United Nations
Peacebuilding

Project Title: Strategic Advice and Suport to the Security Sector Reform and Governance in the Gambia **Project Number from MPTF-O Gateway: IRF 105728**	
If funding is disbursed into a national or regional trust fund: ☐ Country Trust Fund ☐ Regional Trust Fund **Name of Recipient Fund:**	**Type and name of recipient organizations:** **RUNO** UNDP, UNOWAS, DPKO SSR, Government of the Gambia: **(Convening Agency)** please select please select please select please select
Date of first transfer: 01 May 2017 **Project end date:** 30 April 2020 **Is the current project end date within 6 months?** No	
Check if the project falls under one or more PBF priority windows: ☐ Gender promotion initiative ☐ Youth promotion initiative ☐ Transition from UN or regional peacekeeping or special political missions ☐ Cross-border or regional project	

Total PBF approved project budget (by recipient organization):

Recipient Organization	Amount
UNDP	$ 1400000.00
	$
	$
	$
	Total: $ 1400000.00

Approximate implementation rate as percentage of total project budget: 100%
ATTACH PROJECT EXCEL BUDGET SHOWING CURRENT APPROXIMATE EXPENDITURE

Gender-responsive Budgeting:

Indicate dollar amount from the project document to be allocated to activities focussed on gender equality or women's empowerment: 20%Amount expended to date on activities focussed on gender equality or women's empowerment: USD 30,000

Project Gender Marker: GM2
Project Risk Marker: Medium
Project PBF focus area: 1.1 SSR

Report preparation:
Project report prepared by: Baboucarr Sowe *Baboucarr Sowe*
Project report approved by: Nessie Golakai-Gould *Nessie Golakai*   15-Jun-2020
Did PBF Secretariat review the report: Yes

NOTES FOR COMPLETING THE REPORT:
- *Avoid acronyms and UN jargon, use general /common language.*
- *Report on what has been achieved in the reporting period, not what the project aims to do.*
- *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: OVERALL PROJECT PROGRESS

Briefly outline the **status of the project** in terms of implementation cycle, including whether preliminary/preparatory activities have been completed (i.e. contracting of partners, staff recruitment, etc.) (1500 character limit):

This project has already come to an end on 30 April after enduring 3 'No-Cost Extentions' largely attributed to delays on ownership and leadership issues around the Security Sector Reform process. The reporting period covers the lifespan of the project from May 2017 to April 2020. All major proposed activities have largely been competed namely: a) setting up and operationalising the Office of National Security which is now embedded in the new draft constitution gazetted 2020,

a duly approved National Security Policy by the President in June 2019, development of 2 key SSR documents (National Security Strategy and Security Sector Reform Strategy), partial decentralization of the Office of National Security, a gender-responsive SSR training conducted for security personnel and a number of study tours conducted in the region, a programatic framework for future SSR support drafted and a Terminal Evaluation conducted marking the end of the project in last April.

Please indicate any significant project-related events anticipated in the next six months, i.e. national dialogues, youth congresses, film screenings, etc. (1000 character limit):
Not available given that the project has now come to an end

FOR PROJECTS WITHIN SIX MONTHS OF COMPLETION: summarize **the main structural, institutional or societal level change the project has contributed to.** This is not anecdotal evidence or a list of individual outputs, but a description of progress made toward the main purpose of the project. (1500 character limit):
The project has significantly contributed and resulted to the following:
The establishment and operationalization of the Office of National Security, the establishment and institutionalization of an SSR International Advisers Group collocated with the ONS offices;
A new Minister of Defence has now been appointed as duly recommended in the SSR assessment -resulting in the formation of a reasonable firewall to delink with the presidentcy (one man show) and hence promoting depoliticization of the security,
Gender-responsive SSR training within the security institutions including the formation of a 'gender caravan' had raised (and is raising) awareness and had helped to set up institutional gender desks (focal points) and the drafting of gender policies (piloted for Police and Immigration) and supporting the establishment of a female police network within the Gambia Police Force thus contributing to gender mainstreaming in the security sector. Also, the general public has began to call for accelerted reforms of the sector and for more government ownership and leadershi of the process consideration the relevance of a 'whole of government' approach - drawing from public perception surveys by an EU-suported project and the National Bureau of Statistics

In a few sentences, explain whether the project has had a positive **human impact**. May include anecdotal stories about the project's positive effect on the people's lives. Include direct quotes where possible or weblinks to strategic communications pieces. (2000 character limit):

A positive human impact of the project includes: a realization that Security Sector Reform is relevant to solve 'post-authoritarian legacies' of the past regime in which, the security has been adversely used as a tool for personal political gains and dictatorial benefits.

Another human impact is that the project initially helped to stand the position of National Security Adviser by paying over 23 months of emoluments while the government sought to create the position. This was a motivation to incentivise the occupant. Government has since taken over.

The inauguration of a Gender Caravan brought together local communities, wives and families of soldiers at a military barracks where a soldier's wife expressed delight that the Caravan could help address their plight and enhance their empowerment

The general public (as corroborated in perception surveys), has largely drawn from the ongoing Truth Reconciliation and Reparation Commission proceedings that indeed, a comprehensive reform of the security sector is key to ensuring accountability, justice and respect for rule of law to keep them safer as they now started to feel. Monthly communication bulletins/newsletters on the reform activitites were published by the Office of National Security and these provided a platform for updates on the process and the radio talk-shows allowed listeners to call-in and contribute.

PART II: RESULT PROGRESS BY PROJECT OUTCOME

Describe overall progress under each Outcome made during the reporting period (for June reports: January-June; for November reports: January-November; for final reports: full project duration). Do not list 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.

- *"On track" refers to the timely completion of outputs as indicated in the workplan.*
- *"On track with peacebuilding results" refers to higher-level changes in the conflict or peace factors that the project is meant to contribute to. These effects are more likely in mature projects than in newer ones.*

If your project has more than four outcomes, contact PBSO for template modification.

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

Rate the current status of the outcome progress: on track

Progress summary: *(3000 character limit)*
An established and operationalized Office of National Security has created a government coordination body designed to 'bring to the table' all the 8 established security institutions to develop national policies and plans for the implementation of the reform process. The government has now appointed a Deputy National Security Adviser, a Chief ofStaff and 4 other senior directors to elevate the Office of National Security's management capacity. The National Security Adviser's coordination role (for individual secutiy institutions) is taking a

good shape although not good enough to ensure stricter compliance for these security institutions to more proactively take on the reform process. Despite this development and thanks to the appointment of a new Minister of Defense, some institutions are already fully engaged internally in putting together bits and pieces of policies ahead of institutional policy development (particularly a defense policy) as part of the SSR programming phases. Already, the SSR project has supported the Immigration and the Police in developing their own individual institutional policy.

