

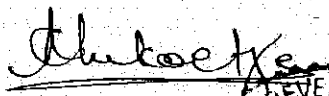
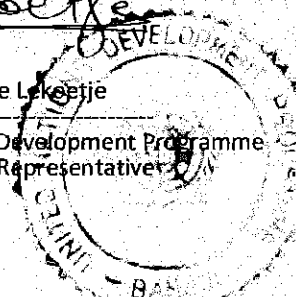

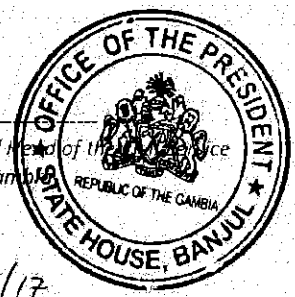
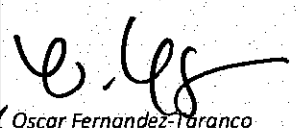
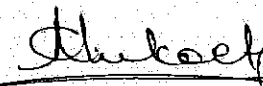
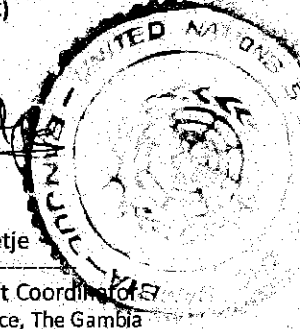
United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

<p>Project Title: Strategic advice and support to the security sector reform and governance in The Gambia</p>	<p>Recipient UN Organization(s): UNDP</p>
<p>Project Contact: Nessie Golakai-Gould Deputy Resident Representative Programme & Operations United Nations Development Programme UN House, 5 Kofi Annan St. P.O BOX 553 Cape Point, Banjul, The Gambia Email: nessie.golakai@undp.org Tel: 220 449 4762 Ext 301 Cell: 220 335 9957</p>	<p>Implementing Partner(s) – name & type (Government, CSO, etc.): UNOWAS, DPKO SSR Government of The Gambia: Presidency, Ministry of Interior, Ministry of Defense, Chief of Defense Staff, National Assembly Civil society organizations</p> <p>Project Location: Banjul, The Gambia</p>
<p>Project Description: Based on the request of the Government of The Gambia, this project aims to provide strategic advice and support to the designing and launching of the national security sector reform process. Through the deployment of a team led by a Senior SSR Advisor, the project will</p> <ol style="list-style-type: none"> 1) Provide the Gambian authorities with strategic and technical support to conduct an assessment of the security sector, design and start implementation of a nationally-led inclusive and participatory SSR process; 2) Coordinate the support of the international community to the reform process of the security sector 	<p>Total Project Cost: Peacebuilding Fund: 1,400,000 USD Of which: 1st Tranche (70%): 980,000 USD 2nd Tranche (30%): 420,000 USD</p> <p>Government Contribution: Other:</p> <p>Proposed Project Start Date: 1 May 2017 Proposed Project End Date: 31 October 2018</p> <p>Total duration (in months): 18 months</p>
<p>Gender Marker Score: <u> 2 </u></p>	
<p>Project Outcomes:</p> <ol style="list-style-type: none"> 1) The SSR stakeholders benefit from the necessary strategic support to elaborate and implement an inclusive national security strategy 2) The SSR support of the international community is coherent and coordinated. 	

PBF Focus Areas³ which best summarizes the focus of the project (select one):

1: Support the implementation of peace agreements and political dialogue (Priority Area 1):
(1.1) SSR

IRF PROJECT DOCUMENT

<i>(for IRF-funded projects)</i>	
<p>Recipient UN Organization(s)⁴</p> <p> Ade Mamonyane Lekoetje United Nations Development Programme UNDP Resident Representative</p> <p>Date & Seal</p> 	<p>Representative of National Authorities</p> <p> Mr. Dawda Fadera Secretary General and Head of the Civil Service Government of The Gambia</p> <p>Date & Seal 11/05/17</p> 
<p>Peacebuilding Support Office (PBSO)</p> <p> Oscar Fernandez-Faranco Assistant Secretary-General Peacebuilding Support Office, NY</p> <p>Date & Seal 18/05/2017</p>	<p>Resident Coordinator (RC)</p> <p> Ade Mamonyane Lekoetje United Nations Resident Coordinator Resident Coordinator Office, The Gambia</p> <p>Date & Seal 11/05/2017</p> 

³ PBF Focus Areas are:

1: Support the implementation of peace agreements and political dialogue (Priority Area 1):

(1.1) SSR; (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;

2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2):

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

3: Revitalize the economy and generate immediate peace dividends (Priority Area 3);

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

4) (Re-)establish essential administrative services (Priority Area 4)

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

Governance of peacebuilding resources (including JSC/ PBF Secretariats)

⁴ Please include signature block for each RUNO receiving funds under this IRF.

