

**SECRETARY-GENERAL'S PEACEBUILDING FUND
PBF PROJECT PROGRESS REPORT TEMPLATE**



PBF PROJECT PROGRESS REPORT

COUNTRY: Gambia

TYPE OF REPORT: SEMI-ANNUAL, ANNUAL OR FINAL Annual Report

DATE OF REPORT: Nov 2019

Project Title: Strategic Advice and Support to the Security Sector Reform and Governance in Gambia	
Project Number from MPTF-O Gateway: 105728	
PBF project modality: <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	If funding is disbursed into a national or regional trust fund: <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund:
List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc): UNDP, UNOWAS, DPKO SSR, Government of the Gambia:	
List additional implementing partners, Governmental and non-Governmental: Presidency, Ministry of Interior, Ministry of Defense, Gambia Armed Forces and the Security Sector Institutions, National Assembly, Office of the Ombudsman, Judiciary, Civil Society Organisations, Academia and National Think Tank	
Project commencement date¹: May 1st 2017 Project duration in months:² 38	
Does the project fall under one of the specific PBF priority windows below: <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	
Total PBF approved project budget* (by recipient organization): UNDP: \$ 1,400,000 : \$: \$: \$ Total: 1,400,000 <i>*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</i>	
How many tranches have been received so far: 2	
Report preparation: Project report prepared by: Baboucarr Sowe Project report approved by: Aissata De. Did PBF Secretariat clear the report: N/At	

¹ Note: commencement date will be the date of first funds transfer.

² Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

Any comments from PBF Secretariat on the report: N/A

Has the project undertaken any evaluation exercises? Please specify and attach: TOR developed and consulted with PGF and adverts put up for an independent evaluator

Signed by:

Baboucarr Sowe, SSR Specialist, Signature:.....

Date: 14/Nov/2019

Aissata De, UNDP Resident Representative, Signature:.....

Date: 15/11/19

Ndella Faye-Colley, PBF Secretariat Coordinator, Signature:.....

Date: 15/11/19

Seraphine Wakana, UN Resident Coordinator, Signature:.....

Date: 15/11/19

NOTES FOR COMPLETING THE REPORT:

- *Avoid acronyms and UN jargon, use general / common language.*
- *Be as concrete as possible. Avoid theoretical, vague or conceptual discourse.*
- *Ensure the analysis and project progress assessment is gender and age sensitive.*

PART 1: RESULTS PROGRESS

1.1 Overall project progress to date

Briefly explain the **status of the project** in terms of its implementation cycle, including whether all preliminary/preparatory activities have been completed (1500 character limit): The project is nearing completions but haven't contributed significantly to security sector reform in the Gambia. Key strategies supported include, National Security Policy, launched in June 2019, and the Security Sector Reform Strategy and the National Security Strategy; of which drafts are completed and a presentation made to the National Security Council (under the chairmanship of HE the President, Mr Adama Barrow). The local drafters' work was largely endorsed but considered as 'work in progress' pending a costing exercise. Monitoring and evaluation, implementation and communication plans to be designed for the strategies to complete. On SSR Gender -responsive training, all the levels (basic, intermediate and advanced) have all been successfully completed and 43 trainees have all been certificated. A number of study visits (Capacity Enhancement Tours) for heads of security Institutions have been fielded. In Sierra Leone and Ghana, the team benefitted from experiences, lessons learnt and best practices and a comparison relevant and helpful to customize for Gambia was deduced. The Inspector General of Police and a newly appointed Minister of Defense also benefited from a study visit to Rwanda. Institutional Policies for Police and Immigration are underway, with the support of a local consultant.. Assessment and consultations completed for decentralisation of ONS in 2 of the 5 Regions

Considering the project's implementation cycle, please **rate this project's overall progress towards results to date:**
on track

In a few sentences, summarize **what is unique/ innovative/ interesting** about what this project is trying/ has tried to achieve or its approach (rather than listing activity progress) (1500 character limit).

The interests generated by participants of the SSR gender-responsive training and the formation (out of their own initiative) of a ;gender caravan; to go nation-wide and sensitize targeted security personnel in security installations around the country was innovative and remains relevant to mainstreaming gender in the security reform process

The SSR high-level retreat, which the government had severally agreed to have it held but would eventually cancel at the last minute, remains a valid initiative to make the executive branch to better understand their roles and responsibilities in undertaking SSR, strengthen local ownership and actually get the whole of government to be fully engaged and lead the process. This impending High Level retreat could be unique in achieving this objective of understanding what is required to fully build institutions and assign responsibilities in preps for eventual ECOMIG forces' withdrawal in the short or medium term..

In a few sentences summarize **major project peacebuilding progress/results** (with evidence), which PBSO can use in public communications to highlight the project (1500 character limit): Noting the highly sensitive nature of security sector reform; a major project peacebuilding progress has been the consensus forged through intense consultations and coordination among

civil society, media and security services on the broad framework for the National Security Policy and Security Sector Reform strategy. Study visits (capacity enhancement tour) to other countries by heads of security institutions provided motivation and learning moments for these security heads to understand good practices that have contributed to peaceful communities and find ways to adapt and adopt practical experiences customizable to Gambia to help improve their service delivery. For example with the Prisons service, the idea of a 'prison open camp' to be designed for those with very short sentences and those with good conduct and about to be released could benefit from such a concept of open camp in preparation to rejoin society and also minimize stigmatization in the Gambian way and would promote respect for human rights.

The medium-level retreat for the security heads done a year ago in Nov 2018 remains the basis for some progress on their part for their active participation in SSR process from then on as they began to understand that without their full participation, little or no progress can be made.

In a few sentences, explain how the project has made **real human impact**, that is, how did it affect the lives of any people in the country – where possible, use direct quotes that PBSO can use in public communications to highlight the project (1500 character limit):

A poll conducted through UNICEF U-report online platform in September 2019 revealed that less than 20% of youth were aware of security sector reform. It is very relevant to understand and know ongoing reform process and how they relate to constitutional review, transitional justice and security sector reform. The Office of National Security is now using its Communications Strategist to release regular SSR newsletters and factsheets on status of SSR which has also been used in public events to sensitize and promote outreach for better understanding of SSR.

ONS has also subscribe to radio programs that talks about human security and thereby challenging people to call-in and ask questions and to propose ideas to improve livelihoods and security.

If the project progress assessment is **on-track**, please explain what the key **challenges** (if any) have been and which measures were taken to address them (1500 character limit).

Despite the on-track claim of the progress report, there is still a measure of slowness and lethargy/ political challenges. For example, the current National Security Council (NSC) is not fully constituted (with full membership and participation) of key cabinet executives to deliberate on key SSR decisions. The 2 key strategies (SSRS and NSS) presented to the NSC cannot still benefit from (written) directives and or action points to the NSA and the drafting team on how to proceed and have these 2 strategies finalized and approved. The current NSC arrangement (or participants) that witnessed the strategy presentation only consist of heads/deputies of security institutions, permanent secretaries (Interior and Defense) and the Secretary of Cabinet and NSA with the President as Chair for such key national documents. Strong convening orders don't seem to be forthcoming to direct NSC members to promptly act and develop action points to enable and ensure follow-ups and completion of tasks. This is a real slowness and that SSR partners (UN, ECOWAS, EU, AU and others) have been requested by their technical advisers (SSR International Advisers Group) to take on government and call for full engagement and expedite the SSR process. The UNOWAS SRSRG and ECOWAS President have jointly visited President Barrow and convey common messages calling for full engagement.

If the assessment is **off-track**, please list main reasons/ **challenges** and explain what impact this has had/will have on project duration or strategy and what **measures** have been taken/ will be taken to address the challenges/ rectify project progress (1500 character limit):

.No comments at this time

Please attach as a separate document(s) any materials highlighting or providing more evidence for project progress (for example: publications, photos, videos, monitoring reports, evaluation reports etc.). List below what has been attached to the report, including purpose and audience.

1. Reports of Study tour to Sierra Leone, and Ghana,
2. Gender report and curriculum on SSR Gender-responsive training for security institutions
3. Tour Photos and SSR Factsheet (Sept and Oct 2019)
4. TORs for terminal evaluation of the project
5. National Security Policy
6. SSR Newsletters
7. Exit strategy

1.2 Result progress by project outcome

The space in the template allows for up to four project outcomes. If your project has more approved outcomes, contact PBSO for template modification.

Outcome 1: The SR Stakeholders benefit from the necessary strategic support to elaborate on and implement an inclusive national security strategy

Rate the current status of the outcome progress: on track with significant peacebuilding results

Progress summary: Describe main progress under this Outcome made during the reporting period (for June reports: January-June; for November reports: January-November; for final reports: full project duration), including major output progress (not all individual activities). If the project is starting to make/ has made a difference at the outcome level, provide specific evidence for the progress (quantitative and qualitative) and explain how it impacts the broader political and peacebuilding context. Where possible, provide specific examples of change the project has supported/ contributed to as well as, where available and relevant, quotes from partners or beneficiaries about the project and their experience. (3000 character limit)?

The two teams of local drafters assigned to develop the two strategies (NSS and SSRS) have completed the task by coming up with a full draft for each strategy and got it presented to the National Security Council at a special meeting presided over by HE the president of the republic. The government has finally advertised 4 key positions of the ONS for recruitment. Applications were received and the Personnel Management Office is in the process of finalizing this recruitment. The positions include a Deputy NSA, Chief of Staff, 2 directors of Joint Assessment Team and Policy and Planning respectively. Their recruitment will boost the capacity of the ONS to coordinate the implementation of security sector strategies once completed.