Indicate any additional analysis on how Gender Equality and Women's Empowerment and/or Youth Inclusion and Responsiveness has been ensured under this Outcome: *(1000 character limit)*

Gender-responsive security sector training (basic, intermediate and advance levels) for selected security pesonnel from all the 8 security instituions and from civil society and Women's Bureau have provided an opportunity to promote and advance gender mainstreaming and the empowerment of women in security including supporting the establishment of a female police netwrok. These efforts ccomplement the national gender policy and the implementation of UN-SCR resolution 1325 (2000). A gender Caravan has also been inaugurated to go countrywide and sensitize security families and local communities around their instalations.

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: *(3000 character limit)*
The international SSR partners (at the working/technical level) have since formed an International Advisers Group collocated at the Office of National Security. This group meets regularly and it is institutionalized to advice the Office of National Security on design and implementation of reform processes. Coordination at this level has been hailed by the host government and Office of National Security as useful and relevant in supporting the SSR process. This same group was also mobilised by a UNDP-hired consultant to bring together and consolidate all individual donor partners into a joint matrix table that gives visibility to everyone's contribution to the SSR process. This is designed to help the host state to have a handle on who is doing what and how the use of resources could be maximized and ensure duplications are avoided and our comparative advantages are effectively utilized. Such coherencies and coordination efforts complements the work of the national SSR Steering Committee/Project Board which incorporated inputs and updates from the European Union projects, ECOWAS SSR support and other partners in its semi-structured bi-weekly meetings.
The levels of coordination include: a) at the Steering Committee/Project level (Chaired by the Mnister of Justice) that brings together partner Ambassadors, and Sprecial/resident representatives/coordinators and key government Ministers of Justice, Interior, Defence, Foreign Affairs, Women's Affairs and Finance. The government side is mostly thinly represented partly because it is at the ministerial level and not at the presidency given the politically charged nature of SSR, b) international partners forum that brings in all SSR partners and this is chaired at the National Security Adviser's level for updates on SSR rocess and projected support needs and c) The International Advisers Group at the technical working level and collocated at the Office of National Security

Indicate any additional analysis on how Gender Equality and Women's Empowerment and/or Youth Inclusion and Responsiveness has been ensured under this Outcome: *(1000 character limit)*

The International Advisers Group avail itself in gender-responsive trainings on SSR and bring in experiences and lessons learnt on gender equality and women's empowerment from outside the Gmbia. These group members sometimes used as co-presenters during training sessions and workshops

Outcome 3:

Rate the current status of the outcome progress: Please select

Progress summary: *(3000 character limit)*

Indicate any additional analysis on how Gender Equality and Women's Empowerment and/or Youth Inclusion and Responsiveness has been ensured under this Outcome: *(1000 character limit)*

Outcome 4:

Rate the current status of the outcome progress: Please select

Progress summary: *(3000 character limit)*

Indicate any additional analysis on how Gender Equality and Women's Empowerment and/or Youth Inclusion and Responsiveness has been ensured under this Outcome: *(1000 character limit)*

Outcome 5:

Rate the current status of the outcome progress: Please select

Progress summary: *(3000 character limit)*

Indicate any additional analysis on how Gender Equality and Women's Empowerment and/or Youth Inclusion and Responsiveness has been ensured under this Outcome: *(1000 character limit)*

Outcome 6:

Rate the current status of the outcome progress: Please select

Progress summary: *(3000 character limit)*

Indicate any additional analysis on how Gender Equality and Women's Empowerment and/or Youth Inclusion and Responsiveness has been ensured under this Outcome:
(1000 character limit)

PART III: CROSS-CUTTING ISSUES

Monitoring: Please list monitoring activities undertaken in the reporting period (1000 character limit)	Do outcome indicators have baselines? yes Has the project launched perception surveys or other community-based data collection? **The project did not launch any perception survey but rather relied on other partners on SSR including the national bureau of statistics**
Evaluation: Has an evaluation been conducted during the reporting period? yes	Evaluation budget (response required): **30K was put aside to conduct the evaluation which has been successfully completed but done from remote due to the COVID-19 pandemic** If project will end in next six months, describe the evaluation preparations *(1500 character limit)*: N/A
Catalytic effects (financial): Indicate name of funding agent and amount of additional non-PBF funding support that has been leveraged by the project.	Name of funder: Amount: EU: **1.5 Million Euros** UNDP **USD-150K as bridge to ensure continuity between Phase 1 support and Phase 2 impending**
Other: Are there any other issues concerning project implementation that you want to share, including any capacity needs of the recipient organizations? *(1500 character limit)*	The receipient oganization would need to mirror a dedicated internal body to regulate the 'too many cooks' in the same pot on SSR support to the Gambia. This means different partners with different agenda all wanting to support Gambia must be internally regulated to determine entry points, mode of support, ensure there are no duplications and a maximised use of resources is institutionalized

PART IV: 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	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (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 developped. The National Security Strategy developed and ready for implementation from 2020 to 2024	Fully decentralized SSR process that brings onboard all national stakeholders nation-wide.	Decentralization of the Office of National Security started in (at least) 2 regions as a pilot approch to cover nation-wide. Ongoing process of finalizing the 2 strategies (NSS and SSRS) ready for implementation by 2020. A new Minister of Defence appointed and a Defense policy drafting initiated	Insufficient ownership and leadership indicators from recipient institution and the absence of visible national funding exclusive for SSR decentralization

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Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
Indicator 1.2					
Indicator 1.3					
Indicator 1.1.1 Availability of a team providing strategic and technical support to develop SSR strategy	No such strategy in place	SSR strategic developped and ready for implementatio n, Strategy impementatio n benefits from findings and recommendati on of the project terminal evaluation	Project terminal evluation conducted to help identify and narrow gaps and challenges by an independent (outside) consultant done	SSR Strategy has been drafted and presented to the National Security Council for adoption. Impementation to start in ernest	Loose coordination arrangements within government circles to ensure final edits of the strategy completed. and printed and security council sits over it uncertainty about content of recommendations for right-sizing and hence a lack of full support COVID-19 barred outside consultant to show up.
Indicator 1.1.2 Detailed review of /assessment of defence security institutions. Institutions	Baseline: No detailed assessment data available, no benchmarks to draw	Target: Study tour carried out to draw lessons and best practices for reform	Planned tours executed	Security institutions began drafting of institutional policies and adopting best practices and	N/A

Output 1.1 Stakeholders (of the security security Sector) received the necessary strategic support to develop and implement a national SSR strategy

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	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
	capacity, be exposed to best practices and lessons learnt from other countries	experiences from			leassons learnt in external tours	
Output 1.2 An inclusive and participatory national sector-wide approach to SSR ensured	Indicator 1.2.1 Office of National Security established and operationalized,	Baseline: ONS not established	Target: ONS fully established and operational nation-wide	Office of National Security capacited and managemen t staff appointed	A Deputy National Security Adviser, Chief of Staff and 4 Directors appointed to Office of National Security	
	Indicator 1.2.2 Broad and inclusive approach to SSR strategy development and implementation established. Framework for dialogue with all stakeholders adopted	Baseline: Absence of a knowledge of SSR processes, dialogue with the popultion and key stakeholders insurficient	Maximum of 5 targeted meetings and consultations with stakeholders (men and women) in all the regions conducted		Two of the regions visited, discussions held with regional commissioners and other stakeholders towards expanding the office of National Security	SSR slow pace has delayed this expansion including the absence of the required number of ONS personnel to fully run the decentralization process including allocation of national resources.

