



REPUBLIC OF THE GAMBIA

SECURITY SECTOR REFORM STRATEGY 2020 – 2024



FOREWORD

On assuming office, it was clear to me that there is the need for security sector reform in the Gambia. I therefore contacted international organisations and partners to support the implementation of the reform. Consequently, a team was constituted to assess the Security Sector in the Gambia. The team came up with an SSR Assessment Report in 2017 which was endorsed by my government. The security sector reform strategy (SSRS) of the Gambia is a culmination of efforts of local and international stakeholders aimed at addressing the findings of the SSR Assessment Report 2017. It is worthy to note the support of the United Nations (UN), African Union (AU), European Union (EU), Economic Community of West African States (ECOWAS), United States of America (USA), United Kingdom and France without which this document would not have been finalised.

This document describes The Gambia`s plan to implement the recommendations of the Security Sector Assessment Report 2017. It sets out comprehensive and coherent methodologies to address the gaps and malfunctions identified in the report. I therefore wish that this document will serve in transforming the Gambian security sector to become more accountable and responsive to human security needs.

H.E Mr. Adama Barrow
President of the Republic of The Gambia

Date:

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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. 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 therefore 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

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:

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

- 5.2. Outline priority areas for interventions.
- 5.3. Layout plans for resources mobilization.
- 5.4. 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:

6.1. General Principles:

- 6.1.1. Political-will and national leadership.
- 6.1.2. Inclusive and participatory nature of the process.
- 6.1.3. Buy-in and ownership of the process by institutions and the population.
- 6.1.4. Anchoring SSR programming in national reform activities.
- 6.1.5. Prioritizing governance over restructuring and infrastructure.

6.2. Specific Principles:

- 6.2.1. To ensure public trust and confidence throughout the process.
- 6.2.2. Uphold the principles of good governance and respect for human rights.
- 6.2.3. Enhance full participation of Non-state actors (Private Security Companies (PSC), civil society and the citizenry).
- 6.2.4. Ensuring a coordinated and integrated approach
- 6.2.5. 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:

- 7.1. To entrench democratic practices that uphold the principles of good governance and justice system in line with International conventions, treaties and best practices.
- 7.2. To ensure a fully integrated and effective coordination of the Security Sector at National, Regional and District levels.
- 7.3. 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.
- 7.4. To mainstream gender within the security sector thus providing for the well-being of all vulnerable groups in line with international best practices.
- 7.5. 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 cover 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.

9.1. **Responsibility for Implementation**

- 9.1.1. Office of the President (OP) (Secretary General/ SC/PS).

9.1.2. SSR Steering Committee/ONS.

9.2. **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.

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

9.2.1.1. **Output 1.1.1.1.** A strengthened national ownership of the reform agenda.

9.2.1.1.1. **Activities**

9.2.1.1.1.1. Immediate and subsequent Executive retreats on SSR.

9.2.1.1.1.2. Release a Cabinet paper on SSR.

9.2.1.1.1.3. Establish a key stakeholder technical committee on SSR.

9.2.1.1.1.4. Establish an interactive national platform on SSR including all political parties.

9.2.1.1.1.5. Conduct vigorous SSR awareness campaign in the regions.

9.2.1.1.1.6. Integrate SSR project into the National Budget.

9.2.1.1.1.7. Establish a Trust Fund for SSR under the supervision of the Project Board.

- 9.2.1.1.1.8. Develop an exit strategy for ECOMIG.
- 9.2.1.2. **Output 1.1.1.2.** Improved democratic practices, procedures, policies and governance system.
 - 9.2.1.2.1. **Activities**
 - 9.2.1.2.1.1. Review laws, policies and guidelines to reflect the current realities.
 - 9.2.1.2.1.2. Establish a database system for all Acts/Legal Framework.
 - 9.2.1.2.1.3. Review electoral management Guidelines to deter interference by external bodies.
- 9.2.1.3. **Output 1.1.1.3.** Quick dispensation of justice system.
 - 9.2.1.3.1. **Activities**
 - 9.2.1.3.1.1. Strengthen security in the communities
 - 9.2.1.3.1.2. Establish and maintain more Court Houses in all the regions for quick dispensation of justice
 - 9.2.1.3.1.3. 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.

