

#### The Project Board

Deleted: will

Deleted: 1 International programme specialist (P3),

Deleted: two

Deleted: s

Deleted: will also

Deleted: Senior SSR Adviser and the project assistant will be

Deleted: d

Deleted: The international programme specialist on SSR (P3) will be collocated with the Ministry of Interior. The national security sector expert will be collocated with the Chief of Defense Staff (CDS) jointly with an International Expert from ECOWAS.

A Project Board (PB) ~~has been~~ established and chaired by Representative of the Office of the Presidents or designated government representative. ~~At the time of this revision, the PB is being chaired by the Minister of Justice.~~ Members of the Board ~~are~~ limited, and comprise a representative of UNOWAS, ~~UN, Ministries of Defense, Interior, Justice Foreign Affairs, and Finance,~~ ECOWAS, and Observers to the Board may be invited at the Board's discretion and may be called upon to provide technical clarity on implementation of the project activities on which they are collaborating with UNDP and the Project Team. The UNDP Project Management Unit (PMU) will provide Secretariat services to the board. The Board will meet on a quarterly basis, or more frequently as required.

Deleted: will

Deleted: will be

Deleted: y

Deleted: , Ministry of

A Project Management Unit (PMU) will be the dedicated unit that administers and manages the project. The PMU will be responsible for the day-to-day running of the project and will serve as a Secretariat to the PB.

In addition to the PMU and PB, the project seeks to establish a:

- Partners Forum, chaired by the National Security Advisor, brings together representatives of the donor community, national stakeholders and assistance providers to exchange information on a periodic basis.

#### United Nations Development Programme (UNDP)

UNDP through its Inclusive Governance and Human Rights Unit will serve as a senior supplier to the Project Board for project quality assurance through the undertaking of oversight and independent assessments of the project activities, results, reporting and internal and external audit. UNDP recruits and places a SSR Advisor as a Project Manager/Chief Technical Advisor (CTA) who will manage the implementation of the project supported by Project staff in coordination with UNOWAS, DPKO SSR and the Office of National Security. In all project implementation decision-making, the inputs and guidance of the Senior Beneficiaries –Office of National Security, Ministry of Interior, Gambia Police Force, and relevant CSOs will be sought and applied as guidance to ensure that expectations are met in terms of quality of the project results.

#### c) Administrative Arrangements (standardized paragraphs – do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

#### AA Functions

On behalf of the Participating Organizations, and in accordance with the undg-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008)<sup>15</sup>, the MPTF Office as the AA of the PBF will:

<sup>15</sup> Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

#### **Accountability, transparency and reporting of the Recipient United Nations Organizations**

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than July 31st;
- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Final narrative reports, after the completion of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the completion of the activities. The final report will give a summary of results and achievements compared to the goals and objectives of the PBF; and
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

#### **Ownership of Equipment, Supplies and Other Property**

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

#### Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

#### Coordination mechanism – technical committee for SSR support

Through this project and under the leadership of the Senior SSR Advisor, the UN will facilitate the establishment of Technical Committee for SSR support. The Technical Committee will be co-chaired by the National Security Advisor and the Senior SSR Advisor. The co-chairs will ensure that the Committee is composed of at least 25% female members. Meetings will take place every two weeks. These meetings will help to establish and maintain a mapping of the various stakeholders in the sector, with a view to harmonizing and coordinating the various interventions in order to maximize their impact and avoid overlaps. In the initial phase of the project, the Senior SSR Advisor, in close cooperation with the National Security Advisor will develop the Terms of Reference of the Technical Committee and the members of the committee will be identified.

#### b) Risk management:

Table 5 – Risk management matrix

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)	Responsibility
1. Political – Lack of political leadership and ownership by the Government to engage in SSR	Medium	High	Use of Good Offices of UN to encourage deepening engagement and international cohesiveness at the Strategic levels, and Coaching and mentoring through retreats and public raising awareness,	The Project Management Unit supported by Principals of the UN in The Gambia and UNOWAS
2. Political - Political tensions threatening consensus on security sector	Medium	High		

governance			<p>coordination of key and common messaging amongst international partners at the Technical levels</p> <p>Project includes establishment and support to political dialogue based on the framework of national consultations; project, via Senior SSR Advisor, will ensure engagement of large range of stakeholders including Government, National Assembly, CSOs and other international actors to facilitate consensus and a joint vision for SSR</p>	UN and International partners leverage negotiating skills and convey common messages
3. Social – SSR process including vetting and right-sizing of security forces stagnated due to underlying tribalism leading to tensions <sup>16</sup>	High	High	Complementary initiatives on architecture for peace and dialogue platforms as well as SSR process ensuring social cohesion is not disrupted; cross-border projects with Senegal might be considered	
4. Public disillusionment towards Government's efforts on SSR, if the reform process delays and if new human rights violations are committed by security forces	High	Medium	Enhanced communication strategy nation-wide be implemented to adequately sensitize wider public and encourage understanding and support for the reform processes	GoTG and support from the international partners. Newly hired Communication Strategist to finalize strategy for implementation
5. Inadequate national capacities	Medium	Medium	Capacity building of national experts from early stage of project though support of Senior SSR Advisor and transfer of expertise, consider identification of experts in the diaspora. GoTG to be more pro-active in the recruitment of	GoTG and the International Partners