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	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
Output 1.3 Expand capacity building of the Office of National Security	Indicator 1.3.1 Decentralization of the ONS started in the regions	ONS only operation in the Capital City	Decentralization operational in 2 of the 7 regions	Partially achieved	Survey of the two regions and purchase of office equipment completed	Delays in host state allocation of space, recruitment of personnel of ONS
	Indicator 1.3.2					
Output 1.4	Indicator 1.4.1					
	Indicator 1.4.2					
Outcome 2 Support of the International community to the SSR process is coherent and coordinated	Indicator 2.1 SSR is planned and implemented coherently and with coordinated support from the International community	Baseline: Absence of fully establsihed government-led SSR coordination body	Target: Establsihed coordination mechanism through the SSR International Advisers Group, and a resource mobilization strategy	Fully established and coordinated SSR process	International Advisers Group meets regularly and (for now) its chaired by the National Security Adviser as a representative of government on coordination but not yet sufficient and effective to represent the whole	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 directly to the president. These two groups may not be speaking the same language and on the same platform on SSR.

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
	Indicator 2.2				of government on SSR coordination	
	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 support is 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 use of resources	Delays from government to have a strong and well-established coordination body with a borad knowledge in coordinating donor support could further delay enahcned implementation.
	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		The initiative to engage a national think Tank was made but no further progress in this front	No resource mobilzation strategy in place except some adhoc arrangements not fully strategized 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 conspicously immerged

Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
		process, pledges by donors for implementation at sectoral level archieved			
Output 2.2					
Indicator 2.2.1					
Indicator 2.2.2					
Output 2.3					
Indicator 2.3.1					
Indicator 2.3.2					
Output 2.4					
Indicator 2.4.1					
Indicator 2.4.2					
Outcome 3					
Indicator 3.1					
Indicator 3.2					
Indicator 3.3					

Performance Indicators		Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
Output 3.1	Indicator 3.1.1					
	Indicator 3.1.2					
Output 3.2	Indicator 3.2.1					
	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					

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	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
	Indicator 4.1.2					
Output 4.2	Indicator 4.2.1					
	Indicator 4.2.2					
Output 4.3	Indicator 4.3.1					
	Indicator 4.3.2					
Output 4.4	Indicator 4.4.1					
Outcome 5						
	Indicator 5.1					
	Indicator 5.2					
	Indicator 5.3					
Output 5.1	Indicator 5.1.1					

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	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
	Indicator 5.1.2					
Output 5.2	Indicator 5.2.1					
	Indicator 5.2.2					
Output 5.3	Indicator 5.3.1					
	Indicator 5.3.2					
Output 5.4	Indicator 5.4.1					
Outcome 6						
	Indicator 6.1					
	Indicator 6.2					
	Indicator 6.3					
Output 6.1	Indicator 6.1.1					

Performance Indicators		Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
	Indicator 6.1.2					
Output 6.2	Indicator 6.2.1					
	Indicator 6.2.2					
Output 6.3	Indicator 6.3.1					
	Indicator 6.3.2					
Output 6.4	Indicator 6.4.1					

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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) Budget Resource Balance
OUTCOME 1: The SSR Stakeholders benefit from the necessary strategic support to elaborate and implement an inclusive national security 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	1500.00				
Activity 1.1.2:	1 Induction course for a 10-member drafting team supervised by 2 IAG members.	1500.00				
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	10000.00				
Activity 1.1.4:	Facilitate a High-Level Government Retreat	5000.00				
Output 1.2:	An inclusive and participatory national sector-wide approach to SSR ensured					
Activity 1.2.1A:	Recruitment of Resource Persons; 2 resource persons to support the IAG in facilitating induction workshop and mentor drafting teams	35000.00				
Activity 1.2.1B:	SSRS and NSS frameworks developed and NSP launching	50000.00				
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	64000.00				
Activity 1.2.3:	1 Induction course for 8 security institutions x 5-member teams in developing individual institutional policies	5000.00				

	Description	Amount		
Activity 1.2.4:	Review and finalise drafts in a 1-week seminar	15000.00		
Activity 1.2.5:	Printing of Individual Institutional Policies	10000.00		
Activity 1.2.6:	Support the establishment and capacity building of the Office of the National Security (ONS) with a SSR gender-responsive consideration	15000.00		
Activity 1.2.7:	Complete Gender-responsive SSR training to certify Gender SSR Experts across the security sector	20000.00		
Output 1.3:	Expand capacity building of the Office of National Security, mentoring leadership, institutions; policies and doctrines			
Activity 1.3.1:	Support Participation in international short courses in SSR/National Security for NSA and 2 ONS Staff	20000.00		
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	90000.00		
Activity 1.3.3:	Support the NSA's monthly Coordinating meetings of the Heads of the security sector institutions	1500.00		
Activity 1.3.4:	Support a 1-week sub-regional study tour of the security sector leadership comprising of 8 Chiefs; 2 PSs; 3 ONS Staff	75000.00		
Activity 1.3.5:	Support the development of a comprehensive communication strategy for SSR in collaboration with SSR Partners including the National Think Tank	20000.00		
TOTAL $ FOR OUTCOME 1:				
OUTCOME 2: Support of the International community to the SSR process is coherent and coordinated				
Output 2.1:	Framework for coordinated and coherent international support to SSR is established and functional			
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	30000.00		

Activity 2.2.2:	Facilitate dialogues of rights and women's groups and few selected for grants to promote their advocacy and outreach work	10000.00			
Activity 2.2.3:	Support development of gender focal groups across the security sector institutions / refresher course for gender experts within the individual security sector institutions	30000.00			
Activity 2.2.4:	Provide support to regular meeting of the SSR partners group and the SSR focal persons	2500.00			
Activity 2.2.5:	Support the NSA in holding coordination meetings with government's International SSR partners	3500.00			
Activity 2.2.6:	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	12000.00			
Activity 2.2.7:	Support the design and implementation of resource mobilisation strategy; includes short contracts of expert	22000.00			
TOTAL $ FOR OUTCOME 2					
Project personnel costs if not included in activities above		100000.00			
Project operational costs if not included in activities above					
Project M&E budget					
2nd tranche		420000.00			
TOTAL EXPENDITURE 2020			44689.00		
TOTAL EXPENDITURE2019			6251426.1		
TOTAL EXPENDITURE 2017			197067.45		
TOTAL EXPENDITURE 2018			44326.74		
GRAND TOTAL EXPENDITURE / COMMITMENTS TO DATE			1310825.80		
SUB-TOTAL PROJECT BUDGET:		1297100.00			
Indirect support costs (7%):		102900.00 GMS 7%	88601.20		
TOTAL PROJECT BUDGET:		1400000.00 total project budget expended/committed	1399427.00		573.00

REPUBLIC OF THE GAMBIA

SECURITY SECTOR REFORM STRATEGY 2020 – 2024

SSR Project Office Update

April 16, 2020

Contents

To transform the security sector by addressing Post-Authoritarian Legacies, developing Overarching security governance legal and policy frameworks, strengthening Civilian Management and Oversight Bodies, addressing Cross Cutting Perennial Challenges and reforming Individual Security Institutions in other to have a professional and apolitical security sector that is able to protect the country and its people in line with the fundamental human rights and rule of

FOREWARD

The security sector reform strategy (SSRS) of the Gambia is as a result of long collaborative effort initiated from the Office of the President and coordinated by the Office of National Security with profound support and collaboration from local and international partners: United Nations, African Union (AU), European Union (EU), Economic Community of West African States (ECOWAS), United States of America (USA), United Kingdom, France, Service Chiefs, Editorial Team and Drafting Committee.