9.2.1.3.1.4. The National Agency for Legal Aid to provide full time legal counsel for prison inmates

9.2.1.3.1.5. Set up a joint coordinating committee to synergize transitional justice and the SSR

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

9.2.2.1. **Output 1.1.2.1.** Proper management and storage

9.2.2.1.1. **Activities**

9.2.2.1.1.1. Provision of adequate facilities

9.2.2.1.1.2. Develop a proper mechanism to recover illicit Munitions

9.2.3. **Outcome 1.1.3.** A well instituted system that addresses the welfare of personnel.

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

9.2.3.1.1. **Activities**

9.2.3.1.1.1. Revisit retirement scheme for members of the Public Service.

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

9.2.3.1.1.3. Establish a personnel board to address cases of wrongful dismissals.

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

9.2.4.1. **Output 1.1.4.1.** Strengthened civil-security relations.

9.2.4.1.1. **Activities**

9.2.4.1.1.1. Develop programs that will cement civil- security sector relation.

9.2.4.1.1.2. Develop and implement comprehensive communication strategy for the Security Sector.

9.2.4.1.1.3. Keep the public aware on the progress of SSR.

9.2.4.2. **Output 1.1.4.2.** Transformed authoritarianism to functional democracy

9.2.4.2.1. **Activities**

9.2.4.2.1.1. Develop a Legal and Policy Framework on vetting

9.2.4.2.1.2. Conduct specialize training on regimentation for the security sector to deter impunity

9.2.4.3. **Output1.1.4. 3:** A non-partisan security sector.

9.2.4.3.1. **Activities**

9.2.4.3.1.1. Sensitization/ training members of the security sector on the consequences of political affiliation.

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

9.2.4.3.1.3. Provider welfare and motivational packages for the security institutions.

10. **Priority Area 2: Developing Overarching Security Governance Legal and Policy Framework.** The absence of an overarching legal and policy framework was identified in the SSR Assessment Report 2017. There was thus no framework to integrate the security sector and provide command, control and coordination. There is therefore the need to provide this framework in order 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.

10.1. **Responsibility for Implementation**

10.1.1. Line Ministry

10.1.2. SIS

10.1.3. ONS

10.2. **Objective 2.1.** To achieve integration, coordination, command and control of the security sector.

10.2.1. **Outcome 2.1.1.** An established and operationalized institutional framework.

10.2.1.1. **Output 2.1.1.1.** A functional and integrated Security Sector.

10.2.1.1.1. **Activity.** Develop a comprehensive legal and policy framework.

10.2.1.2. **Output 2.1.** Security policy and strategy coherence.

10.2.1.2.1. **Activity.** Synergise all policies and strategies of the security sector

11. **Priority Area 3: Reform activities to enable Civil Management and Oversight.** The overbearing involvement of the executive in the security sector during the Second Republic is attributable for ineffectiveness of civil management and oversight mechanisms. It is therefore essential to build the capacity for civil management and oversight. This would help deter corruption, promote professionalism, accountability and independence.

11.1. **Responsibility for Implementation**

11.1.1. National Assembly

11.1.2. Line Ministry

11.1.3. ONS

11.1.4. CSO

11.2. **Objective 3.1.** To enhance civil management and oversight bodies with requisite administrative, political, technical and operational competence.

11.2.1. **Outcome 3.1.1.** Effective and efficient Civil Management and Oversight

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

11.2.1.1.1. **Activities**

11.2.1.1.1.1. Drafting of a Legal Instrument for the establishment of the Office National Security.

11.2.1.1.1.2. Provide adequate facilities for ONS.

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

11.2.1.1.1.4. Capacitate staff of the ONS

11.2.1.2. **Output 3.1.1.3.** A properly structured and transformed Ministry of Defence.