The NSA continues to enjoy acceptance of his coordination role in the SSR process with the heads of security institutions but with 'not so strong' political leverage to entice politicians who seems to have their political agenda not too favorable for a comprehensive SSR process. The regular (bi-weekly) meetings of the NSA with the Heads of Security Institutions have slowed down in recent months and only come at random and no seemed longer institutionalized for the benefit of achieving full SSR engagement. Despite this development, some institutions are already fully engaged internally in putting together bits and pieces of policies ahead of institutional policy development as part of the SSR programming phases. Already, the SSR project is supporting the Immigration and the Police (through a highly-qualified local consultant) to have their institutional policies fully developed in line with the National Security Policy and Development Plans

Outcome 2: .The SSR support of the International Community is coherent and coordinated

Rate the current status of the outcome progress: on track

Progress summary: (see guiding questions under Outcome 1)

There remained 3 levels of coordination of the International SSR partners. Firstly, the SSR Steering Committee or Project Board remains active and meets fairly regularly especially over the last 6 months and is headed by the Minister of Justice as Chair. The body provides oversight of the project implementation and takes certain decisions in line with the project document. This body had also taken the initiative to enhance public knowledge and outreach on SSR nation-wide. A tour is planned to be implemented before the end of the year 2019.

Secondly, the Internal partners (forum) at the Ambassadors level (and this is different from the Steering Committee/Project/Project Board) also meet and discuss SSR support. They body is also from time to time, briefed by the NSA - highlighting SSR progress and projected support needs

Thirdly, the International SSR advisers have a forum called International Advisers Group which, at the technical level, provides support to the NSA, ONS and the SSR process and directly feed back to their respective International SSR partners at the ambassadorial level including bilaterally in the absence of Ambassadors. This body meets regularly and minutes of meetings are often documented and filed. The challenge is that the government, in the contrary, does not have a dedicated body to coordinate SSR international support - determining support areas, ensuring maximum use of resources, effective use of comparative advantages and avoiding duplication of support. Such a coordination body (complementing NSA role) would be necessary going forward from 2020, All three levels have been facilitated through this project.

Outcome 3:

Rate the current status of the outcome progress: Please select one

Progress summary: (see guiding questions under Outcome 1)

Outcome 4:

Rate the current status of the outcome progress: Please select one

Progress summary: (see guiding questions under Outcome 1)

1.3 Cross-cutting issues

National ownership: How has the national government demonstrated ownership/ commitment to the project results and activities? Give specific examples. (1500 character limit)	The enthusiasm for SSR as was seen and observed in the beginning in 2017, have significantly slowed down up to this point. This is reminiscent of most transitions in the African continent and the Gambia is not an exception. The political landscape is seemingly distracted by would-be-protesters calling for the transition to end as agreed despite
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	<p>the constitutional mandate of 3 years. For the SSR process, the much awaited "white paper" to be drawn from the assessment report remained undone but seems to have been overtaken by ongoing SSR events arguably without a clear (written) cabinet directives that would have defined issues of right-sizing of the security forces' bloated strength, issues of 'soft landing' for the redundant numbers and sustainability of the sector amongs other things.</p> <p>The transfer of the SSR Chair from the Presidency to the Minister of Justice has seen some momentum picking up especially with the MOJ keen to enhance national ownership as he took the lead to monitor deadlines and ensure regular meetings of the Steering Committee but not without frictions due to a lack of common platform to (for example), have the high-level retreat undertaken. The last cancellation was just 2 days to the actual agreed date and time, only for it to be rescheduled to a further notice that has still not come by. The UN Technical assessment mission to Gambia was undertaken from 25th to 29 Nov review greater for a greater and more integrated UN supported</p>
<p>Monitoring: Is the project M&E plan on track? What monitoring methods and sources of evidence are being/ have been used? Please attach any monitoring-related reports for the reporting period. (1500 character limit)?</p>	<p>The project M&E plan is largely on track. An evaluation is planned for year end.</p>
<p>Evaluation: Provide an update on the preparations for the external evaluation for the project, especially if within last 6 months of implementation or final report. Confirm available budget for evaluation. (1500 character limit)</p>	<p>An evaluation TOR has been finalized (with PBF comments) and put up for adverts</p>
<p>Catalytic effects (financial): Did the project lead to any specific non-PBF funding commitments? If yes, from whom and how much? If not, have any specific attempts been made to attract additional financial contributions to the project and beyond? (1500 character limit)</p>	<p>The EU has committed 1.5M through parallel projects to complement SSR activities. The World Bank has committed fund for Public Expenditure review including for security sector institutions out of which, the issue of right-sizing had emerged.</p>
<p>Catalytic effects (non-financial): Did the project create favourable conditions for additional peacebuilding activities by Government/ other donors? If yes, please specify. (1500 character limit)</p>	<p>ECOWAS, AU, US, France, Turkey and other partners continue to provide personnel advisers on SSR and are distributed and collocated with several security institutions including with the Office of National Security where they serve as members of the International Advisers Group</p>
<p>Exit strategy/ sustainability: What steps have been taken to prepare for end of project and help ensure sustainability of the project results beyond PBF support for this project? (1500 character limit)</p>	<p>The remuneration of the national Security Advisor has been totally onboarded by the government. In addition the office is being included within the drafts of the ongoing constitutional reform to ensure legitimacy and hence basis for budgetary allocations.</p>

<p><u>Risk taking:</u> Describe how the project has responded to risks that threatened the achievement of results. Identify any new risks that have emerged since the last report. (1500 character limit)</p>	<p>The SSR project promotes SSR sensitization and dialogue for acceptance of change in order to mitigate resistance. The Communications Strategist in the Office of National Security provides radio talk shows, publishes newsletters on SSR and serves as the mouthpiece to mitigate misconceptions of SSR. A new potential risk is the notion of whether or not the incumbent government should be allowed to rule beyond 3 years of transition agreement which effectively elapse in December 2019. The uncertainties of what would actually happen next and whether an anticipated persistent 'taking to the streets' of some unhappy folks could change the political landscape, remain to be seen and could adversely affect SSR as well</p>
<p><u>Gender equality:</u> In the reporting period, which activities have taken place with a specific focus on addressing issues of gender equality or women's empowerment? (1500 character limit)</p>	<p>.All the 3 levels of SSR gender-responsive training have taken place and the last level was completed in August. The overall training provides strategies for incorporating gender equality and equity in security sector policies and their implementation. The trainees from all the 8 security institutions now serve as gender focal desk towards gender mainstreaming in SSR</p>
<p><u>Other:</u> Are there any other issues concerning project implementation that you want to share, including any capacity needs of the recipient organizations? (1500 character limit)</p>	<p>The host government must be fully engaged without further delay especially in clearing the 2 pending key strategies (SSRS and NSS). Recruitment of ONS staff needs to be completed faster. (4 positions have been advertised by government but the process of completing this task is slow) ONS needs staff to work effectively.</p>

1.3 INDICATOR BASED PERFORMANCE ASSESSMENT: *Using the Project Results Framework as per the approved project document or any amendments- provide an update on the achievement of key indicators at both the outcome and output level in the table below (if your project has more indicators than provided in the table, select the most relevant ones with most relevant progress to highlight). Where it has not been possible to collect data on indicators, state this and provide any explanation. Provide gender and age disaggregated data. (300 characters max per entry)*

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Outcome 1 The SSR Stakeholders benefit from the necessary strategic support to elaborate and implement an inclusive national security strategy	Indicator 1.1 Common national vision of SSR based consultations with population (men and women in all regions) as well as continued dialogue with stakeholders	Baseline: Absence of a dialogue with stakeholders and population. No SSR strategy	Target: The National Security Policy has been developed. The National Security Strategy developed and ready for implementation from 2020 going forward.	National Security Policy completed, draft national security strategy.	No comments and inputs from the National Security Council on the presentations of the 2 key strategies (NSS and SSRS). This is needed from government in order to proceed and finalize (for approval) of the 2 strategies	No need for adjustment but need for 'UN' good offices' to engage and urge government to consider approval of the 2 strategies
	Indicator 1.2					
	Indicator 1.3					
Output 1.1 Stakeholders	Indicator 1.1.1 Availability of	No such strategy in	SSR strategic developed	SSR Strategy has been drafted and	Security heads not certain about content of recommendations for right-sizing and	

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
(of the security Sector) received the necessary strategic support to develop and implement a national SSR strategy	team providing strategic and technical support to develop SSR strategy	place	and ready for implementation	presented to the National Security Council for adoption	hence their full cooperation seems lacking in supporting action points calling for right-sizing of the sector. The politics of hastening SSR and the possible retention of ECOMIG forces beyond the 3 years transition.	
	Indicator 1.1.2 Detailed review of /assessment of defence and security institutions. Institutions capacity, be exposed to best practices and lessons learnt from other countries	Baseline: No detailed assessment data available, no benchmarks to draw experiences from	Target: Study tour carried out to draw lessons and best practices for reform	Visits made to Ghana and Sierra Leone and Rwanda of Security heads, regional governors and members of national assembly	Should have happened in the 3rd quarter but due to diplomatic arrangements between states, it got delayed to the 4th quarter	
Output 1.2 An inclusive and participatory national sector-wide approach to	Indicator 1.2.1 Office of National Security established and operationalized,	Baseline: ONS not fully established	Target: ONS fully established and operational nation-wide	4 newly advertized additional personnel come onboard	Government procedures are clumsy and contributes to delays	
	Indicator 1.2.2	Baseline:	Target:	two of the regions	Slow pace of SSR delayed this expansion	