This document describes The Gambia's plan to implement the key recommendations of the Security Sector Assessment Report with a view to transform the security sector from State Centric to Human Security. Thus, setting a comprehensive and coherent methodologies to address the gaps and malfunctions identified in the assessment report.

I therefore, wish and hope that this document will serve its purpose in reforming the security sector to meet the security needs in conformity with the fundamental human rights of all Gambians and persons resident in the Gambia.

Adama Barrow

Date:

ACKNOWLEDGEMENT

It is with utmost respect and gratitude that the Office of National Security wishes to thank the Almighty God for His benevolence in completing this assigned task. We would like to thank the President of the Republic of The Gambia H.E Mr. Adama Barrow, The Vice-President H.E Dr. Isatou Touray, the Honorable Minister of Justice and chairperson of the Security Sector Reform Steering Committee, members of the Steering Committee, international partners and the Editorial Team for their unflinching support and commitment in producing a Security Sector Reform Strategy for the Gambia.

We would like to show appreciation and gratitude to the respective line ministers and service chiefs for providing drafters who produced this document. We also thank the drafters in the persons of Mrs. Kaddijatou Sey, Mr. Karamo Saidykhan, Mr. Baboucarr Jatta, (Late) Mr. Amadou Cham, Mr. Suwaibou Bettaye, Mr. Baba Sillah, Mr. Lamin L.F.K. Jammeh, Mr. Momodou S.Bah, Mr. Samba Bah, and Mr. Momat S.M. Jobe. We wish to equally thank our able and dedicated International Advisory Group Members in the Persons of Mr. Todd Coker, General Tijani Kangbap Golau, Colonel Francois Swanepoel, Commissioner Baboucarr Sowe, and General Sanna Kellie Konteh (now Honorable Minister of Defence-Sierra Leone). Special thanks goes to The Gambian people especially the National Assembly Select Committee of Defense and Security, Mayors of the KMC and Banjul respectively, regional governors, VDCs, CSOs, Women Groups, Youth Groups and members of the Press.

EXECUTIVE SUMMARY

The desire to shift from the traditional regime/state centric to human-security in The Gambia was triggered by an Assessment Report in 2017. This report recommends specific reform activities in the form of priority areas to help the government of The Gambia restructure the security sector. This would cultivate an effective, robust professional, apolitical, accountable, transparent and responsive sector in line with international best practices. These priority areas are to:

- Restore public trust and confidence by addressing post-authoritarian legacies.
- Develop an overarching security governance framework.
- Reform, empower and strengthen civilian management and oversight bodies.
- Address cross-cutting perennial challenges.
- Address specific institutional reform activities.

The strategy is designed as follows:

- There is an overall objective, mission and vision.
- The priority areas have stated objectives, outcomes, outputs and activities.

This sequence of activities creates the linkages between the short, medium and long-term goals. Each set of objectives, outcomes and outputs in the pathway is tied to an intervention, demonstrating the relational connectivity of activities that are required to bring about the change. Consequently, there are seven annexes which are prerequisites for making the strategy whole. The Annexes are:

- Implementation Plan and Financial Estimate.
- Resource Mobilization Strategy.
- Communication Strategy.
- Risk Assessment and Mitigation.
- Stakeholder matrix.

- SSR Achievements in the Gambia.
- Monitoring and Evaluation Framework.

The strategy aims to create an unambiguous and transparent environment for a professional, rightsized, affordable and sustainable Security Sector. The strategy would equally provide institutional framework and ensure its operationalization. This will facilitate smooth interaction, coordination and cooperation between security actors with clear delineation of roles and competence. It will equally equip the civilian management and oversight bodies with the requisite administrative, political, technical and operational mechanisms to effectively and efficiently execute their duties.

In conclusion, the Security Sector Reform Strategy would aptly address the needs of all persons irrespective of ethnicity, gender, age, sex and any other category of persons in The Gambia. This would hopefully ensure a more responsive security sector in The Gambia.

LIST OF ACRONYMS

Assessment Report – SSR Assessment Report 2017

CSO - Civil Society Organizations

DLEAG - Drug Law Enforcement Agency

DSPD – Department of Strategic Policy and Delivery

GAF - Gambia Armed Forces

GAFA – Gambia Armed Forces Act

GFRS - Gambia Fire and Rescue Services

GG – Gambia Government

GID - Gambia Immigration Department

GPF - Gambia Police Force

GPS - Gambia Prison Services

GRA - Gambia Revenue Authority

HE – His/Her Excellency

ISS – Internal Security Strategy

ISTAR - Intelligence Surveillance Target Reconnaissance

MACA – Military Aid to Civil Authority

MoD - Ministry of Defence,

MoFA – Ministry of Foreign Affairs

MoFEA – Ministry of Finance and Economic Affairs

MoI – Ministry of Interior

MoICI – Ministry of Information and Communication Infrastructure

MoJ – Ministry of Justice

MOU – Memorandum of Understanding

NA - National Assembly

NDP - National Development Plan

NDP – National Defense Policy

NDS –National Defense Strategy

NSA - National Security Adviser

NSC - National Security Council

NSP – National Security Policy

NSS- National Security Strategy

NSSC – National Security Service Committee

ONS – Office of National Security

PBF- Peace Building Fund

PSC - Private Security Companies

PSDC - Professional Standard and Disciplinary committee

RPA – Rapid Participatory Assessment

SG – Secretary General

SGVB - Sexual and Gender-Based Violence

SIS - State Intelligence Service

SOP – Standard Operating Procedure

SSR - Security Sector Reform

SSRS- Security Sector Reform Strategy

TJ – Transitional Justice

TOE – Table of Organization and Equipment

TRRC – Truth, Reconciliation and Reparations Commission

TWG – Technical Working Group

UN - United Nations

UNDP – United Nations Development Program

UNGA – United Nations General Assembly

BACKGROUND

1.   Given the security challenges facing the Gambia over the years, President Adama Barrow's government with support from International partners, noted the importance of reforming the country's security sector to meet the expected standard of performance and behaviour in accordance with the rule of law. In 2017 the President stated that, *"It was clear to us that we were taking over a security sector that had been deeply politicised and not responsive to the needs of our people."*

2.   Government therefore commissioned and tasked the Technical Working Group (TWG) to conduct a detailed security sector assessment, review the capabilities, weakness and challenges in the sector. The group conducted its assigned task between August and December 2017 and produced the Security Sector Assessment Report (SSR Assessment Report). The report highlighted critical gaps and malfunctions in the security sector requiring attention.