11.2.1.2.1. **Activities**

11.2.1.2.1.1. Develop relevant frameworks for National Defence.

11.2.1.2.1.2. Provide adequate facilities for Ministry of Defence.

11.2.1.2.1.3. Establish an oversight, command and control structure for the Armed Forces.

11.2.1.2.1.4. Capacitate the Ministry of Defence.

11.2.1.3. **Output 3.1.1.4.** A properly structured and transformed Ministry of Interior.

11.2.1.3.1. **Activities**

11.2.1.3.1.1. Review/develop frameworks for internal security.

11.2.1.3.1.2. Provide adequate facilities for Ministry of Interior.

11.2.1.3.1.3. Capacitate the Ministry of Interior.

11.2.1.3.1.4. Establish an oversight, command and control structure for its line institutions.

11.2.1.4. **Output 3.1.1.5.** A properly structured and transformed Ministry of Finance and Economic Affairs.

11.2.1.4.1. **Activities**

11.2.1.4.1.1. Review/develop frameworks for Revenue

Collection and Border Management.

11.2.1.4.1.2. Provide adequate facilities for Ministry of Finance and Economic Affairs.

11.2.1.4.1.3. Capacitate the Ministry of Finance and Economic Affairs.

11.2.1.5. **Output 3.1.1.6:** Strengthened Oversight Bodies.

11.2.1.5.1. **Activities**

11.2.1.5.1.1. Review and Develop relevant policies and strategies.

11.2.1.5.1.2. Conduct capacity building programs for Oversight bodies.

11.2.1.5.1.3. Strengthen the Judicial capacity in the Regions.

12. **Priority Area 4: Reform Imperatives to Address Cross Cutting Perennial Challenges.** It is evident in the SSR Assessment Report 2017 that issues relating to the well-being of vulnerable groups requires attention. In this regard, there is the need for sensitization to facilitate understanding and acceptance of the need to invest in the cause of gender advancement.

12.1. **Responsibility for Implementation:**

12.1.1. MDAs

12.1.2. ONS

12.1.3. CSO

12.2. **Objective 4.1.** To mainstream gender.

12.2.1. **Outcome 4.1.1:** A security sector that is responsive to the needs of all persons irrespective of gender, age and vulnerability.

12.2.1.1. **Output 4.1.1.1:** Equitable representation and participation of gender in the security sector.

12.2.1.1.1. **Activities**

12.2.1.1.1.1. Develop a Gender Act.

12.2.1.1.1.2. Capacitate institutions to enable effective gender mainstreaming.

12.2.1.1.1.3. Conduct sensitization programs to address gender related issues.

12.2.1.2. **Output 4.1.1.2.** Corruption free Security Sector.

12.2.1.2.1. **Activities**

12.2.1.2.1.1. Establish Anti-Corruption mechanisms within the Security Institutions.

12.2.1.2.1.2. Create awareness programs to mitigate corrupt practices.

13. **Priority Area 5: Specific Reform Activities Relating to Respective Security Institutions.** The security sector was plagued with obsolete/non-existent regulatory frameworks, dearth of equipment and infrastructure as well as weakened civil management and oversight mechanisms. There was also an over-bloated security sector due to non-adherence to procedures for recruitment and promotion. Consequently, the sector constituted a burden on

national resources. There is therefore the need to provide intuitional regulatory framework and ensure a sustainable security sector.

13.1. **Responsibility for Implementation**

13.1.1. Line Ministry

13.1.2. ONS

13.1.3. SIS

13.1.4. NCCE

13.2. **Objective 5.1.** To reform the security institutions.

13.2.1. **Outcome 5.1.1.** Sustainable security sector.