<sup>16</sup> This process slowed down due to underlying political, tribal and partisan dynamics leading to tensions; mainly resulting from indecisiveness at the political level

6. Security risk after departure of ECOMIG	Medium <sup>17</sup>	Medium	Identified potentials As part of coordination of international stakeholders, ensure coordination between ECOMIG mandate extensions and SSR process, through close collaboration with ECOWAS <sup>18</sup>	GoTG and capacity building support by international partners
--	----------------------	--------	--	--

**c) Monitoring & evaluation:**

Project monitoring and evaluation (M&E) will be conducted in line with CPAP and the UNDAF plus. The Project Board will be in charge of overall project oversight. The Board will hold regular meetings to discuss the project implementation and assess its progress. The Results and Resources Framework (RRF) incorporated in this document will be the touchstone for performance monitoring and reporting. The Government of The Gambia and UNDP will be responsible for setting up the necessary M&E mechanisms (see further below) in order to ensure continuous M&E of the project's results and impact, as well as to ensure efficient resource utilization, accountability, transparency and integrity.

**M&E Plan**

Tracking the achievement of planned results for each activity within the annual work plan and reporting progress to the Project Board and giving feedback to the implementing partners will be the responsibility of the Project Manager via an M&E Plan. The Project Manager, in collaboration with the Project Board will ensure the selected implementing partners will develop a results-based monitoring plan. The plan will have gender-sensitive SMART indicators which will facilitate effective monitoring. The Project Manager will provide semi-annual reports to the Project Board or as often as is required by the Board.

The specific mechanisms that will be used to monitor the achievement of results will include:

- Semi-annual progress and financial reports, prepared by the Project Manager for review by the Project Board; a standard reporting format will be used;
- Annual progress report, technical and financial report prepared by the annual work plan implementing agency and/or the ERP Atlas system at the end of the year;
- At the end of 'Year 1' a Mid-Term Assessment will take place, which will include lessons learned exercise and documenting good practices; this report will be presented to the Project Board for consideration and action. A final independent review will take place at the end of the Project;

<sup>17</sup> Medium to High: The delayed right-sizing process and uncertainties for job security. Ethnic grievances could crop up

<sup>18</sup> Early transitioning to local leadership of national security matters. Effective communications strategy and public awareness and trust for national security elements



- Semi-annual meetings of the Project Review Board will be convened to review progress reports and to ensure the Project results are achieved and where necessary, recommend a change in implementation strategy. The Project Review Board's Executive will report to the Resident Coordinator post each semi-annual meeting;
- A final report will be prepared by UNDP, which includes lessons learned and good practices, within 3 months of the end of the Project and submitted for review and consideration by the Project Review Board.

The project will be subjected to an independent evaluation before its closure to be conducted in close coordination with PBSO. A budget of at most 5% of total project budget will be set aside for the evaluation.

**d) Administrative arrangements** (This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions; the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

**AA Functions**

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

**Accountability, transparency and reporting of the Recipient United Nations Organizations**

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provided no later than 15 June;
- Annual progress reports to be provided no later than 15 November;
- Final (end of project) narrative reports, to be provided no later than three months after the operational closure of the project;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

#### **Ownership of Equipment, Supplies and Other Property**

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

#### **Public Disclosure**

The PBSO and Administrative Agent ensures that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