THE RATIONALE FOR SECURITY SECTOR REFORM IN THE GAMBIA

3.   Based on the findings of the SSR assessment, an agenda to reform the Security Sector was set by government. The reform aims to ensure an effective and accountable security sector under democratic control with respect for human rights and fundamental principles of good governance. The objective of the reform was identified as addressing the gaps, deficiencies and challenges faced by the security sector with the view to restructure and cultivate an effective, professional, apolitical and accountable sector.

4.   The SSR Assessment Report contains key priority recommendations, amongst which was to immediately develop a National Security Policy (NSP). Thus, the NSP was developed and launched on 10th June 2019, to serve as an overarching security policy that delineates mandates and core responsibilities for the various security institutions.

THE SECURITY SECTOR REFORM STRATEGY

5.   Security Sector Reform Strategy (SSRS) describes Gambia's plan to implement the key findings and recommendations of the Security Sector Assessment Report with a view to reforming the security sector. It therefore sets a comprehensive, coherent and systematic strategy for clear actions in order to address the gaps and malfunctions identified during the assessment. It will achieve the following:

   a.   A comprehensive, integrated and effective coordination of the Security Sector

   b.   Outline priority areas for interventions

c. Layout plans for resources mobilization

d. Develop and implement institutional regulatory frameworks, policies and strategies

PRINCIPLES OF ENGAGEMENT AND SUPPORT

6. The security sector reform in The Gambia is anchored on the following general and specific principles:

    a. <u>General Principles</u>:

        i. Political-will and national leadership.

        ii. Inclusive and participatory nature of the process.

        iii. Buy-in and ownership of the process by institutions and the population.

        iv. Anchoring SSR programming in national reform activities.

        v. Prioritizing governance over restructuring and infrastructure.

    b. <u>Specific Principles</u>:

        i. To ensure public trust and confidence throughout the process

        ii. Uphold the principles of good governance and respect for human rights

        iii. Enhance full participation of Non-state actors (Private Security Companies (PSC), civil society and the citizenry).

        iv. Ensuring a coordinated and integrated approach

        v. Ensuring gender mainstreaming

OVERALL OBJECTIVE:

7. To set out parameters necessary to enable the fulfilment of legitimate security functions through reforms thus ensuring an accountable, effective and efficient security sector. Specific objectives:

a. To entrench democratic practices that uphold the principles of good governance and justice system in line with International conventions, treaties and best practices.

b. To ensure a fully integrated and effective coordination of the Security Sector at National, Regional and District levels.

c. To ensure Civilian Management and Oversight bodies execute their functions in a robust, effective and efficient manner and in conformity with relevant legal and policy frameworks.

d. To mainstream gender within the security sector thus providing for the well-being of all vulnerable groups in line with international best practices.

e. To have a Security Sector that is compact, well-resourced and apolitical.

THE FIVE (5) STRATEGIC (SSRS) PRIORITY AREAS

8. The five strategic priority areas covers the short, medium and long-term interventions as stated in the assessment report. The thematic areas that would help to achieve security sector reform are as follows:

9. **Priority Area 1:   Addressing Post-Authoritarian Legacies.** The assessment report identified post authoritarian legacies such as undemocratic practices, blatant disregard for procedures, politicization and misuse of security institutions and systematic violations of human rights. These also include the prevalence of attempted coups and the improper storage of weapons and munitions. There is therefore the need to rectify these legacies.

    a. **Responsibility for Implementation:**

        i.   Office of the President (OP) (Secretary General/ SC/PS).
        ii.   SSR Steering Committee/ONS

    b. **Objective 1.1:**   To entrench democratic practices that uphold the principles of good governance and justice system in line with the Constitution as well as International conventions and treaties.

        i.   **Outcome 1.1.1:**   A strong democracy that rest on the pillars of good governance and justice system.

(1).   **Output 1.1.1.1:**   A strengthened national ownership of the reform agenda.

      (a).   **Activities:**

          (i).   Immediate and subsequent Executive retreats on SSR.

          (ii).   Release a Cabinet paper on SSR.

          (iii).   Establish a key stakeholder technical committee on SSR.

          (iv).   Establish an interactive national platform on SSR including all political parties.

          (v).   Conduct vigorous SSR awareness campaign in the regions.

          (vi).   Integrate SSR project into the National Budget.

          (vii).   Establish a Trust Fund for SSR under the supervision of the Project Board.

          (viii).   Develop an exit strategy for ECOMIG.

(2).   **Output 1.1.1.2:** Improved democratic practices, procedures, policies and governance system.

      (a).   **Activities:**

          (i).   Review laws, policies and guidelines to reflect the current realities.

          (ii).   Establish a database system for all Acts/Legal Framework.

<table>
<tr><td>(iii).</td><td>Review electoral management Guidelines to deter interference by external bodies.</td></tr>
</table>

(3).   **Output 1.1.1.3:** Quick dispensation of justice system.

    (a).   **Activities:**

        (i).   Strengthen security in the communities

        (ii).   Establish and maintain more Court Houses in all the regions for quick dispensation of justice

        (iii).   The Ministry of Justice to provide judicial advocates to effectively monitor the constitutional rights of detainees and suspects at police stations and other detention centres.

        (iv).   The National Agency for Legal Aid to provide full time legal counsel for prison inmates

        (v).   Set up a joint coordinating committee to synergize transitional justice and the SSR

ii.   **Outcome 1.1.2:**   An Effective and efficient Munition Management System is established

    (1).   **Output 1.1.2.1:**   Proper management and storage

    (a).   **Activities:**

        (i).   Provision of adequate facilities

        (ii).   Develop a proper mechanism to recover illicit Munitions

    (2). **Outcome 1.1.3:** A well instituted system that addresses the welfare of personnel.

iii. **Output 1.1.3.1:**   Improved retirement scheme and reintegration program for security personnel.

    (a).   **Activities:**

		(i).	Revisit retirement scheme for members of the Public Service.

(i).   Revisit retirement scheme for members of the Public Service.

(ii).   Severance Package for safe landing of Super numeric personnel (SSR).

(iii). Establish a personnel board to address cases of wrongful dismissals.

iv.   **Outcome 1.1.4:**   Restored public trust and confidence in the security sector.

    (1).   **Output 1.1.4.1:**   Strengthened civil-security relations.

        (a).   **Activities:**

            (i).   Develop programs that will cement civil-security sector relation.

            (ii).   Develop and implement comprehensive communication strategy for the Security Sector.