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
SSR ensured	Broad and inclusive approach to SSR strategy development and implementation established. Framework for dialogue with all stakeholders adopted	Absence of a knowledge of SSR processes, dialogue with the population and key stakeholders insufficient	Maximum of 5 targeted meetings and consultations with stakeholders (men and women) in all the regions conducted	visited, discussions held with regional commissioners and other stakeholders towards expanding the office of National Security	including the absence of the required number of ONS personnel to fully run the decentralization process.	
Output 1.3 Expand on mentoring of the security sector leadership in The Gambia	Indicator 1.3.1 Understanding of inclusive and holistic decision-making processes on national and human security matters enhanced. Training on SSR leadership roles provided for at least a female senior officer or officers in the 8 security	Baseline: Little or no knowledge of relevance of full engagement in SSR process	Target: Heads of Security Institutions, total involvement in SSR process with enhanced coordination and capacity	Retreat of Heads of Security Institutions helping to foster better understanding and need for total involvement is being realized	The lack to understanding and a misconception that SSR is here to take people's job. It is also about the generality of resistance to change	Target remains valid: It's the heads of Security institutions to call the shots for their institutions

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
	institutions provided. Indicator 1.3.2					
Output 1.4 Support the development of institutional doctrines, rules, regulations, codes of conduct to enhance professionalism; in collaboration with IAG members	Indicator 1.4.1 Enhanced training for institutional policy drafters (with 30% women) and SSR 8 Focal Persons provided Indicator 1.4.2	No Policy Chapeau available. Bits and pieces all over	Individual Institutions each have a relevant policy tied to NSP and the NDP	Police and Immigration Policies being developed. Defences Policy soon underway	Delays in completing NSS and SSRS strategies key to developing individual policies. Delays in government approval of the 2 key strategies	Target remains valid. No adjustments for now
Outcome 2 Support of the International community	Indicator 2.1 SSR is planned and implemented coherently and with coordinated	Baseline: Absence of fully established government-	Target: Established coordination mechanism through the	IAG group meets regularly and (for now) its chaired by the National Security Adviser	There exist an SSR Steering Committee/Project Board led by the Minister of Justice and there is also a Strategy policy and delivery team (of the President) interested on SSR and speaks	

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
to the SSR process is coherent and coordinated	support from the International community	led SSR coordination body	SSR International Advisers Group, and a resource mobilization strategy	as an adhoc representative of government on coordination but not sufficient and effective to represent the whole of government for international coordination	directly to the president. These two groups may not be speaking the same language.	
	Indicator 2.2					
	Indicator 2.3					
Output 2.1 Framework for coordinated and coherent international support to SSR is established and functional	Indicator 2.1.1 Technical committee for SSR support established and regular meetings held. At least 25% of Committee members are women	Baseline: Absence of coordination structure for SSR international partners	Target: Technical Committee for SSR support is functional and a detailed mapping of SSR supportis established	SSR International Advisers Group (collocated in the Office of National Security) plays this role and there exist a joint plan coordinated to minimized duplications and ensure effective	Delays from government to have a strong and well-established coordination body with broad knowledge in coordinating donor support yet to be realized	

Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
			use of resources		
Indicator 2.1.2 Resource Mobilization Strategy for SSR developed and implemented	Baseline: Absence of a strategy	Target: Resource mobilization strategy developed and established for SSR process, pledges by donors for implementation at sectoral level achieved	The initiative to engage a national think Tank was made but no further progress in this front	Government needs to take the lead, be seen to initiate pledge from its own resources and set the stage for donor contributions. To date, no such discussions had emerged to indicate govt interest to fully fund and run SSR - given the looming political cloud likely to disrupt or cause further delays.	
Output 2.2 Capacities of oversight bodies enhanced and security system strengthened	Indicator 2.2.1 At least 3 capacity building trainings held and 1 study tour	Target: National Assembly Defence and Security Standing Committee capacitated and fully prepared to	Activated ceded to EU to help build capacity for NAM. Study tour conducted under EU sponsorship	EU interested to take on (in the spirit of partnership) and the SSR project will complement	

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
			take on security oversight			
	Indicator 2.2.2					
	Indicator 2.3.1					
Output 2.3	Indicator 2.3.2					
	Indicator 2.4.1					
Output 2.4	Indicator 2.4.2					
	Indicator 3.1					
Outcome 3	Indicator 3.2					
	Indicator 3.3					
	Indicator 3.1.1					
Output 3.1	Indicator 3.1.2					
Output 3.2	Indicator 3.2.1					

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
	Indicator 3.2.2					
Output 3.3	Indicator 3.3.1					
	Indicator 3.3.2					
Output 3.4	Indicator 3.4.1					
	Indicator 3.4.2					
Outcome 4	Indicator 4.1					
	Indicator 4.2					
	Indicator 4.3					
Output 4.1	Indicator 4.1.1					
	Indicator 4.1.2					
Output 4.2	Indicator 4.2.1					
	Indicator 4.2.2					
Output 4.3	Indicator 4.3.1					

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
	Indicator 4.3.2					
Output 4.4	Indicator 4.4.1					
	Indicator 4.4.2					

PART 2: INDICATIVE PROJECT FINANCIAL PROGRESS

2.1 Comments on the overall state of financial expenditures

Please rate whether project financial expenditures are on track, delayed, or off track, vis-à-vis project plans and by recipient organization: *on track*

How many project budget tranches have been received to date and when do you expect to request the next tranche if applicable: 2 tranches received.

What is the overall level of expenditure/ commitment against the total budget and against the tranche(s) received so far: Delivery against overall budget is at 80%

If expenditure is delayed or off track, please provide a brief explanation (500 characters limit): A little delay experienced at the beginning of the year (precisely in January 2019) was about having government sign up to the SSR Annual Work Plan before spending began. The bureaucracy was swiftly overcome through direct interventions

Please state what \$ amount was planned (in the project document) to be allocated to activities focussed on gender equality or women's empowerment and how much has been actually allocated to date:

Please fill out and attach the project document Excel budget Annex showing current project financial progress (**expenditures/ commitments to date**), using the original project budget table in Excel, even though the \$ amounts are indicative only.

Annex D - PBF project budget

Note: if this is a budget revision, insert extra columns to show budget changes.

Table 1 - PBF project budget by Outcome, output and activity

Outcome/ Output number	Outcome/ output/ activity formulation:	Budget by recipient organization in USD - Please add a new column for each recipient organization	Percent of budget for each output reserved for direct action on gender equality (if any):	Level of expenditure/ commitments in USD (to provide at time of project progress reporting):	Level of commitments in USD (to provide at time of project progress reporting):	Any remarks (e.g. on types of inputs provided or budget justification, for example if high TA or travel costs)
OUTCOME 1: Support the Office of the National Security Adviser and government to develop a National Security Policy and related policies. Support in the development of an implementation strategy						
Output 1.1:	Stakeholders supported to develop and implement a national security reform strategy and associated implementation plan of the sectoral reform process					
Activity 1.1.1:	Steering committee meetings: 1 per month to oversee the SSR process	1,500.00				
Activity 1.1.2:	1 Induction course for a 10-member drafting team supervised by 2 IAG members.	1,500.00	500.00			
Activity 1.1.3:	Drafting to develop the SSR Strategy: 10-member team consider zero draft; meet for 1 week every month of the first quarter	10,000.00		968.22		
Activity 1.1.4:	Facilitate a High-Level Government Retreat	5,000.00				
Output 1.2:	Individual institutional policies of the 8 security sector institutions (GAF, GPF, SIS, GID, GPS, NDLEAG, GFRS and GRA) developed					
Activity 1.2.1A:	Recruitment of Resource Persons: 2 resource persons to support the IAG in facilitating induction workshop and mentor drafting teams	35,000.00	1,000.00	5,524.31		
Activity 1.2.1B:	SSRS and NSS frameworks developed and NSP launching	50,000.00	5,000.00	46,937.27		
Activity 1.2.2:	Facilitate Technical support from ECOWAS, KAIPTC-ASSN and Brindisi to support development of individual institutional Security Policies 1 expert each: Military, Police, Prisons, Intelligence Immigration for 6 weeks technical support each	64,000.00				

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Activity 1.2.3:	1 Induction course for 8 security institutions x 5-member teams in developing individual institutional policies	5,000.00	10,643.58	500.00	
Activity 1.2.4:	Review and finalise drafts in a 1-week seminar	15,000.00			
Activity 1.2.5:	Printing of Individual Institutional Policies	10,000.00			
Activity 1.2.6:	Support the establishment and capacity building of the Office of the National Security (ONS) with a SSR gender-responsive consideration	15,000.00			
Activity 1.2.7:	Complete Gender-responsive SSR training to certify Gender SSR Experts across the security sector	20,000.00	33,976.28		
Output 1.3:	Expand capacity building of the Office of National Security				
Activity 1.3.1:	Support Participation in international short courses in SSR/National Security for NSA and 2 ONS Staff	20,000.00			
Activity 1.3.2:	Operating and supplies cost in support of the Office of National Security (ONS) – office and stationery supplies, equipment and machinery, internet and communication connections, vehicle (fuel, maintenance and insurance) and impress	90,000.00	74,542.47		
Output 1.4:	Expand on mentoring of the security sector leadership in the Gambia				
Activity 1.4.1:	Support the NSA's monthly Coordinating meetings of the Heads of the security sector institutions	1,500.00			
Output 1.5:	Support the development of institutional doctrines, rules, regulations, codes of conduct to enhance professionalism				
Activity 1.5.1:	Support a 1-week sub-regional study tour of the security sector leadership comprising of 8 Chiefs; 2 PSS; 3 ONS Staff	75,000.00	107,444.96	21,019.77	
Output 1.6:	A developed communication strategy available				
Activity 1.6.1:	Support the development of a comprehensive communication strategy for SSR in collaboration with SSR Partners including the National Think Tank	20,000.00			
TOTAL \$ FOR OUTCOME 1:					