13.2.1.1. **Activities for Gambia Armed Forces (GAF)**

13.2.1.1.1. Update and harmonize relevant Acts.

13.2.1.1.2. Update/develop relevant policies and strategies.

13.2.1.1.3. Establish a functional training school.

13.2.1.1.4. Build personnel capacity.

13.2.1.1.5. Conduct human resource audit.

13.2.1.1.6. Develop a Table of Organization and Equipment (TOE).

13.2.1.1.7. Provide requisite platforms for the Gambia Navy.

13.2.1.1.8. Develop Intelligence Surveillance Target Reconnaissance (ISTAR) capability.

13.2.1.1.9. Construct a standard Joint Service Headquarter.

13.2.1.1.10. Develop an exit strategy for GAF personnel.

13.2.1.2. **Activities for The Gambia Immigration Department (GID)**

13.2.1.2.1. Revise the Immigration Act and subsidiary legislations.

13.2.1.2.2. Update/develop relevant policies and strategies.

13.2.1.2.3. Establish an Immigration Council.

13.2.1.2.4. Establish Immigration Border Patrol Unit.

13.2.1.2.5. Provide the adequate facilities for GID.

13.2.1.2.6. Build capacity of GID staff.

13.2.1.2.7. Upgrade the GID training school.

13.2.1.2.8. Standardize the GID training curriculum.

13.2.1.2.9. Establish reception centre for deportees and returnees and facilitate their reintegration.

13.2.1.2.10. Coordinate with stakeholders /partners for admission and integration of asylum seekers, refugees, stateless persons and Persons of Concern (PoC).

13.2.1.2.11. Decentralize the national and non-national identification documents enrolment issuing centres.

- 13.2.1.2.12. Sensitize local authorities on their roles and responsibilities on the issuance of attestation documents.
- 13.2.1.2.13. Create awareness on citizenship, naturalization and documentation.
- 13.2.1.2.14. Register all births with the Immigration Department.
- 13.2.1.2.15. Establish more immigration liaison desks abroad.
- 13.2.1.2.16. Review existing MOUs / bilateral cooperation with stakeholders/ foreign partners.
- 13.2.1.2.17. Conduct human resource audit of the GID
- 13.2.1.2.18. Develop a Table of Organization and Equipment (TOE).
- 13.2.1.2.19. Support skills and career development initiatives.
- 13.2.1.2.20. Develop an exit strategy for GID personnel

13.2.1.3. **Activities for The Gambia Police Force (GPF)**

- 13.2.1.3.1. Update/develop relevant policies and strategies.
- 13.2.1.3.2. Review and develop standard operating procedures.
- 13.2.1.3.3. Formalize community policing.
- 13.2.1.3.4. Build capacity of GPF personnel.

- 13.2.1.3.5. Build capacity for Municipal Council Police.
- 13.2.1.3.6. Conduct human resource audit of the GPF.
- 13.2.1.3.7. Upgrade the Police training school.
- 13.2.1.3.8. Review the Police training curriculum to incorporate human rights.
- 13.2.1.3.9. Develop an exit strategy for GPF personnel.
- 13.2.1.3.10. Develop a Table of Organization and Equipment (TOE).
- 13.2.1.3.11. Provide adequate facilities for GPF.

13.2.1.4. **Activities for The Gambia Fire And Rescue Service (GFRS)**

- 13.2.1.4.1. Update/develop relevant Acts, policies and strategies.
- 13.2.1.4.2. Establish the Fire and Rescue Service Council.
- 13.2.1.4.3. Conduct sensitization on public safety and emergency response.
- 13.2.1.4.4. Conduct human resource audit of the GFRS.
- 13.2.1.4.5. Provide required capabilities for GFRS.
- 13.2.1.4.6. Establish mechanical support units.
- 13.2.1.4.7. Develop a Table of Organization and Equipment (TOE).

13.2.1.4.8. Develop an exit strategy for GFRS personnel.

13.2.1.5. **Activities for The Drug Law Enforcement Agency, The Gambia (DLEAG)**

13.2.1.5.1. Update/develop policies and strategies

13.2.1.5.2. Identify and domesticate treaties and conventions already signed and ratified

13.2.1.5.3. Upgrade the Professional Standard and Disciplinary Committee (PSDC) to a Unit

13.2.1.5.4. Conduct a Rapid Participatory Assessment (RPA) (Household survey, desktop review of relevant data, etc.)

13.2.1.5.5. Establish observatory/epidemiological network on drug use.

13.2.1.5.6. Conduct human resource audit of the DLEAG.

13.2.1.5.7. Build capacity of DLEAG personnel.

13.2.1.5.8. Provide required capabilities for DLEAG.

13.2.1.5.9. Develop a Table of Organization and Equipment (TOE).

13.2.1.5.10. Develop Standard Operating Procedures (SOPs).

13.2.1.5.11. Collaborate with relevant stakeholders to combat the trafficking of illicit drugs.

13.2.1.5.12. Develop an exit strategy for DLEAG personnel.

13.2.1.6. **Activities for National Intelligence Agency (NIA)/ State Intelligence Service (SIS)**