**Annex A: Project Summary (to be submitted as a word document to MPTF-Office)**



**PEACEBUILDING FUND  
PROJECT SUMMARY**

<b>Project Number &amp; Title:</b>	PBF/ Strategic advice and support to the security sector reform and governance in The Gambia	
<b>Recipient UN Organization:</b>	UNDP	
<b>Implementing Partner(s):</b>	UNOWAS, DPKO SSR Government of The Gambia: Presidency, Ministry of Interior, Ministry of Defense, Chief of Defense Staff, National Assembly Civil society organizations	
<b>Location:</b>	Banjul, The Gambia	
<b>Approved Project Budget:</b>		
<b>Duration:</b>	Planned Start Date: 1 May 2017	Planned Completion: 31 December 2019
<b>Project Description:</b>	<p>Based on the request of the Government of The Gambia, this project aims to provide strategic advice and support to the designing and launching of the national security sector reform process. Through the deployment of a team led by a Senior SSR Advisor, the project:</p> <ol style="list-style-type: none"> <li>1) Provides the Gambian authorities with strategic and technical support to conduct the assessment of the security sector, design and start implementation of a nationally-led inclusive and participatory SSR process;</li> <li>2) Coordinates the support of the international community to the reform process of the security sector</li> </ol>	
<b>PBF Focus Area:</b>	1: Supports the implementation of peace agreements and political dialogue (Priority Area 1): (1.1) SSR	

<b>Project Outcome:</b>	<ol style="list-style-type: none"> <li>1) The SSR stakeholders benefit from the necessary strategic support to elaborate and implement an inclusive national security strategy</li> <li>2) The SSR support of the international community is coherent and coordinated.</li> </ol>
<b>Key Project Activities:</b>	<p>Output 1.1: Stakeholders (of the security sector) receive the necessary strategic support to develop and implement a national security sector reform strategy.</p> <p>Activity 1: Deployment of a Senior Security Sector Reform Advisor to support the Gambian authorities.</p> <p>Activity 2: Support the Government to conduct a detailed review/assessment of defense and security institutions (military, police, intelligence, immigration, customs, etc.) to determine composition, capacities, gaps cost, fragility and trends etc.</p> <p>Output 1.2: An inclusive and participatory national sector-wide approach of SSR ensured</p> <p>Activity 1: Support establishment, including operationalization and capacity building of the Office of National Security (ONS)</p> <p>Activity 2: Provide strategic advice to Government and ONS on formulation of a national security sector reform strategy</p> <p>Activity 3: Support mechanisms for broad and inclusive participation of all stakeholders in the design of a national security sector reform strategy and the creation of a framework for a dialogue platform for all stakeholders involved in security sector governance</p> <p>Output 2.1 Framework for coordinated and coherent international support to the security sector is established and functional</p> <p>Activity 1: Support the Government in effective coordination of support to security sector reform by international partners</p> <p>Activity 2: Support the design of a resource mobilization strategy for the security sector.</p> <p>Activity 3: Support the implementation of a resource mobilization strategy for the security sector</p>

## Annex B: IRF Results Framework

<b>Country name:</b> The Gambia						
<b>Project Effective Dates:</b>						
<b>PBF Focus Area: 1:</b> Support the implementation of peace agreements and political dialogue (Priority Area 1): (1.1) SSR						
<b>IRF Theory of Change:</b> Security forces with adequate gender and ethnic representation operating with professionalism under democratic governance principles and in respect of human rights are a key element of a democratic society based on rule of law.  If the Gambian authorities receive immediate strategic, technical and political support and advisory services from the United Nations, they will be in a position to design the reform of the security sector in a coherent, coordinated, conflict-sensitive and inclusive and participative manner. Such a process helps to normalize the role of the security sector in a democratic context, increase the governance of the security sector and lead to increased trust of the population (men and women) in security forces. At the initial phase of the reform, strong and coordinated support of the international community is essential for the sustainable development of the security sector. A successful security sector reform and establishment of civilian and democratic oversight mechanism of the security sector guarantees the non-recurrence of serious human rights violations allegedly committed by security forces and help to strengthen social cohesion, overcome the past and build sustained peace.						
Outcomes	Outputs	Indicators	Means of Verification	Year 1	Year 2	Milestones
<b>Outcome 1:</b> The SSR stakeholders benefit from the necessary strategic support to elaborate and implement an inclusive national security strategy.		<b>Outcome Indicator 1 a</b>  A common national vision of security sector reform based on consultations with population (men and women in all regions) as well as continued dialogue with stakeholders  Baseline: -Absence of a dialogue with population and key stakeholders on SSR -Absence of national SSR strategy  Target: -Population (men and women, all regions and ethnic groups) and key stakeholders are consulted on security needs and objectives for SSR - Existence of national SSR strategy	National SSR strategy  Reports with recommendations of platform of dialogue with stakeholders and of national consultations (men and women, all regions)	x	x	Office of National Security (ONS) established  Security sector assessment conducted  Platform of dialogue with all stakeholder in security sector governance established  National information and sensitization campaign and consultation conducted  National SSR strategy with sectoral plans adopted









Annex C:

## Senior Advisor, Security Sector Reform

**Location :** Banjul, The Gambia

**Additional Category :** Crisis Response

**Type of Contract :** FTA

**Post Level :** P6

**Languages Required :** English

**Duration of Initial Contract:** One Year

### Background

Security and rule of law institutions in The Gambia face deep-rooted governance challenges as a direct result of 22 years of authoritarian rule. For over two decades, security provision was predicated largely on coercion and submission, whereby individuals and communities were subdued by an abusive state security apparatus, allegedly characterized by harassment, arbitrary arrests, torture, and extra-judicial killings. Though the country was reputed for its public safety, security institutions were high-handed and allegations exist of human rights abuses routinely committed with impunity. Gambians lived subservient to the security needs of a repressive regime that saw its citizens as a key source of insecurity, while for the citizens, on the other hand, the state was the foremost source of their insecurity.

Though functional in the most repressive ways, the core functions of the security sector was compromised under the previous regime. There is complete absence of adequate governance and oversight mechanisms over the security sector.

As demonstrated by the events surrounding the elections, the personalization of security governance and allegiance to the person of the president, has generally eroded the credibility of security institutions, particularly the armed forces. This lack of confidence in the professionalism and political independence of security institutions explains and necessitates the Government's request for the deployment of an ECOWAS Mission in The Gambia (ECOMIG). The Gambia's stability is also important to regional stability in West Africa.

The reform of the security sector is therefore key priority to stabilizing the newly elected government and volatile society in order to sustain peace in The Gambia. Security institutions in The Gambia include the armed forces, police, immigration service, customs, correction service, and intelligence service, as well as drug and law enforcement.

To start the security sector reform process as soon as possible, with an assessment of the security and defense forces and diagnostic/review of the entire security sector, the United Nations are recruiting a Senior Security Sector Advisor to support key security sector actors of the Gambia. The Senior Security Sector Reform Advisor reports to the National Security Advisor (The Gambia), the UN Resident Coordinator and to the Special Representative of the Secretary-General for West Africa and Sahel. The Senior SSR Advisor be collocated with the National Security Advisor. He is also responsible for the implementation of the UN project

*Strategic advice and support to the security sector reform and governance in The Gambia* and supervise the project team.

#### **Duties and Responsibilities**

The Senior SSR Advisor:

- Provides overall strategic and political advice to the Government of The Gambia on the design of the security sector reform;
- Advises national stakeholders and relevant partners on the design and implementation of a security sector assessment and a coherent design and implementation of a national SSR policy;
- Manages the project *Strategic advice and support to the security sector reform and governance in The Gambia*;
- Supervises the project team *Strategic advice and support to the security sector reform and governance in The Gambia*;
- In full collaboration with the UN RC/RR assist the government in developing and implementing a resource mobilization strategy for SSR;
- In full collaboration with UN/UNDP teams, advises national institutions in charge of civilian control of security forces (Government, Parliament, Civil Society, etc.) on how to exercise this function in an effective manner;
- Ensures that the gender and human rights dimension is taken into account in the design and implementation of the security sector assessment and the design of the national SSR policy;
- Advises the UN leadership in Banjul, UNOWAS and UN Inter-Agency SSR Task Force (IASSRTF) at HQ on important matters to ensure UN system-wide effective and coherent support on SSR to the Government of The Gambia;
- Liaises with Government officials, diplomatic community, civil society organizations and UNCT to promote targeted, coherent and effective support to SSR;
- Supports the government in the coordination of support to SSR, particularly from ECOWAS (including the ECOMIG team), EU, France, Turkey, UK and Senegal to the Military.
- Performs any other duties as may be assigned by the UN RC.

#### **Reporting, Coordination and Liaison:**

- The Senior SSR Advisor reports to the UN Resident Coordinator, and report on day to day operational issues to the National Security Advisor;
- S/he will provides regular updates on his/her work to the SRSG/UNOWAS, the UN Inter-Agency SSR Task Force (IASSRTF), particularly UNDP, DPKO/OROLOS/SSRU and DPA.
- S/he will works in close coordination with the UN RC for a greater synergy between the political and the technical aspects of SSR;
- S/he will meets with the RC and UNDP Deputy Representative and the UNCT on regular basis to brief on SSR support and activities;
- S/he will attends SSR Partner's Coordination, Steering Committee and other SSR coordination meetings;
- S/he will produce regular project progress reports;
- S/he ensures linkages with the rule of law, justice sector reforms and transitional

justice efforts.