OUTCOME 2: Capacities of the justice delivery system oversight bodies defence and security enhanced							
Output 2.1:	Capacities of correction institutions enhanced for efficient service delivery						
Activity 2.2.1:	Support the capacity building of prisons officers in the rehabilitation and reintegration training of prisoners (with 30% women prisoners) international training in an African country	30,000.00	5,000.00		18,595.92		
TOTAL \$ FOR OUTCOME 2:							
OUTCOME 3: Capacity Building of Rights Groups Organisations and CSOs in Gender and Human Rights	Capacity of Human rights, advocacy groups -Civil society organisations women advocacy groups enhanced						
Output 3.1:							
Activity 3.1.1:	Facilitate dialogues of rights and women's groups and few selected for grants to promote their advocacy and outreach work	10,000.00	5,000.00		19,857.90		
Activity 3.1.2:	Support development of gender focal groups across the security sector institutions / refresher course for gender experts within the individual security sector institutions	30,000.00			1,081.73		
TOTAL \$ FOR OUTCOME 3:							
OUTCOME 4: Support of international community is coherent and coordinated	A framework for international support to the security sector is established and is coordinated, coherent and functional.						
Output 4.1:							
Activity 4.1.1:	Provide support to regular meeting of the SSR partners group and the SSR focal persons	2,500.00			314.31		
Activity 4.1.2:	Support the NSA in holding coordination meetings with government's international SSR partners	3,500.00			200.76		
Activity 4.1.3:	Hold regular meetings at the technical level of SSR international partners and SSR Experts and support an SSR IAG Retreat to review support strategies on SSR	12,000.00					
Output 4.2:	A developed resource mobilisation strategy available by end 2019						
Activity 4.2.1:	Support the design and implementation of resource mobilisation strategy; includes short contracts of expert	22,000.00					
TOTAL \$ FOR OUTCOME 4:							

Project personnel costs if not included in activities above	100,000.00		59,259.99	5,028.18
Project operational costs if not included in				
Project M&E budget				
2nd tranche	420,000.00			
TOTAL EXPENDITURE / COMMITMENTS 2019				
TOTAL EXPENDITURE 2017			379,347.60	26,047.95
TOTAL EXPENDITURE 2018			210,862.93	
			269,504.07	
GRAND TOTAL EXPENDITURE / COMMITMENTS TO DATE			859,714.60	26,047.95
SUB-TOTAL PROJECT BUDGET:	1,297,100.00			
Indirect support costs (7%):	102,900.00	GMS 7%	60,180.02	1,823.36
TOTAL PROJECT BUDGET:	1,400,000.00	total project budget expended/committed	919,894.62	27,871.31

Baboucarr Sowe, SSR Specialist,

Signature: 


Date: 14/Nov/2019

Aissata De, UNDP Resident Representative,

Signature: 

Date: 15/11/19

Ndella Faye-Colley, PBF Secretariat Coordinator,

Signature: 

Date: 15/11/19

Seraphine Wakana, UN Resident Coordinator,

Signature: 

Date: 15/11/19

SECURITY SECTOR REFORM

ACHEIVEMENTS REGISTERED SO FAR



Launch of National Security Policy

The Gambia's first ever National Security Policy was launched by H.E. President Adama Barrow on June 10th 2019. This is an overarching framework for development of SSR that would shape the Gambia's national security priorities for next years.

Drafting of SSRS and NSS

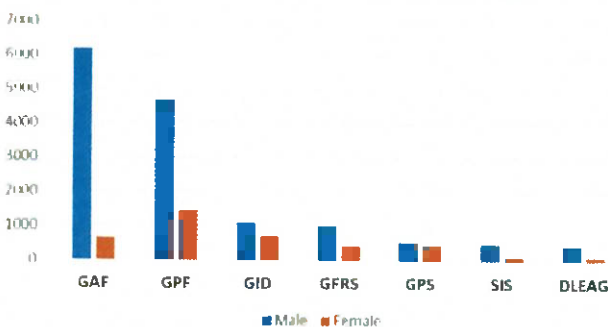
The National Security Strategy (NSS) and the Security Sector Reform Strategy (SSRS) are currently being drafted. Also, international partners are assisting the various institutions to review their Acts and other policy documents found to have been deficient or outdated.



3-STAGE CAPACITY BUILDING PROGRAM



Male/Female Ratio in the Security Sector



Culled from Security Sector Assessment Report, 2018

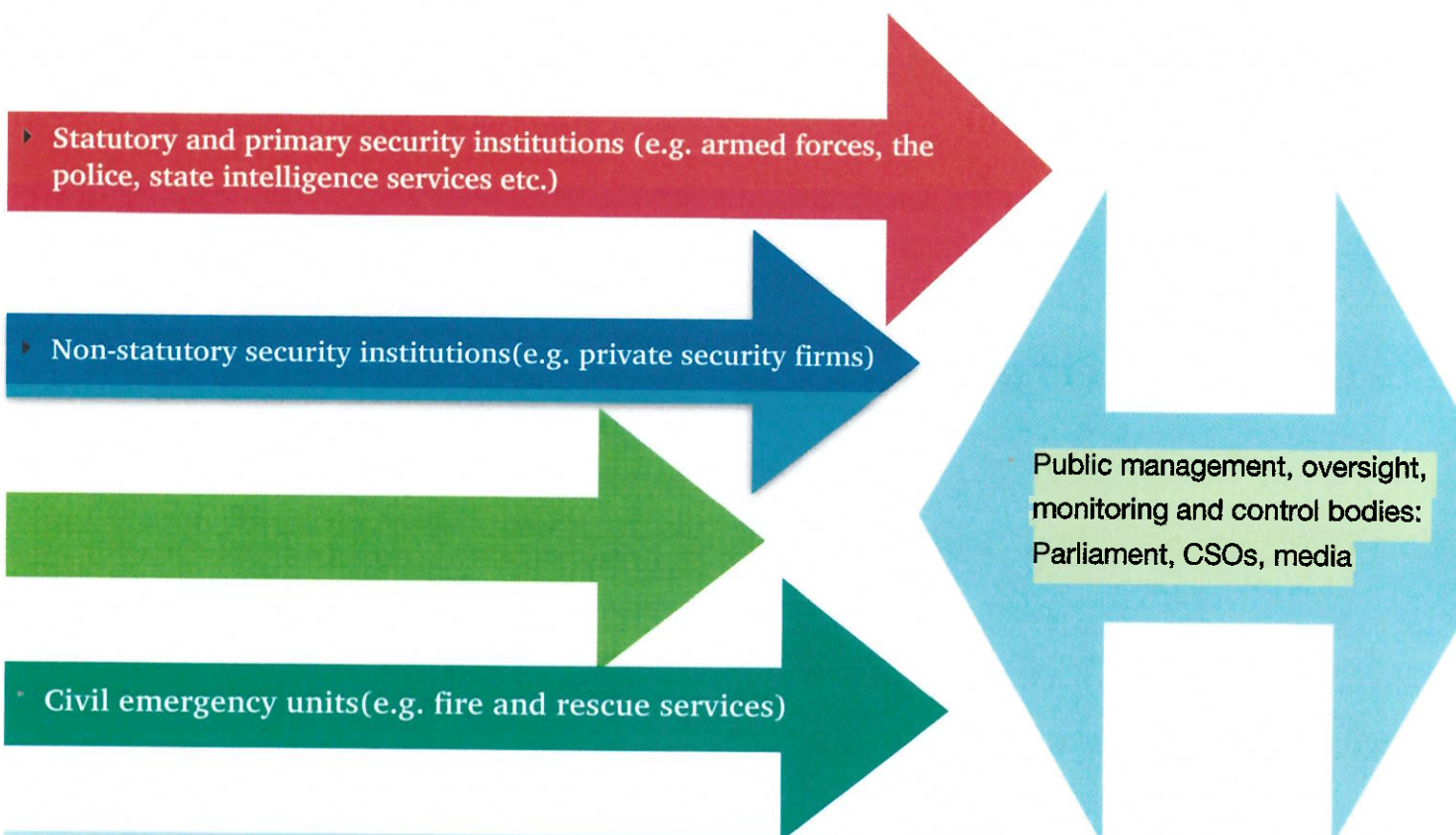
Gender Responsive SSR

For successful SSR, it is imperative to mainstream gender. A 3-stage capacity building program was designed to address gender gaps and ensure that the existing nature of the security sector structures, culture, legal and policy frameworks, which are largely insensitive to the diverse needs of service men and women alike, are efficiently transformed. The advance course was completed on July 18th, 2019.

Specific Reform activities relating to the individual institutions

“Partners hare working with the different institutions especially in the areas of capacity building and appropriate procedures and processes.”

TARGET AUDIENCE



MAKING SENSE OF THE NUMBERS

A line of decision and advisory bodies for the SSR process from the lowest to the highest level are:

- ▶ National Security Council
- ▶ SSR Steering Committee
- ▶ International SSR Partners
- ▶ International Advisors Group on SSR
- ▶ Heads of Security Institutions
- ▶ SSR Institutional Focal Persons



Terms of Reference

Individual Consultancy Services for the terminal evaluation of the UNDP Security Sector Reform (SSR) Project (Strategic Advice and Support to SSR and Governance in the Gambia) funded by the UN Peace building Fund

I. General Background

The Government of the Gambia through His Excellency, the President of the Republic of the Gambia, Adama Barrow, made a firm commitment to the Gambian people and the international community in a speech delivered on 12 Sept 2017 to ensure that the rule of law and human rights are fully respected and to acknowledge that the security sector, over the past 22-years of authoritarian rule, had largely been predicated on coercion and total submission to the command and control of one person – the then President of the Republic. As a result, the reform of the security sector became a key priority during the post-Jammeh transition period to restore respect for human rights and the rule of law and to promote the peace and security of the country.

At the request of the Government of the Gambia, this SSR project, funded through the UN Peacebuilding Fund (PBF), aims to provide strategic advice and technical support to conduct a comprehensive assessment of the security sector and support the design and implementation of an all-inclusive and nationally-led SSR process. Implemented through a partnership between the Government and UNDP, the SSR project kicked off in **MAY 2017** for an initial duration of 18 months but was extended twice with no additional cost, bringing its duration up to 31 December 2019.