            (iii). Keep the public aware on the progress of SSR.

    (2).   **Output 1.1.4.2:**   Transformed authoritarianism to functional democracy

        (a).   **Activities:**

            (i).   Develop a Legal and Policy Framework on vetting

            (ii).   Conduct specialize training on regimentation for the security sector to deter impunity

    (3).   **Output 1.1.4. 3:**   A non-partisan security sector.

        (a).   **Activities:**

(i).   Sensitization/ training members of the security sector on the consequences of political affiliation.

(ii).   Build Capacity of state/non-state management and oversight bodies for effective monitoring of the security institution.

(iii).   Provider welfare and motivational packages for the security institutions.

10.   **Priority Area 2:   Developing Overarching Security Governance Legal and Policy Frameworks.** In the absence of an overarching legal and policy frameworks (SSR Assessment Report 2017) to integrate the security system and provide command, control and coordination, it is critical to support government's effort to restructure the security sector. Given the fact that the National Security Policy has been launched, it is prudent to develop and operationalize proper strategies and institutional policies that will enhance command and control of the security sector within an appropriate legal framework.

    a.   **Proposed responsible office for Implementation:**

        i.   **Legal:**

            (1).   Solicitor General

            (2).   PS

            (3).   Minister.

        ii.   **Policy:**

            (1).   Special Adviser

            (2).   DG DSPD

            (3).   Director Policy.

    b.   **Objective 2.1:** To establish a decentralized security architecture at National, Regional and District levels to enhance effective command and control within the security sector.

        i.   **Outcome 2.1.1:**   An established and operationalized institutional framework.

            (1).   **Output 2.1.1.1:**   A well-established, functional and integrated Security Architecture.

                (a).   **Activities:**

(i). Develop a comprehensive legal and policy framework to implement decentralized national security architecture.

(2). **Output 2.1.1.2:** A strengthened security sector framework, policy and strategy coherence.

(a). **Activities:**

(i). Synergies all policies and strategies of the security sector

11. **Priority Area 3: Reform activities to enable the Civilian Management and Oversight Bodies.** The visible low level of professionalism of the security sector during the Second Republic is attributable to either the absence or ineffectiveness of management and oversight mechanisms due to lack of political will to enhance democratic control over the security sector. It is therefore essential to build the capacity of management as well as oversight bodies to enable them to perform their functions effectively in a greater context of checks and balances. This would help deter corruption, promote professionalism, accountability and independent unbiased monitoring and investigations to reduce incidents of human rights violations by members of the security sector.

a. **Proposed responsible office for Implementation:**

i. **Civilian Management:**

(1). SG

(2). MoI

(3). MoD

ii. **Oversight:** National Assembly

b. **Objective 3.1:** To urgently strengthen Civilian Management and Oversight bodies to ensure a robust, effective and efficient performance of functions in conformity with relevant legal and policy frameworks.

i. **Outcome 3.1.1:** Transformed Civilian Management and Oversight bodies with requisite administrative, political, technical and operational competence.

(1).   **Output 3.1.1.1:** A well-established and functional National Security Council.

    (a).   **Activities:**

        (i).   Conduct Bi-Annual capacity enhancement study tours for members NSC

        (ii).   Conduct annual retreats for NSC's member

        (iii).   Develop an operating manual for the NSC

(2).   **Output 3.1.1.2:** An established functional Office of National Security (ONS).

    (a).   **Activities:**

        (i).   Drafting of a Legal Instrument for the establishment of the Office National Security

        (ii).   Provide adequate facilities for ONS

        (iii).   Develop a Table of Organization and Equipment (TOE) for the ONS

        (iv).   Capacitate staff of the ONS

(3).   **Output 3.1.1.3:** A well restructured and transformed Ministry of Defence with requisite capacity.

    (a).   **Activities:**

        (i).   Develop the relevant legal framework for National Defence.

        (ii).   Provide adequate facilities for Ministry of Defence.

        (iii).   Establish an oversight, command and control structures for Defence (Defence Council etc.).

(iv).   Capacitate the Ministry of Defence.

(4).   **Output 3.1.1.4:**   A well-structured and transformed Ministry of Interior with requisite capacity.

(a).   **Activities:**

(i).   Review/develop legal framework for internal security

(ii).   Provide adequate facilities for Ministry of Interior

(iii).   Capacitate the Ministry of Interior

(iv).   Establish an oversight, command and control structures for internal security

(5).   **Output 3.1.1.5:** Established National Security Service Committee (NSSC).

(a).   **Activity:**   Draft a Legal framework for the establishment of the NSSC.

(6).   **Output 3.1.1.6:**   Strengthened State Oversight Bodies

(a).   **Activities:**

(i).   Review and Develop relevant policies and strategies

(ii).   Conduct capacity building programs for State Oversight bodies (study tour/Retreat)

(iii).   Conduct focused training to capacitate key oversight bodies must especial the National Assembly Standing Committee on Defence and Security and Local Authorities

	(iv).		Advocate for the establishment of a National Assembly Select Committee on Intelligence
	(v).		Strengthen the presence of resident magistrates in the Regions
	(vi).		Improve the existing Local Courts to optimum standard

(7).   **Output 3.1.1.7:**   Strengthened Non-State Oversight Bodies (Independent Civil Bodies).

    (a).   **Activities:**

        (i).   Review Legal Frameworks

        (ii).   Develop requisite policies and strategies

        (iii).   Conduct focused training to capacitate Non-State Oversight bodies

        (iv).   Conduct study tour and Retreat

12. **Priority Area 4:** **Reform Imperatives to Address Cross Cutting Perennial Challenges.** It is evident in the assessment report that issues relating to the well-being of vulnerable groups receives much less attention than they deserve. The TWG dedicated time on focus group session to delve into these concerns as it became evident in the regional consultations that woman for instance stood not much chance to close the inequality gaps in virtually every sphere communal life. In this regard, there were requests for large scale and sustained sensitization across the country targeting the community particularly religious leaders and local authorities to facilitate quicker understanding and acceptance of the need to invest in the cause of gender advancement.

   a. **Proposed responsible offices for Implementation:**

      i. ONS

      ii. DSPD

      iii. Ombudsman

   b. **Objective 4.1:** To mainstream gender, human rights and environment in order to transform the security that is responsive to the well-being of all vulnerable and differently-able groups in compliance with the constitution.

      i. **Outcome 4.1.1:** A responsive security sector that addresses the needs of all persons irrespective of gender, age and any other status.