13.2.1.6.1. Update/develop relevant Acts, policies and strategies.

13.2.1.6.2. Establish and constitute a State Intelligence Council.

13.2.1.6.3. Build capacity of SIS personnel.

13.2.1.6.4. Conduct human resource audit of the NIA/SIS.

13.2.1.6.5. Develop a Table of Organization and Equipment (TOE).

13.2.1.6.6. Enhance effective foreign coverage and collection capability.

13.2.1.6.7. Develop a secured communication system and a comprehensive intelligence database.

13.2.1.6.8. Develop Standard Operational Procedures (SOPs).

13.2.1.6.9. Provide required capabilities for SIS.

13.2.1.6.10. Develop an exit strategy for SIS personnel.

13.2.1.7. **Activities for Gambia Revenue Authority (GRA)**

13.2.1.7.1. Develop and upgrade relevant Acts, policies and strategies.

- 13.2.1.7.2. Conduct human resource audit of the GRA.
- 13.2.1.7.3. Build capacity of GRA personnel.
- 13.2.1.7.4. Develop a training plan that includes basic drill and skills in arms.
- 13.2.1.7.5. Develop a Table of Organization and Equipment (TOE).
- 13.2.1.7.6. Develop Standard Operating Procedures (SOPs).
- 13.2.1.7.7. Develop a risk Profile for customers (importers/ tax payers).
- 13.2.1.7.8. Strengthen customer service initiatives.
- 13.2.1.7.9. Provide required capabilities for GRA.
- 13.2.1.7.10. Develop an exit strategy for GRA personnel.

13.2.1.8. **Activities for The Gambia Prison Service (GPS)**

- 13.2.1.8.1. Update/develop relevant Acts, policies and strategies.
- 13.2.1.8.2. Revive the Prisons Council.
- 13.2.1.8.3. Conduct human resource audit of the GPS.
- 13.2.1.8.4. Build capacity of GPS personnel.
- 13.2.1.8.5. Develop a Table of Organization and Equipment (TOE).

- 13.2.1.8.6. Develop standard operating procedures (SOPs).
- 13.2.1.8.7. Provide psycho-social support service.
- 13.2.1.8.8. Establishment of rehabilitation centre with relevant curriculum.
- 13.2.1.8.9. Develop standards and guidelines to improve condition for inmates in line with best practice.
- 13.2.1.8.10. Provide required capabilities for GPS.
- 13.2.1.8.11. Develop an exit strategy for GPS personnel.

RESOURCE MOBILIZATION

14. In this regard, the successful mobilization of resources is critical for effective implementation of the SSRS. The resource mobilization includes; the mobilization of material, human and financial resources. In order to achieve this, the entire program budgeting and funding of SSR is anchored in National ownership.

15. **Financing.** SSR is a long and costly process and requires realistic budget planning that is sustainable over the long term. Funds are expected to be drawn from national budgets for sustainability of interventions and project implementations. The SSRS shall therefore be financed through government funds. This would explain the responsibility of government in respect to independent expenditure on defence and security. It will also assert national leadership in facilitating external resource mobilisation. There will be an SSR budget to be managed by the ONS.

16. **Financial Management of the SSRS.** Financial management of the strategy will be conducted under The Gambia Financial Rules and Regulations. All resources will be administered by the Project Office at the ONS to ensure acceptable levels of control as well as separation of duties. Financial reporting mechanisms will follow The Gambia rules and procedures in conformity with the reporting requirements of partners. The financial resource management of the SSRS is in two ways:

- 16.1. **Funding Approaches.** Funding will involve evaluating the cost of reform activities, securing funding through various sources and organising the distribution of the resources mobilised in accordance with priorities. Therefore, there is the need to have a Common Basket Fund for SSRS. This would make procurement process easier, standardized and integrate priorities.
- 16.2. **Establishment of a Financial Committee.** A financial committee comprised of members from government, partners and civil society organisation is to be establish at the ONS. The Committee will be responsible for strategic budget planning and outreach activities, such as soliciting donations. This will ensure financial transparency and oversight.