II. PURPOSE

At the end of a project, the United Nations will undertake an independent evaluation of the project to gauge the level of implementation and achievement of the results, challenges, gaps and lessons learnt therefrom. The purpose of this consultancy therefore is **to undertake a terminal evaluation to assess the project relevance, effectiveness, efficiency, sustainability and impact on the national institutions, processes and beneficiaries directly or indirectly**. The evaluation process should ensure an inclusive approach which involves relevant stakeholder representation.

III. OBJECTIVES

The evaluation has five key objectives:

1. To assess the contribution of the project activities to the realization of project objectives and, outcomes by using the OECD DAC evaluation criteria and determining how relevant, efficient, effective, and sustainable the project is..
2. To identify the factors that have affected/impacted the project's contribution either positively or negatively - identifying, understanding and explaining the bottlenecks and enabling factors that influenced these contributions respectively.
3. To determine any possible catalytic effects of the project.

4. To **assess the project's contribution** towards the strengthening of the security sector, including towards a broader coordination and planning in the sector by the Government and other international partners, and towards the peacebuilding processes during a key political transition period in the country.
5. To **provide actionable recommendations for improving specific UN support to the SSR**, especially for incorporation into possible further UN SSR (PBF) interventions in the Gambia from 2020 going forward. These recommendations should be logically linked to the conclusions and draw upon lessons learned through the evaluation.

The evaluation should use the following questions as a guide in the scope of the evaluation:

RELEVANCE:

Is the project based on a valid analysis of the situation of conflict and fragility? Has the intervention been flexibly adapted? In the light of the conflict analysis, is the project working on the right issues in this context at this time? Does the project appear to address relevant key causes and drivers of conflict and fragility? What is the relevance of the intervention as perceived by the local population, beneficiaries and external observers? Are there any gender differences with regard to the perception of relevance?

EFFECTIVENESS: Has the project achieved its stated (or implicit) purpose, or can it reasonably be expected to do so on the basis of the outputs and outcomes? Is the theory of change based on valid/tested assumptions? What major factors contribute to the achievement or non-achievement of objectives? Has the intervention achieved different results for women and men and boys and girls?

EFFICIENCY: Does the intervention deliver its results in an efficient manner compared to the counterfactual? How well are resources (human, financial, organisational) used to achieve results? What was done to ensure the cost efficiency of the intervention? Did the intervention substitute local initiatives or did it come in addition to local initiatives? SUSTAINABILITY: Which steps have been taken or are planned to create long-term processes, structures, norms and institutions for peace? To what extent has the building of ownership and participation included both men and women? Will new institutions designed to address conflict and fragility survive? Are they being used? By whom? Does the intervention contribute to the momentum for peace by encouraging participants and communities to develop their own initiatives?

IMPACT: What are the primary and secondary, direct and indirect, positive and negative, intended and unintended, immediate and long-term, short-term and lasting effects of the activity or policy in question? Does it exert a significant effect on key factors for conflict or peace? Drawing on the conflict analysis, what key drivers of conflict and fragility were affected and how? What changes can be ascertained in attitudes, behaviours, relationships or practices (of how many people and/or classified according to selected criteria such as gender)? Are there any secondary negative effects? Has the intervention impacted policy? How do these policies relate to the conflict?

IV Methodology:

An overall guidance on outcome evaluation methodology can be found in the **UNDP Handbook on Monitoring and Evaluating for Results** and the **UNDP Guidelines for Outcome Evaluators**. The evaluator should also follow the OECD DAC evaluation guidance and standards, including the OECD DAC Guidelines "Evaluating Peacebuilding Activities in Settings of Conflict and Fragility". . The evaluator should propose a suitable methodology to be used given the scope of the project and the evaluation. It should ensure the approach is participatory, gender sensitive, and conflict-sensitive and can be performed in the timeframe for the deliverables as listed below.

As part of the evaluation methodology, the consultant will:

- Hold discussions/consultations with the Senior Management and relevant programme staff of UNDP project team and Country Office as well as with the UN Resident Coordinator and her Office (including the PBF Secretariat);
- Undertake a desk review of relevant documents (please see below).
- Conduct briefings, consultations and debriefing sessions the Government and other stakeholders to the process (ONS, IAG, EU, ECOWAS, Ministry of Interior, Ministry of Defense & Ministry of Justice);
- ANYTHING ELSE ? Any site visits? Interviews with stakeholders?

The evaluator will be provided with the following documents as part of the evaluation process:

- Project document and two no cost extension documents;
- 6 monthly project reports from 2017 to 2019;
- The evaluator to take advantage of the SSR Assessment report carried out in November by the UNOWAS and OROLSI teams,
- Any key strategies/ documents available?

V. Evaluation deliverables and schedule of payments

- Prepare an inception and outline of evaluation report for review and approval by UNDP within five days of consultancy;
- Prepare draft report after 10 working days of consultancy;
- Brief Resident Representative, UNDP and other stakeholders on findings and recommendations as a result of the consultancy;
- Present the revised draft report to a validation meeting of stakeholder;
- Prepare and submit final report to the UNDP SSR Project Manager.

Schedule of Payment (All-inclusive)

Deliverable Number	Description of Deliverable	Working days	Percentage of Payment
Deliverable 1	Submission of an inception report and evaluation work plan, which will include a desk review report: <ul style="list-style-type: none"> • To be provided after 5 days of consultancy 	5	20%

	<ul style="list-style-type: none"> To include consultant's report to work and signing of contract 		
Deliverable 2	<ul style="list-style-type: none"> Submit evaluation summary to key SSR stakeholders showing progress details of evaluation work and Log frame for review by the Program Management Unit (PMU): UNDP (SSR team) and the focal point designated by the Office of the President – Office of National Security. Incorporating the comments and observations in the draft through a validation seminar arrangement 		
Deliverable 3	<p>At the end of the field component of the evaluation (after 17 working days of the consultancy), present an interim evaluation summary at a validation meeting of all stakeholders in Banjul:</p> <ol style="list-style-type: none"> 1. Organize and prepare validation meeting 2. Facilitate validation seminar 3. Present revised first draft to stakeholders <p>Incorporate feedback from the evaluation into the final draft.</p>	12	
Deliverable 4	Submission of a draft report to UNDP and PBF Secretariat for review and comments after 20 working days of the consultancy	4	50%
Deliverable 4	Submission of final draft (hard and soft copies) of the terminal evaluation report to UNDP, the PBF Secretariat and the focal point designated by the Office of the President – ONS/Secretary General's Office , following incorporation of comments	2	30%

VII. Consultancy Composition and Duration

Consultancy period is for 23 working days following the signing of contract and will be comprised of one evaluation expert with extensive background knowledge in security sector reform, democracy governance, peacebuilding, public policy and public sector management.

VIII. Competencies & Experience

The consultant is expected to meet the following requirements:

- a. Minimum 10 years' experience in conducting evaluations including at least two in the areas of security sector reform and at least one in peacebuilding related issues or a peacebuilding setting.
- b. Master's degree in International Development, Public Administration, Evaluation or related field
- c. Extensive experience of qualitative and quantitative data collection and analysis methods
- d. A strong record in designing and leading evaluations, using a wide range of evaluation approaches and tools
- e. Process management and facilitation skills, including ability to negotiate with a wide range of stakeholders
- f. Strong understanding of the United Nations system and UNDP programming processes and procedures
- g. Experience of The Gambia context of SSR is an advantage.
- h. Strong management, communication, interview and writing skills.
- i. Demonstrated ability to deliver quality results within strict deadlines.

Language Requirements: Fluency in written and spoken English.

The term 'all-inclusive' implies that all costs (professional fees, travel related expenses, communications, utilities, consumables, insurance, etc.) that could possibly be incurred by the Consultant are already factored into the financial proposal. Under this arrangement, the contract price will be fixed regardless of change in the cost components. Payments will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner

Deadline for submission

Kindly apply online by (what date?) at the following websites: bids.gm@undp.org



*Empowered lives.
Resilient nations.*

THE GAMBIA PRISONS DELEGATION CAPACITY ENHANCEMENT TOUR TO GHANA PRISONS SERVICES FROM 27TH OCTOBER TO 2ND NOVEMBER 2019



A five man delegation from the Gambia Prisons Department accompanied by the United Nation Development Program (UNDP) Security Sector Reform (SSR) specialist in the Gambia left the shores of the Gambia to the Republic of Ghana on a capacity enhancement tour as part of the ongoing Security Sector Reform programs exclusively in favor of the Gambia Prison Service. The team left the Gambia on Sunday the 27th of October 2019 at 05:50am and arrived in Ghana the same day by 10:00am. Upon arrival at the Ghana KOTOKA INTERNATIONAL airport in Accra, the team was received by the Ghanaian Prisons protocol officer who took the delegation to a hotel. Later in the evening, the Director General of the Ghana Prisons Service hosted a welcome dinner in honor of the Gambian delegation.

MEETING WITH THE DIRECTOR GENERAL OF GHANA PRISONS SERVICES, MEMBERS OF THE DIRECTORATE AND BRIEF /PRESENTATIONS

The week = activities started by a meeting with the Director General of Ghana Prison Services who formally welcomed the delegation and introduced the senior command of Ghana Prisons.

After the meeting, the Director General and delegation proceeded to the Senior Officers Mess at the headquarters for a presentation.