**Expected deliverables:**

- High level day-to-day strategic and technical advisory services provided to key security sector actors and institutions of The Gambia
- Assistance to the government on the conduct of a comprehensive assessment of the security sector.
- A need assessment exercise is conducted within the relevant state institutions and with the population leading to the identification of immediate and long term needs of security providers and security beneficiaries to ensure resources mobilization for a successful reform;
- Assistance to the government for the elaboration of an SSR strategy and related policy frameworks;
- Facilitate the sensitization of the new legislature including relevant commissions on parliamentary oversight of the governance of the security sector;
- Monitor and communicate on the impact of the security sector reform process on key peacebuilding priorities to national authorities, bilateral partners and United Nations entities;
- Advise on the inclusion of the gender dimension in the assessment and design and implementation of the national SSR strategy and related support projects.

**Expected results**

- An SSR strategy together with the respective policy frameworks are developed;
- The Office of National Security (ONS) is established and assists the National Security Council (NSC) in the implementation of the national security sector strategy and other SSR matters;
- Cross-sectorial coherence in the implementation of the sectorial strategies is ensured.

**Competencies**

**Functional Competencies:**

**Advocacy/Advancing A Policy-Oriented Agenda:**

- Influencing the public policy agenda;
- Builds consensus concerning UN's strategic agenda with partners on joint initiatives;
- Dialogues with national counterparts and other stakeholders to strengthen advocacy efforts, incorporating country, regional and global perspectives.

**Building Strategic Partnerships:**

- Building strategic alliances;
- Makes effective use of UN's resources and comparative advantage to strengthen partnerships;

- Creates networks and promotes initiatives with partner organizations.

#### Innovation and Marketing New Approaches:

- Fostering innovation in others;
- Creates an environment that fosters innovation and innovative thinking;
- Conceptualizes more effective approaches to programme development and implementation and to mobilizing and using resources.

#### Resource Mobilization:

- Developing resource mobilization strategies at country level;
- Contributes to the development of resource mobilization strategies at CO level;
- Actively develops partnerships with potential donors and government counterparts in all sectors at country level;
- Strengthens the capacity of the country office to mobilize resources.

#### Promoting Organizational Learning and Knowledge Sharing:

- Participating in the development of policies and innovative approaches and promoting their application throughout the organization;
- Promotes UN as a learning/knowledge sharing organization.

#### Job Knowledge/Technical Expertise:

- Expert knowledge of own discipline;
- Possesses expert knowledge of advanced concepts in primary discipline, a broad knowledge of related disciplines, as well as an in-depth knowledge of relevant organizational policies and procedures;
- Applies a broad knowledge of best management practices;
- Defines objectives and work flows, positions reporting relationships in such a way as to obtain optimum effectiveness for the unit/branch;
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself personally;
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments;
- Demonstrates expert knowledge of the current programme guidelines and project management tools and manages the use of these regularly in work assignments.

#### Global Leadership and Advocacy:

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexities
- Ability to lead effectively, mentoring as well as conflict resolution skills
- Demonstrates strong oral and written communication skills

- Remains calm, in control and good humored even under pressure
- Proven networking, team-building, organizational and communication skills

#### Influencing global and national initiatives:

- Advocates for increased priority given to human development issues internationally and in national planning frameworks;
- Advocates for increased resources at international and national level.

#### Client Orientation:

- Meeting long-term client needs;
- Anticipates constraints in the delivery of services and identifies solutions or alternatives;
- Proactively identifies, develops and discusses solutions for internal and external clients, and persuades management to undertake new projects or services;
- Advises and develops strategic and operational solutions with clients that add value to programmes and operations.

#### Core Competencies:

- Promoting ethics and integrity, creating organizational precedents;
- Building support and political acumen;
- Building staff competence, creating an environment of creativity and innovation;
- Building and promoting effective teams;
- Creating and promoting enabling environment for open communication;
- Creating an emotionally intelligent organization;
- Leveraging conflict in the interests of the organization & setting standards;
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning;
- Fair and transparent decision-making; calculated risk-taking.

#### Required Skills and Experience

##### Education:

- Advanced university degree in political science, law, international relations or a related field; a combination of relevant academic qualifications and extensive experience may be accepted in lieu of the advanced university degree.

##### Experience:

- At least 15 years of progressively responsible professional experience in security sector reform, post conflict recovery, peace building and working in a multi-cultural setting;
- Demonstrated high level expertise in the design, implementation and management of a security sector reform programme

- Extensive experience in working with military and civil affairs and notably civilian management of SSR processes;
- Demonstrated ability to provide strategic advice to high-level political leadership in the area of SSR;
- Strong inter-personal and leadership skills;
- Experience in interacting with regional and international stakeholders/donors in a multicultural environment;
- Experience in working in the region is highly desirable.

**Language:**

- *Fluency in English with excellent written and oral command. A good working knowledge of French is essential.*