FINANCIAL ESTIMATE FOR IMPLEMENTING SSRS

17. A financial estimate is developed to guide the implementation of the SSRS.

Table 1: Financial Estimate in Dalasis.

Thematic Area 1: Addressing Post-Authoritarian Legacies to Enhance Reforms					
Objective 1: To entrench democratic practices that uphold the principles of good governance and justice system in line with International conventions, treaties and best practices.					
	2020	2021	2022	2023	2024
	D50 = \$1				
	Dalasis	Dalasis	Dalasis	Dalasis	Dalasis
Thematic Area 1: Total	146,936,500	107,256,280	60,138,914	10,756,831	12,047,651
Thematic Area 2: Overarching frameworks					
Objective 2.1: To establish a security architecture at National, Regional and District levels to enhance effective command and control within the security sector					
	2020	2021	2022	2023	2024
	D50 = \$1				
	Dalasis	Dalasis	Dalasis	Dalasis	Dalasis
Thematic Area 2: Total	0	2,700,000	2,160,000	1,836,000	0
Thematic Area 3: Reform activities to enable the Civilian Management and Oversight Bodies					
Objective3.1: 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.					

Thematic Area 3: Total	19,091,500	32,848,000	36,789,760	41,204,531	46,149,075
Thematic Area 4: Reform Imperatives to Address Cross Cutting Perennial Challenges					
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 and international best practices.					
Thematic Area 4: Total	13,000,000	75,930,000	51,455,400	25,781,498	15,454,957
Thematic Area 5: Specific Reform Activities Relating to Individual Security Institutions					
Objective 5.1: A right sized, affordable and sustainable Sector					
Outcome 5.1.1: Gambia Armed Forces					
Outcome 5.1.1: Total	1,774,000	1,986,880	13,787,706	54,526,230	50,429,378
Outcome 5.1.2: Gambia Immigration Department					
Outcome 5.1.2: Total	9,000,000	14,780,000	41,553,600	9,132,032	103,227,876
Outcome 5.1.3: Gambia Police force.					
Outcome 5.1.3: Total	2,500,000	10,820,000	20,282,400	16,419,200	68,389,504
Outcome 5.1.4: Gambia Fire and Rescue Service					
Outcome 5.1.4: Total	2,000,000	7,740,000	8,108,800	5,945,856	6,659,359
Outcome 5.1.5: Drug Law Enforcement Agency, The Gambia					
Outcome 5.1.5: Total	38,200,000	660,000	22,400	0	0
Outcome 5.1.6: National Intelligence Agency (NIA) /State Intelligence Service (SIS)					
Outcome 5.1.6: Total	45,065,050	56,694,456	56,937,279	63,313,151	79,140,235
Outcome 5.1.7: Gambia Revenue Authority					
Outcome 5.1.7: Total	5,291,980	13,207,018	1,981,952	1,966,899	8,043,800
Outcome 5.1.8: Gambia Prison Service					
Outcome 5.1.8: Total	2,000,000	7,596,000	2,907,520	3,727,200	86,961,279
Thematic Area 5: Total	105,831,030	113,484,354	145,581,656	155,030,568	402,851,431
GRAND TOTAL	284,859,030	332,218,634	296,125,730	234,609,428	476,503,114

MONITORING AND EVALUATION FRAMEWORK

18. The most critical element of any planning process is its orientation to results-based implementation. Considerable time, energy, and resources have been spent on the consultative process, SSR situational analysis and the final drafting of the reform strategy. Monitoring and Evaluation is an important element in developing a strategy formulation and implementation which the security sector is committed to. Monitoring of objectives and activities within the security sector is a continuous process of systematic data collection while evaluation entails a systematic and objective assessment of on-going or completed interventions and the resulting impacts.