The Gambia Prisons delegate being brief by Director General of Ghana Prisons and Directorates

EXECUTIVE SUMMARY

The Gambia prisons services (GPS) which was just a small department under the Ministry of Interior was established by an Act related to the custody of prisoners formulated in January 1954. Ever since its enactment it has steadily grown in size and scope but with little human resource capacity to conform to International standards especially on the protections of Rights and privileges and effective management of incarcerated offenders. The Prisons senior officers' one week capacity enhancement study tour to Ghana. Additionally, the laws that enacted the prisons service are not compatible with modern incarceration standards and respect for human rights in developing countries. These emerging concerns for such incapacities and incompatibilities became even more pronounced in the last 22 years of dictatorial regime under the Jammeh administration which used prison centers as dumping ground for political opponents with wide spread arbitrary arrest and detentions.

In this regard and given the desire for a new dispensation under a democratic control of security services, the SSR project seeks to provide in two points: (1) to support a capacity building of prison officers both local and international training courses (2) to support study tour to benefit from experiences in similar establishment in the region. In this regard, there was a proposed support to the prisons to carry out a study tour visit to Ghana to share experience on management of correction facilities in line with the best practices.

In relation to the above, five senior prison officers accompanied by the UNDP SSR specialist embarked on a one week enhancement capacity study tour to Ghana and amongst the activities included a brief status quo of Ghana Prisons services. This followed series of presentations by various units 'heads and visits to most prisons facilities in Ghana.

Finally a debriefing was held by Ghana prisons Director General on the outcome of the study tour conducted by the Gambian delegation.

ACKNOWLEDGEMENT

This report is a vision as well as a most profound support and collaboration from both the government of the Gambia and the United Nations Development Program (UNDP). It is therefore important to recognize their effort.

Firstly in this regard is the enormous support of the Gambia government approval of the UNDP work plan 2019 for five senior prisons officers to conduct a one week capacity enhancement study tour to the Republic of Ghana through the Ministry of Interior and the office of the National Security (ONS).

The Gambia Prison Department wishes to recognize United Nation Development Program (UNDP) for their laudable gesture for sponsoring the capacity enhancement study tour of the said officers to the Republic of Ghana on the ongoing Security Sector Reform Programs geared towards reforming the Security Institutions to effectively respond to the security and justice needs of the citizens.

On the other hand special thanks goes to the government of Ghana particularly the prisons Services in providing the enabling environment and warm reception accorded to the delegation during the one week stay in Ghana without which the delegation would not have been privileged to access the required information needed for complimenting the ongoing Security Sector Reform Programs in the Gambia.

OBJECTIVE

The study tour is intended to expose senior Gambia prison official to the management of prison services of an acknowledged recognized country that respect Human Rights and upholds acceptable standards of incarceration. The study tour would benefit from lesson learned and the experience shared would be customized to Gambian context in line with acceptable international standards.

RECOMMENDATIONS OR LESSONS LEARNT IN A COMPARATIVE TABLE FORM

CONTENTS	IN GAMBIA PRISONS	IN GHANA PRISONS	REMARKS
Admission and Discharge board	Admission and Discharge of inmates is conducted by one person, the officer in charge of the reception	There is a board responsible for Admission and Discharge of inmates	There is need for establishment of such boards
Chaplaincy Unit	The unit is not established and both chaplains come from outside largely with little or no knowledge of inmate reforms	A chaplaincy unit consisting of prison officers from the two religious denominations Islam and Christianity provides counseling, religious education and advocates for assistance from philanthropist	The department therefore is in dire need of such people with the requisite knowledge
Open camp prisons	Such facilities are not found in the Gambia	Open prison camp prepares prisoners who are about to be discharged, must be citizens of Ghana and of good behavior and character for re-integration prior to their discharge.	It is therefore recommender for the creation of such facility to enable easy reintegration of inmates to their family members/society.
Case tracking system	There is a section of the police force responsible of that but not effective to identify re-offenders.	There is a case tracking system in Ghana Prison which comprises of a board responsible for collecting offenders data to enable detect and account for re-offenders when they commit crime upon completing their sentences.	There should be a board responsible for such responsibilities rather than a section.
Riot control unit	There is a riot control unit responsible to intervene in any eventualities in the Prisons but with less resources, manpower and equipment.	Well established and equipped Special Weapon and tactic Unit SWAT with different branches tasked for different purposes	strengthen the manpower, train, equip the already existing Prison Special Reinforcement Unit to enable them perform their task as expected
Incentive package for graduates	The Gambia prisons does not have such	The Ghana government has created special incentives package to attract graduates to join Ghana Prison service fifteen percent of their basic salary is	There is need for the Gambian government to initiate such methods in other to attract graduates to join the Gambia

		added on to their salary as professional allowance.	Prisons
Collaboration with NGOs and other philanthropist organizations	Limited collaboration with NGOs and philanthropists and other philanthropist organizations	The Ghana Prisons service in collaboration with NGOs and Philanthropist were able to create income generating skilled training facilities eg mineral water production, toilet rolls, shoes, bricks making, carpentry and tailoring workshops etc to acquire income generating skills for the inmates	There is need for NGOs and philanthropist to fully participate in the reformation process of the Gambia Prisons
Classification of inmates	There is limited classification within these categories of inmates	Prisoners are classified according to their offences and condition eg. high risk offenders from criminal offenders, juvenile from adults, females from male and inmates affected with contagious diseases	There is need to improve on the existing system in conformity with international standards
Scanning and metal detecting devices	Non existence	Scanning machines and metal detecting devices are found at almost all the maximum and minimum prisons entrances and metal	There is need for such devices to be installed in all the prisons entrance to control the smuggling of prohibited article in and out of the prisons
Bunk beds	Not existing	Bunk beds are found in all inmates dormitories	Such beds should be introduced to address the issue of over crowding
Telephone facilities	Not existing	Telephones set are installed in all the prisons to ease communication with family members which is monitored by prison officers at the controlled room	The introduction of such a system would reduce the smuggling of mobile phones into the prisons
Officers mess	Existing but not up to standard or functional	There are well furnished officers mess for both senior and junior officers for multipurpose functions	It is recommended that the existing mile II officers mess to be upgraded and the creation of such in Jeshwang prison camp and Janjanbureh prison

BRIEF HISTORY OF GHANA PRISONS

The first presentation was done by the Deputy Director General who briefly explained to the delegation about the scope, Legal mandate, functions, vision, mission, governing body, management structure and the establishment of Ghana prisons.

The Service comprises forty-five (45) Prison Establishments located in all the ten regions of Ghana. At the apex is the Prisons Headquarters in Accra which also houses the offices of the Director-General of Prisons and his two deputies, five Directors of Prisons and other principal office holders. The Headquarters is the administrative nerve centre of the Service where prison policies are formulated for effective management of all prison establishments in Ghana. In addition, there are seven (7) Central Prisons, seven (7) Female Prisons, and fourteen (14) Local Prisons, one Medium Security Prison located at Nsawam, one Contagious Disease Prison (CDP) at Ankaful and nine (9) Agricultural Settlement Camp prisons. A new Maximum Security Prisons has been opened at Ankaful in the Central Region. In addition to these prisons are the Prisons Officers Training School (POTS) in Accra with the sole objective of catering for the internal training and human resource development of prison officers and the Accra Senior Correctional Centre (formerly called Ghana Borstal Institution) for the moral training and proper socio-religious development of juvenile offenders

Subsequent to the first presentations, series of presentations were done by various directorates of different units namely,

- Criminal Record unit where the presenter emphasized on the criminal record procedure, e.g. admission and discharge of prisoners.
- The officer in charge of Reformation and Rehabilitation deliberated on various reformatory and Rehabilitation activities which includes formal and non formal education, agriculture, income generating skills and sporting activities.

- The head of Finance Unit explained about the financial management processes of Ghana Prisons Services which includes the regulatory framework, key actors in finance management and phases of budget preparation and management.



Presentation by the various Directorates of Ghana Prisons on prisons Management and Techniques

VISIT TO AWUTU OPEN CAMP

The delegation visited AWUTU OPEN CAMP situated 27km from Ghana Prisons headquarters in Accra. The camp is an open Prison concept with no walls or strong physical barricades and it houses 160 male inmates only. The criterion for admission into the camp includes good conduct, citizen of Ghana, low sentences and those on the verge of completing their sentences. The AWUTU OPEN CAMP usually does not directly admit inmates but receives them from the 44 prisons holding centers across Ghana. The main idea behind the camp concept is to prepare the would- be- soon freed prisoners for seamless re-integration prior to their discharge.

The camp engages inmates on various trainings in agriculture e.g. food production, animal husbandry, and aquaculture. The produce from the farm is used to supplement government's subvention to the prisons and some of the products may also be put on sale to the public or be supplied externally upon request/order.

The prisoners are entitled to visits in every forth night and can make telephone calls to their families at the expenses of Ghana Prisons but on strict supervision by the prisons staff including direct monitoring of call content and conversations.



AWUTU OPEN CAMP PRISON

VISIT TO ANKAFUL MAXIMUM CENTRAL PRISONS

This maximum central prison was established in November 2011 to house a capacity of **2000** inmates of high risk offenders under the category of rape murder, manslaughter etc. It became operational in 2012 with a start-up total roll of **200** inmates with sentences ranging from **30** to **160** years in custody. Currently the nominal roll of the inmates is **700** male only whilst the Prison officers comprises of **125** male and **38** females. The Prison has **6** blocks with a capacity of **10** cells each containing **5** inmates with CCTV cameras in every strategic location but not operational at the time of our visit. A scanning machine is mounted at the main entrance where visitors including officers go through a screening process to avoid any prohibited articles or contraband being smuggled into the prison. According to the officer in charged the prison has an admission and a discharge board which comprises the following representations that assess the inmates during admission and discharges.

- The officer in charge
- Representative from the religious leaders
- Representative from the medical services
- Representative from the legal aid
- Representative from the labor Department
- Representative from the police
- Representative from the traditional authority
- Representative from the Immigration Department
- Representative from the Education Department etc.

The roll of the two boards is to assess and support the inmate during admissions and discharge in their area of interest so as to avoid the tendency of re-offending.