         (1). **Output 4.1.1.1:** Equitable and equal representation and participation of competent women and men in the security sector

            (a). **Activities:**

               (i). Develop a Gender Act

               (ii). Capacitate Institutions enable effective Gender Mainstreaming

               (iii). Conduct sensitization programs to address gender related issues

         (2). **Output 4.1.1.2:** Corruption is curbed in the Security Sector

(a).   **<u>Activities:</u>**

    (i).   Establish an Anti-Corruption Agency/Units within the Security Institutions

    (ii).   Create awareness programs to mitigate corrupt practices

13. **Priority Area 5:** **Specific Reform Activities Relating to Individual Security Institutions.** The malfunctions and abnormalities of the security sector are attributed to three key factors: obsolete/non-existent regulatory frameworks; inadequate resources; and weakened/absence of management and oversight mechanisms. These factors led to non-adherence to procedures for the purpose of recruitment and training, promotion and discipline across the entire security sector. Consideration of ethnicity and personal loyalty to the executive seems to have influenced and dominated recruitment and promotions in the security sector. This critical management and administrative activities were carried out arbitrarily which led not only to an imbalance security sector but one that is far beyond the state's ability to sustain. Also, there was no adequate encouragement given to women to join the security institution with the exception of GPS and GID, this may be due to cultural dynamics and orientations.

    a.   **Proposed responsible office for Implementation:**

        i.   Ministries of Defence (MoD),

        ii.   Interior (MoI)

        iii.   Finance and Economic Affairs

    b.   **Objective 5.1:**   To have a formidable Security Sector that is compact, well resourced, apolitical, effective and accountable to a democratic civilian control.

        i.   **Outcome 5.1.1:**   A right sized, affordable and sustainable Sector

5.1 GAMBIA ARMED FORCES (GAF)

Sub-Objective:

To transform The Gambia Armed Forces to a compact, professional, apolitical, and accountable force that safeguards the sovereignty and territorial integrity of The Gambia.

Outcome:

A compact, professional, apolitical and accountable armed forces

Output 1:

Updated legal and policy instruments for the GAF

Activities:

- Update and harmonize terms and condition of service and Gambia Armed Forces Act (GAFA 1985).
- Update/develop relevant policies (broad-based recruitment (standard literacy requirements), training, retention promotion, armed retirement, Civil-Military Cooperation (CIMIC), Military Aid to Civilian Authority (MACA), human rights and gender, Peacekeeping policy etc)

Output 2

A compact, professional, apolitical and disciplined Armed Forces

Activities

- Establish a functional training school
- Build capacity of Military Officers
- Conduct a detailed human resource audit of the GAF with the aim to right-size
- Develop a comprehensive table of organization and equipment (TOE)

Output 3

Armed Forces capable of safeguarding the sovereignty and territorial integrity of The Gambia

Activities

- Conduct situational analysis to ensure appropriate deployment to cover strategic locations
- Provide requisite platforms for the Gambia Navy
- Procure relevant Intelligence Surveillance Target Reconnaissance (ISTAR) assets to all the Services

Output 4

Appropriate infrastructure capable of supporting the Armed Force in the dispensation of all its constitutional roles and functions.

Activities

- Construct a standard Joint Service Headquarter

5.2 THE GAMBIA IMMIGRATION DEPARTMENT

Sub-Objective:

To transform The Gambia Immigration Department into a compact, professional, apolitical, accountable and a discipline institution

Outcome:

A responsive, accountable and transparent Immigration Service that will sustainably cater for the needs of all persons residing, entering or exiting the Gambia based on democratic norms and principles.

Output 1:

Reviewed legal framework and developed policies

Activities:

- Revise the Immigration Act and subsidiary legislation
- Revise and update the Immigration Duty Manual and Code Of Conduct
- Update/develop specific administrative policies (recruitment, training, retention, promotion, retirement, human rights and gender etc)
- Establish an Immigration Council
- Establish Immigration Border Patrol Unit

Output 2:

Established and well-equipped Immigration Headquarters, stations/posts

Activities:

- Provide the adequate facilities for GID
- Build capacity of GID staff
- Upgrade the GID training school
- Standardize the GID training curriculum

Output 3:

Enhanced border control and management system:

Activities:

- Establish reception center for deportees and returnees and facilitate their integration in line with international norms or obligations
- Coordinate with stakeholders /partners for admission and integration of asylum seekers, refugees, stateless persons and Persons of Concern (PoC)

Output 4:

A secured, nationally owned identification and documentation system

Activities:

- Decentralize the national and non-national identification documents enrolment issuing centers
- Establish national and non-national identification documents mobile teams
- Sensitize local authorities on their roles and responsibilities on the issuance of Alkalolu and Seyfolu Attestation
- Organize community outreach programs and awareness creation on citizenship, naturalization and documentation
- Align the Immigration Information Management System with the Health Information Management System on new birth
- Establish more immigration liaison desks abroad
- Review and update existing MOUs / bilateral cooperation with stakeholders/ foreign partners

Output 5:

A Compact, discipline, professional and apolitical Immigration Department

Activities:

- Conduct a detailed human resource audit of the GID with the aim to right-size
- Develop a standard Table of Organization and Equipment (TOE)
- Support skills and career development initiatives

5.3 THE GAMBIA POLICE FORCE (GPF)

Sub-Objective:

To transform the GPF to a compact, apolitical, professional and accountable Police force.

Outcome:

A disciplined, professional, responsive and accountable Police Force that maintains law and order, enforces strict compliance with the rule of law and respect for human rights based on democratic norms and principles.

Output 1:

Reviewed and enacted Legislation and Policy Frameworks

Activities:

- Update/develop relevant policies and strategies (e.g. recruitment and selection, training, retention, promotion, retirement, human rights, gender etc.)
- Review and develop standard operating procedure

Output 2:

Law, order and protection of life and properties maintained in the Gambia

Activities:

- Formalize and decentralize community policing structures in all regions
- Build capacity of GPF staff
- Decentralize and capacitate the Police Human Rights and Complaints Units
- Support and build capacity for Municipal Council Police
- Regulate and monitor Private Security Companies to complement the function of the law enforcement agencies
- Develop a recruitment policy for the Municipal Council Police and Private Security Companies.

Output 3:

A compact, professional, apolitical and a discipline Police Force

Activities:

- Conduct a detailed human resource audit of the GPF with the aim to right-size
- Upgrade the Police training school
- Develop a broad-based recruitment policy that includes standard literacy requirements

- Review the Police training curriculum to incorporate human rights
- Develop and support a comprehensive career development initiative
- Develop a comprehensive Table of Organization and Equipment (TOE)
- Provide the adequate facilities for GPF

5.4 GAMBIA FIRE AND RESCUE SERVICE (GFRS)

Sub-Objective:

To transform the Gambia Fire and Rescue Service to a compact, professional, apolitical, accountable and discipline Fire and Rescue Service

Outcome:

Well-resourced, competent and responsive Fire and Rescue Service

Output 1:

A revised legal and institutional framework

Activities:

- Revise the Fire and Rescue Service Act (amendments) to enable proficient and effective Fire and Rescue service delivery mechanism.
- Update/develop relevant policies and strategies (eg. recruitment, training, retention promotion, retirement, human rights, gender etc.).
- Establish the Fire and Rescue Service Authority (council)
- Conduct sensitization on public safety and emergency response

Output2:

A professional well trained, equipped, and motivated Fire and Rescue Services

Activities:

- Conduct a detailed human resource audit of the GFRS with the aim to right-size.
- Provide the adequate facilities for GFRS
- Identify/ locate, construct and protect hydrants countrywide.
- Establish mobile (mechanical support) unit on operations

Output 3:

A well organized and functional management structure in place.