19. Implementation of the SSRS requires enhanced collaboration and coordination of all actors and stakeholders. Additionally, timely approval of all plans by relevant authorities will be critical in ensuring effective implementation of the SSRS. It will also serve as a strategic control mechanism for ensuring commitment to achieve set goals and objectives. The ONS is responsible for overseeing the implementation of the SSRS through reviews on quarterly and annual basis.

20. Effective mechanism for monitoring and evaluating the implementation of the SSRS is important for the achievement of sector objectives. Consequently, monitoring and evaluation in the security sector will:

- 20.1. Ensure that interventions and institutional strategies and plans are carried out in conformity with the SSRS.
- 20.2. Ensure that the results are aligned with set objectives and activities.
- 20.3. Serve as early warning and give opportunity for implementers to give progress report.
- 20.4. Allow corrective action and fine tuning of the entire process.
- 20.5. Ensure accountability and transparency in project plans and executions.
- 20.6. Provide feedback and lessons learnt.

CHALLENGES & MANAGEMENT

21. The implementation of this Strategy and its targeted activities would require that government take appropriate steps to address political, technical, economical, human resource and social issues.

Table 3: Challenges

Serial No	Type of Challenge	Challenge	Implication(s)	Mitigation measures	Challenge Review Plan
	a.	b.	c.	d.	e.
1.	i. Political	ii. Low Political Will and in adequate. commitment by government.	i. Delay in project implementation. ii. lack of ownership. iii. Negative impact on sustainability.	i. Considerable emphasis to be placed on national ownership including dialogue and sensitization of stakeholders.	i. Review every six months.
		ii. Limitations of Policy autonomy.	i. Reduce country's own policy autonomy/ ownership.	i. Government to insist on building partnership on equals that are based on common and shared value not on principles that are perceived imported. ii. Government to build on firm national policies.	i. Review every six months.

Serial No	Type of Challenge	Challenge	Implication(s)	Mitigation measures	Challenge Review Plan
	a.	b.	c.	d.	e.
2	i. Economic/ Finance	<p>i. Lack of government funding for implementation of the SSRS</p> <p>ii. Late disbursement of funds by donors.</p> <p>iii. Unfulfilled commitment and partner withdrawal</p>	<p>i. Delay in implementation</p> <p>ii. Discourages donors and partners</p> <p>i. It leaves the country's SSR process with an unanticipated resource gap and counterproductive impact of unachieved intervention.</p> <p>i. It deprives the country the possibility to plan effectively in the medium to long term.</p>	<p>i. Adopt strategies for resource mobilization.</p> <p>ii. Timely and adequate budget allocation by Government</p> <p>i. Recruit qualified personnel implementation</p> <p>i. Diversify and systematically formalize external support agreements and identify clear agreed timeframe and modalities for the provision of assistance.</p>	<p>i. Review every six months</p> <p>i. Review every six months</p> <p>i. Review every six months.</p>

Serial No	Type of Challenge	Challenge	Implication(s)	Mitigation measures	Challenge Review Plan
	a.	b.	c.	d.	e.
		iv. Short term partner commitments	i.	i. Government should prioritize external partners will to commit to medium-to-long term assistance programmes as well as multiyear partnership agreement.	i. Review every six months
		v. Inflation affecting the economy	i. Underestimated project cost	i. Strengthen government policies to address inflation	i. Review every six months
3	i. Human Resource	i. Non availability of trained qualified and highly motivated staffs	i. Capacity deficits hindering progress of SSR implementation	i. Capacitate and motivate the security sector personnel to effectively execute their mandates.	i. Review every six months
4	i. Social	i. Difficulty in breaking the culture of silence and common inertia relating to the implementation of the Strategy	i. It may undermine national ownership of the SSR process	i. Develop communication strategy to effectively mitigate against the menace	i. Review every six months

Serial No	Type of Challenge	Challenge	Implication(s)	Mitigation measures	Challenge Review Plan
a.	b.	c.	d.	e.	
		ii. unwillingness of security institutions to accept the reform process	i. unsuccessful reform process	Continuous sensitization	i. Review every six months