There is also an intelligence unit which gathers relevant information, threats and advises the administration for further actions.

The facility has a well equipped and fully operational clinic that cares for the health of the inmates for 24 hours a day. It has four well trained staff assisted by two inmates for its operations.

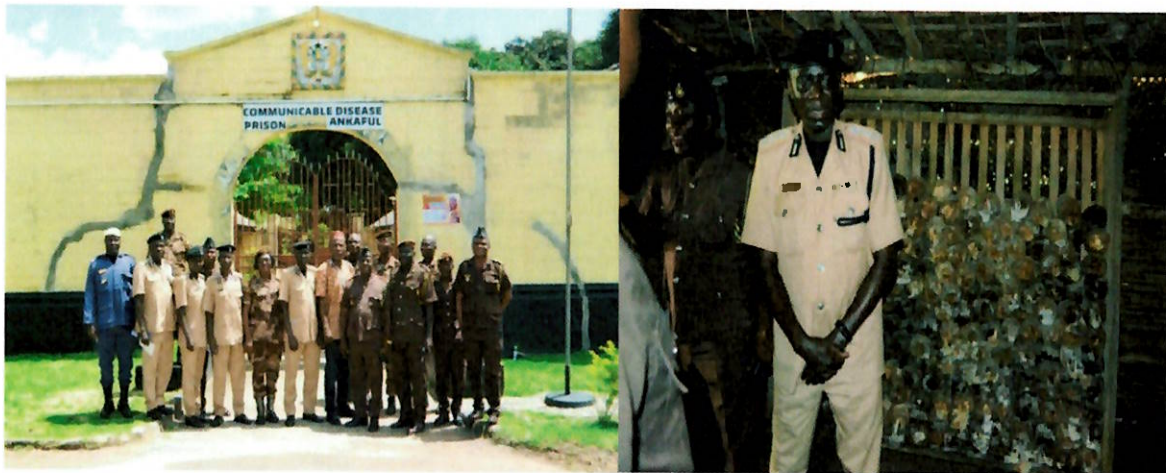
A formal school is created to teach inmates who are interested in acquiring basic education instead of learning skill. Gardening is also practice but with a small number due to the nature of the prison. A church and a mosque were also built to allow interested inmates to perform their usual religious obligations. In other to keep the livelihood, health and reduce the stress of inmate the prison also has a football pitch which is used by inmates as well as the staff for sporting activities. It also has a mini market which is used by both inmates and staff.



VISIT TO COMMUNICABLE DISEASES PRISON

According to the officer in charge, the facility was built in **1948** with a capacity of **60** inmates who are affected with communicable disease like Tuberculosis and leprosy drawn from the **45** prisons across Ghana to avoid transmitting the disease to their colleague. It has **6** blocks with an infirmary to support the staff in treating minor sicknesses. The prison also has a welfare unit which works closely with the social welfare Department to cater for the needs of the inmates. It

also has coco and banana plantation, and a mushroom farm all designed to complement the inmates feeding and promote skills acquisition.



COMMUNICABLE DISEASES PRISON

VISIT TO ANKAFUL MAIN PRISON CAMP

This prison facility was built in **1946** and was used by the West African frontier forces/soldiers after the Second World War for the purpose of keeping the captured prisoners during the war. It has a roll of **153** inmates but can contain up to **800** inmates. The camp was built to decongest other camps within the region.

There are different skills training workshops e.g. Weaving, Barbing, Shoe making and Tailoring are available to help inmates acquire income generating skills to enable them sustain themselves at the end of their sentences. A mosque and a church are built in the camp for inmates to practice their religious obligations.



ANKAFUL MAIN PRISON CAMP

ANKANFUL PRISON ANNEX

As the name indicates this prison is an annex of ANKANFUL PRISON CAMP. It has **03** Blocks which can house a capacity of **800** inmates but currently, it has a roll of **594** male inmates.



ANKAFUL PRISON CAMP ANNEX

VISIT TO CAPE COAST CASTLE

As part of the ongoing study tour, the Gambian delegation visited the CAPE COAST CASTLE located in the Central region of Ghana. As per the explanation from CLIFFORD ASHUM the regional Director, Ghana has four castles but this castle is recognized as a historical site by UNESCO. It was founded in **1550** by the Portuguese but later taken over by the British who controlled the area for **366** years. The castle was mainly used as a holding center for of slaves and captives during the slave trade before they embarked on the journey of no return to Africa. The cultural significance of this castle as was presented by the tour guide, touched the hearts and minds of the whole delegation - describing the act as inhumane and a violation of human rights.



CAPE COAST CASTLE (SLAVE HOUSE)

VISIT TO NSAWAM SECURITY PRISON

The prison is the largest facility located in the eastern region of Ghana and was commissioned in **1960** with a capacity of **717** male inmates. There are six prisons establishments under the command of the facility. Nsawam male prisons, Koforidua local prisons, Akusu male and female prison, Forifori camp and Nsawam male prison.

There are eight blocks with each holding a capacity of fifty (50) inmates with at least two senior officers attached as in charges while junior officers are deployed on 24 hour shifts.

The physical structure of the facility is such that the height and thickness of the wall makes it difficult for inmates to jump over. Besides that, an inner scale chain link prevents inmates from having direct and easy access to the wall.

The facility has a clinic headed by a medical superintendent and assisted by other prison personnel who are responsible for the Inmates health care.

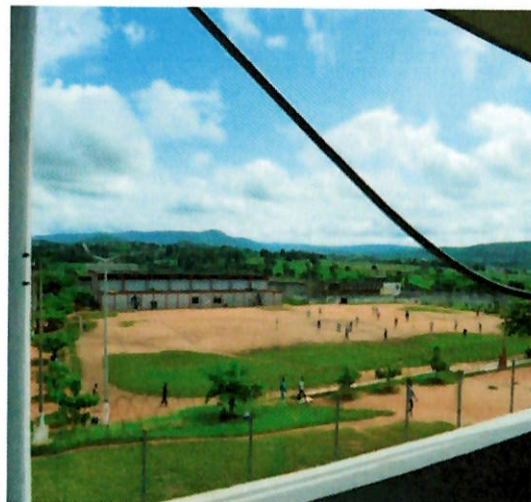
The inmates are also provided with counseling and psychological services at the correctional Centre and spiritual support at the chaplaincy where a pastor and an imam both prison personnel are in charge.

A standard football field is available where inmates play football and volleyball tournaments within themselves and at times compete with outside teams.

Telephone sets are provided for the inmates to make telephone calls to their families. This we were told is available in all the **45** prisons across Ghana but are strictly controlled and supervised by a switchboard manned by prison personnel.

In their quest to reform and rehabilitate the inmates, the facility avails the inmates with employable skills such as carpentry, tailoring, and door mat making for their re-integration into society upon completion of their sentence. Toilet roll manufacturing factory is also found in the prison complex as skill learning for the inmates. According to the officer in charge of the prisons, a local NGO partners with the prisons in providing the machinery, finance and the raw materials whilst the prison support in the area of man powder. Some of the end products are sold in the outside market to support the welfare of the inmates whilst others are used by the inmates. The income generated from the factory is shared between the NGO and the prisons in which the inmates have a certain percentage kept aside for them.

Formal education from primary to senior secondary level is also provided to inmates.



NSAWAM SECURITY PRISON

VISIT TO NSAWAM FEMALE PRISON

This facility was opened on the 10th December 1973 and is the largest female prison in the country with four cells to accommodate a capacity of **200** inmates. Currently the roll is less than a hundred with various offences such as murder, manslaughter stealing etc.

According to second in command, the facility only experience overcrowding on 7th December 1988 when 17 female Ghanaians serving jail terms in Nigeria were transferred to the facility.

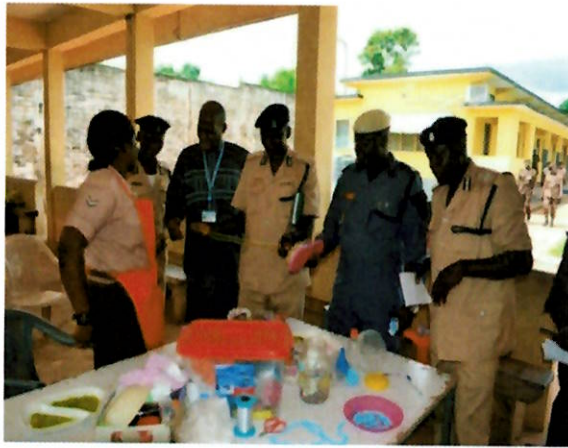
The infirmary is manned by a qualify prison nurse assisted by two health aids. Minor cases are treated at the infirmary whilst serious cases are referred to the NSAWAM MALE PRISON CLINIC or outside clinics depending on the condition of the case.

The facility runs formal education which includes an ICT centre. Inmates have the privilege to write the WASSCE and National Vocational Training Institute (NVTI) examinations.

The prison officers engaged in teaching the inmates various income generating skills e.g. detergent soap making, tailoring, beads making and hair dressing.

The facility also has a separate cell to house pregnant and nursing inmates. In an event an inmate is admitted with a child, the said child is taken to the Social Welfare whilst the pregnant inmate after delivery maintains her baby for a period of two years before being handed over to the Social Welfare department.





NSAWAM FEMALE PRISON

VISIT TO SENIOR CORRECTIONAL CENTRE (JUVENILE WING)

The centre was established on the 19th May 1947 formerly called GHANA BORSTAL INSTITUTE (GBI) and was run by the department of Social Welfare until 1958 when prisons took over.

It was established by the Ministry of the Interior and renamed SENIOR CORRECTIONAL CENTRE (SCC) by the Juvenile Justice Act, 2003 which gave it a new mandate in its operational functions. The act gave the facility the power to detain juvenile offenders between **13** to **21** years for a minimum of **03** months and a maximum of **03** years detention period. The centre has 8 functional dormitories and hence the only juvenile centre is housing close to more than two hundred offenders.