Activities:

- Develop a comprehensive table of organization and equipment (TOE)

5.5 DRUG LAW ENFORCEMENT AGENCY GAMBIA

Sub-Objectives:

To have a professional, apolitical, accountable and competent Drug Law Enforcement Agency that seek to reduce demand and supply of illicit drug trafficking and organized crime based on the principles of good governance, respect for human rights, rule of law and international best practices

Outcome:

An equipped, professional and effective drug law enforcement agency

Output1:

Developed and Strengthened Legal and Regulatory Framework and relevant policies for Drug Control in The Gambia.

Activities:

- Update/develop policies and strategies (eg. National drug control, recruitment, training, retention promotion, retirement, human rights, gender etc.).
- Identify and domesticate treaties and conventions already signed and ratified
- upgrade the Professional Standard and Disciplinary committee (PSDC) to a Unit

Output 2:

Intensified Drug Demand Reduction Activities through Evidence Based Prevention, Treatment and Control

Activities:

- Develop a comprehensive communication strategy. ;
- Conduct a Rapid Participatory Assessment (RPA (Household survey, desktop review of relevant data, etc.)
- Establish nationwide observatory/epidemiological network on drug use.

Output 3:

A compact and Professional Drug Law Enforcement Agency

Activities:

- Conduct a detailed human resource audit of the DLEAG with the aim to right-size
- Build capacity of DLEAG staff
- Provide adequate facilities for DLEAG
- Develop a comprehensive table of organization and equipment (TOE)

- Develop a Standard Operating Procedure (SOP)
- Collaborate with relevant stakeholders to combat the trafficking of illicit drugs

5.6 NATIONAL INTELLIGENCE AGENCY (STATE INTELLIGENCE SERVICE)

Sub-Objective:

To holistically transform the National Intelligence Agency (State Intelligence Service) to a professional, apolitical and accountable Institution that will safeguard the welfare and wellbeing of all citizens

Outcome:

A more professional, well-resourced, apolitical and discipline institution that upholds the principles of good governance and respect for human rights

Output 1:

Developed legal framework and required policies

Activities:

- Enact the draft SIS Bill
- Update/develop relevant policies and strategies (eg. Early warning, Recruitment, training, retention, promotion, retirement, human rights gender etc.)
- Establish and constitute a State Intelligence Council

Output 2:

A reformed institution with the requisite competencies

Activities:

- Build capacity of SIS staff
- Conduct a detailed human resource audit of the NIA/SIS with the aim to right-size
- Develop a comprehensive table of organization and equipment (TOE)
- Support career development, management and leadership training (general security studies and trade craft specialization.)
- Enhance effective foreign coverage and operational capability
- Develop a secure internal communications system and a comprehensive intelligence database
- Develop a Standard Operational Procedures (SOP)
- Provide adequate facilities for SIS

5.7 GAMBIA REVENUE AUTHORITY

SUB-OBJECTIVE:

To transform the Gambia Revenue Authority to an effective/efficient institution

Outcome 1:

A highly efficient, transparent and accountable Revenue Authority that enhances national growth and development

Output 1:

An efficient and capable organization with the requisite capacity to mobilize revenue for national growth and development

Activities:

- Review the existing legal framework
- Enforce Occupational and specific administration policies and strategies such as: (recruitment, training, retention promotion, retirement, human rights and gender policy) and develop other relevant policies and strategies.
- Conduct a detailed human resource audit of the GRA with the aim to right-sizing
- Build capacity of GRA staff
- Develop a comprehensive training plan that includes basic drill and skill at arms
- Develop a comprehensive table of organization and equipment (TOE)
- Develop a Standard Operating Procedure (SOP)

Outcome 2:

Improved compliance with statutory revenue and non-revenue measures

Output 1:

A sustained appropriate risk management framework

Activities:

- Develop a risk Profile for customers (importers/ tax payers)

Outcome 3:

Ensure transparency and fairness in taxation decision making and tax collection systems.

Output 1:

Efficient customer service instituted

Activities:

- Strengthen customer service initiatives

5.8 GAMBIA PRISON SERVICE

Sub-Objective:

To holistically transform the Prison Service to a professional, accountable, apolitical and effective Correction Center that ensures the safety and well-being of all inmates and their full reintegration into society

Outcome 1:

An equipped, reformed, competent and professional Institution with highly motivated personnel that operates in line with international standards and best practices

Output 1:

Revised and developed institutional / legal framework and relevant policies

Activities:

- Revise the prisons' Act
- Update/develop relevant policies and strategies (eg. recruitment, training, retention, promotion, retirement, human rights, gender etc.)
- Enforce implementation of the Prisons' Act/ policies in consultation with stakeholders
- Revive and Constitute a functional Prisons Council

Output 2:
A well-established administrative and management structure

Activities:

- Conduct a detailed human resource audit of the GPS with the aim to right-size
- Build capacity of GPS staff
- Develop a comprehensive table of organization and equipment (TOE)
- Develop standard operating procedures and guidelines (SOP)
- Support career development initiatives
- Provide adequate facilities for GPS

Output 3:
Formalized procedures for rehabilitation, reformation and reintegration of inmates

Activities:

- Employ professional practitioners and social workers
- Establishment of rehabilitation center with relevant curriculum

- Develop standards and guidelines to improve condition for inmates in line with best practice

Consolidated list of the SSR achievements- see Annex A

SSR Implementation plan and Financial Estimate - see Annex (B) for details

An implementation plan developed and attached to identify activities associated with the implementation of the SSRS. This is to ensure that adequate preparation is taken and adequate contingences are in place.

Resource Mobilization- see Annex (C) for details

In this regard, the successful mobilization of resources is critical for effective implementation of the SSRS. The resource mobilization plan includes; the mobilization of material, human and financial resources. In order to achieve this, the entire program budgeting and funding of SSR is anchor on the following;

National ownership
   a. Government to integrate SSR project into the national budget and/or enact an SSR Tax Bill to maximize resource mobilization

Partner engagement
   b. Government to engage development partners for additional funding. transformed

Risk Assessment & Management- see Annex (D) for details

The implementation of this Strategy and its targeted activities represents benefits as well as risks as SSR has never been undertaken in the Gambia. These risks entail political, technical, economical, human resource and social that needs urgent attention

SSR Communication Strategy- see Annex (E) for details

As a general point, the public 'conversation' about SSR needs to be improved (there is a belief that too little has been visibly achieved). The announcement of this strategy provides an opportunity to rebuild faith in the SSR process and should include clear and concise messaging on

   1. Where we were with security before the appointment of President Barrow/ and what he set out to change
   2. What we have achieved so far
   3. What we will do next as a matter of priority
   4. What our final vision is (and when the public can expect it to be realized).

Monitoring and Evaluation Framework- see Annex (F)