The change in name was intended to reflect in the policies, programs, activities and structure of the centre in order to conform to international accepted standards with regards to offender treatment and training specifically juvenile correction.

The centre's core activities aimed at REFORMATION, REHABILITATION and REINTERGRATION of offenders via formal education. A school block with three class rooms with teachers is available to teach the offenders different subjects' areas. It is Interesting to know that the offenders are allowed to sit for both internal and external Junior and senior secondary examination.e.g. WASSCE.

Offenders are also taught Vocational and income generating skills training like beads making, tailoring, painting, welding and general electrical installation. Those who have mastered their skills are made to sit for the National Vocational Training Examination.

The centre also has a library and a computer laboratory that offers basic ICT lessons and training to all inmates.



Ghana Prisons Senior Correctional Centre (Juvenile Wing)

VISIT TO JAMES CAMP PRISON

James Camp Prison was established around 1948 as a camp prison. The premise was formerly used as a base for the West African Frontier Force for the Signal Regiment. It was later converted to a male adult prison after World War II. It is mainly for short sentence prisoners and those about to complete their sentences. The aim was to help reintegrate inmates into society when discharged. James Camp prison is the only male adult prison in the Greater Accra Region. The current staff strength stands at **230** and inmates at **252**. The station has **15** cells/blocks in the yard and run by funds from Headquarters through impress system.

TYPE OF TRAINING PROGRAMME AT JAMES CAMP PRISON FOR INMATES

The camp offers Traditional and Modern industrial training activities,

THE TRADITIONAL INDUSTRIAL ACTIVITIES includes; Block molding, Carpentry, Masonry, Tailoring – it has been upgraded to fashion and designing and sewing of security services uniforms, Shoe making, Electricals, Carpentry.

THE MODERN INDUSTRIAL ACTIVITIES: includes weaving, Batik, Tie & Dye, Wood works, Wig weaving, Beads making, Doormat production, Barbering, Bamboo works, Toiletries and home chemicals production – this is basically the production of home or domestic use like; liquid soap, detergents and Beads making.

The camp is also engaged in agricultural activities in the areas of livestock keeping, farming Aquaculture and Aquarium construction.

“WATER PRODUCTION “CAMPERS NATURAL MINERAL WATER”

A natural mineral water manufacturing factory is also found in camp where inmates are trained how to process bottled water. According to officer in charge, a local NGO provided the machinery and finance whilst the prisons support in the area of man powder. The end products are sold in the outside market and the income generated is shared between the NGO and the prisons in which the inmates have a certain percentage kept aside for them.

REFORMATION PROGRAMMES

As part of the reformation programs, the camp offers counseling, psychological, social works and trauma healing programs as well as religious activities targeted at reforming inmates.

EDUCATIONAL PROGRAMMES

They also conduct ICT/Computer Training lasting for a period of **3 to 6** months. The inmates are trained in basic computing focusing on Microsoft office environment such as:

MS word, Power Point, Excel and Publisher. Due to modern trends, they also introduced Creative art application like Coral draw. Finally they also extended the training to internet and photography which can easily get them job opportunities upon discharge after serving their sentences.



JAMES CAMP PRISON

GHANA PRISON TRAINING SCHOOL

It was established in September 1947 inherited from Signal regiment of the Royal West African Frontier Force. It was formerly called WARDERS training depot to offer the existing prison warders to receive formal training on basics of prison duties.

On 1st January 1964, the prison department was separated from the Ghana Police service and was subsequently named Ghana Prisons Service headed by a commandant. The primary mandate of the school is to train the required man power for both junior and senior officers.

The school has an administrative block containing offices, a multi-purpose hall, and six dormitories with a capacity of **240** trainees, a computer laboratory, library, school mess and a **25**metres sq field for drill.

The school also provides following courses:

RECRUITMENT COURSES: These are offered to young men and women who have been enlisted in to the junior officer category of the service. The purpose of this training is to introduce the basic essentials work of the prison work and requisite skills.

OFFICER CADET COURSES: This course is run to prepare personnel for appointment into the senior officer level. Such courses are organized for direct applicants who must have successfully completed under officer cadet course and also for serving officers.

UNDEROFFICER CADET COURSES: This course is organized for direct applicants to prepare them for officer cadet course. The course is structured into three phases and run between twelve to fourteen months. First two months is for familiarization attachment, second phase is for academic and physical training sessions while third phase is for practical purposes.

SPECIAL COURSES: Such courses are organized for both junior and senior officers to update their knowledge in specialized area of prison work.

According to the school records in the year **2018** to **2019** calendar, **438** participants graduated on the 24th May 2019 and 423 graduated on the 26th July 2019.



Ghana Prisons Training school

VISIT TO KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE (KAIPTC)

The Gambian Prison officers' delegation was received by the deputy commandant of the center who gave a brief history background of the center. According to his statements, the center was established in 1998 and commissioned in 2004 by the Government of Ghana with a mandate of training Military, Police and Civilian for Multidimensional peacekeeping and peace support operations in Africa. In line with its mandate KAIPTC has delivered more than **400** courses on peacekeeping related issues and thus trained more than **18,000** Military, Police and Civilian personnel.

The deputy commandant further stated that base on the quality services delivered in the area of training, research and academia KAIPTC has attracted significant international visibility, partnership and recommended by ECOWAS as the best center for excellence in Africa. He also mentioned that KAIPTC benefit technical and financial support from its partners like Austria, Denmark, France, Germany, Mali, Nigeria, Norway, Switzerland and the United States.

Finally he stated that KAIPTC registered success in the following areas; Academia, Research, Technical assistance and consultancy service on policy development/policy related programs,

Project planning and Management for assignment in Africa peace and security of which the Gambian Prisons Service is no exception



KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE (KAIPTC)

VISIT TO KWAME NKRUMAH MUSEUM

Upon arrival at the museum of the famous and first president of the Republic of Ghana, the Gambian Prison delegation was received by the tour guide of the museum who led the team on a tour of the area. He gave a brief historical background of the museum. He further said the area was used by the former British colony as a ground for playing Polo and Golf.



KWAME NKRUMAH MUSEUM

RETIRED PRISONS OFFICERS ASSOCIATION OF GHANA

The association was established on the 12th November 1996 with a membership of 200 personnel. The objective is to help each other financially, socially and psychologically. The president of the association stated that, retired prison officers die shortly after retirement due to lack of socialization/interaction previous to them when they were active in service. With this initiative, they realized positive changes as the more they meet the stress syndrome reduce.

It is a registered association with a membership card issued for identification. It is headed by a president assisted by a vice president, a secretary general and treasurer. Meetings are held once in a month to discuss issues concerning the association and also a subscription of ten Ghana Cedis by each member.

The Ghana prison department provides free transport for funeral services when a member of the association passes away. The members are given the chance to send in their siblings during recruitment by the Ghana Prisons services as a token to show their appreciation for their service they rendered to the prisons.



RETIRED PRISONS OFFICERS ASSOCIATION OF GHANA (REPOAG)

MEETING WITH THE CHAPLAINCY

The office consists of an imam and a pastor whom are both prison officers. The imam is responsible for the Muslim inmates whilst the pastor is responsible for the Christian inmates. Both chaplains assist and encourage the inmates in their various denominations to pay attention to their religions. The Muslims are free to observed the holy month of Ramadan, read the Quran attend Juma prayers and all Muslim feasts. The Christians on the hand are also allowed to attend church services, fast and observed all Christian feasts.

The Imam and pastor counsel new inmates upon admission and also preach peace among inmates to encourage religious tolerance. To lay emphasis on that, football matches are usually organized between Christian and Muslim inmates. It is an office where inmates can confess their sins and reconcile between inmates and families can be organized.

The chaplaincy office is used to gather intelligence information for the benefit of the prisons authority.

The office encourages both Christian and Muslim NGO s to come to the aid of the prisons to compliment government efforts.

OPERATION UNIT

The operation unit also known as the Special Weapon Tactic unit (SWAT) of Ghana prisons is headed by a Director. This unit is responsible for handling threats, providing external security of the Prisons, riot control, jail break, VIP protection, Fire outbreaks, hostile situations and escorting high risk offenders to hospital, court, from one Prison to another etc. The unit is divided into the following areas

- | | |
|-----------------------------------|--------------------------------------|
| 1. Emergency response team | 4. Protection unit |
| 2. Communication unit | 5. Information and Technology |
| 3. Intelligence unit | 6. Armourer |

The main objective of the unit is to provide safety in the Prison and is all over the 45 prisons in Ghana and in partnership with other security institutions such as the Police, Fire and Rescue Services, Immigration and the Army. The following weapons are used for their operations; Pepper spray, Pistol, Lethal weapons etc.

DE-BRIEFING

The Director General of the Gambia Prison Services described the visit as relevant and timely to the Prisons reform and ongoing Security Sector Reform (SSR) Process in the Gambia. He also seized the opportunity to express his appreciation on the hospitality accorded him and his delegation during the visit. He further stated that the Gambian delegates gathered a lot of lesson during the period of their visits and interaction at various prison facilities in Ghana which can be applied upon their return. Finally he requested from the Ghanaian Prison authority for further collaborations in the area of training for both Senior and junior management categories.

On his part, the Director General of Ghana Prison services acknowledged the request from the Director General of the Gambian prison services and promised to act upon the request. He also stated to further intensify the cooperation between the two Prisons. The visit ended with two dinners at the senior and junior officer's messes with a live performance from the Ghana Prison band. The delegation returned to the Gambia on the 3rd November 2019.



ANSUMANA MANNEH

DIRECTOR GENERAL OF PRISONS

Signature