Table of contents:

Length: Max. 15 pages

I. Peacebuilding Context and Rationale for PBF support

- a) Peacebuilding context
- b) Mapping of existing peacebuilding activities and gaps
- c) Rationale for this IRF

II. Objectives of PBF support and proposed implementation

- a) Project outcomes, theory of change, activities, targets and sequencing
- b) Budget
- c) Capacity of RUNO(s) and implementing partners

III. Management and coordination

- a) Project management
- b) Risk management
- c) Monitoring and evaluation
- d) Administrative arrangements (standard wording)

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

Annex B: Project Results Framework

PROJECT COMPONENTS:

I. Peacebuilding Context and Rationale for PBF support

a) Peacebuilding context:

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

Security institutions in The Gambia include armed forces (approx. 9000 – approx.17% women), police force (6000 – 35% female police officers), immigration service (2000) –, customs, prison service (1000 – approx. 40% female) and drug and law enforcement (500).³ Though functional in the most repressive ways against the citizens, the security institutions were compromised under the previous regime in fulfilling their core functions. The Gambia's security sector was characterized by its absence of adequate governance and oversight mechanisms. Gambia's security, justice and rule of law institutions have witnessed sector-wide degeneration of international standards: abuse of power, interference in politics, lack of professionalism, poor civil-military relations, lack of adequate human resources management, lack of adequate technical skills and capacities, etc.

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

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

³ These numbers were provided to the United Nations in consultations with the Heads of Security forces during February-March 2017.

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

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

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

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

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

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

Government commitments and intentions:

The new Government of The Gambia has already started to take steps to transform the security sector, particularly at the strategic sector-wide level. The government has decided to activate the National Security Council, which, though provided by the Constitution, was never convened. According to Section 78 of the Constitution, 'there shall be a National Security Council which shall consist of- (a) the President; (b) the Vice-President;(c) the Secretaries of State responsible for defence and internal affairs;(d) the Chief of Defence Staff and two other members of the Armed Forces appointed by the President; (e) the Inspector General of Police;(f) the Director-General of the National Intelligence Agency; and(g) the intelligence adviser to the President'. At the operational level, there is a Joint Intelligence Committee, composed of representatives of the President's Office, (former) NIA, the Police Forces, the Armed Forces and the Prison Service. A National Security Adviser has yet to be appointed.

The Government requested the United Nations to support security sector reform. An explicit request for deployment of international expert(s) and sharing of regional and international experiences from countries that encountered similar security challenge and urgent support for the assessment of the armed forces as part of a larger assessment of the entire security sector was made by the Chief of Defense Staff in early March 2017. Similarly, the Government requested ECOWAS to support the SSR process. As noted by the President in mid-March 2017, urgent support should focus on building trust between the political leadership and the armed forces and security services. It is only in a context of stable political-military/security relations that wider reforms of the security and justice sector can take place. Consultations are ongoing with ECOWAS in order to ensure coherence and complementarity of both institutions' support.

b) Mapping of existing peacebuilding activities and gaps:

At the request of the new President, an ECOWAS Military Mission was deployed to The Gambia (ECOMIG) in January 2017. ECOMIG ensures the protection of the President and of national institutions, helps to rebuild trust between the new Gambian authorities and security forces and ensures provision of security in high-risk areas (such as Kanilai, a stronghold of the former President). The mandate of ECOMIG will expire by the end of May 2017, but might be extended with a request from the Gambian government. In addition, there is a bilateral security agreement with Senegal through which 500 Senegalese troops have been deployed (and a possible 500 to be deployed) along the Senegal and Gambia (Casamance) border.

Apart from ECOWAS and the European Union, bilateral partners, including the United Kingdom, France and Turkey, have announced their support to security sector reform, but details of interventions have yet to be specified.

Table 1 – Mapping of peacebuilding activities and gaps

Project outcome	Source of funding (Government/development partner)	Key Projects/Activities (announced but details not specified yet)	Budget in \$ (budgets are not known yet)	Description of major gaps in the Outcome Area, programmatic or financial
Support to Security Sector Reform/Capacity building of security forces	1) Government of France 2) Government of Turkey 3) Government of the United Kingdom 4) EU 4) ECOWAS	1) Training of armed forces 2) Capacity building of Gambian Police Forces 3) Control of arms, etc. 4) Support not specified yet 5) Support defense and Security Sector Reform and control of arms		

c) Rationale for this IRF:

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

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

In line with the *Supplementary Act on the ECOWAS Policy Framework for Security Sector and Governance*, core principles and essential features of SSR include: national ownership and regional ownership, periodic security sector review and needs assessment, respect for context, gender mainstreaming and human rights. An inclusive and nationally-led SSR process needs to be accompanied by a political dialogue among stakeholders, including in the National Assembly and political parties and a sensitization campaign of the populations.

These will be important elements for building strong security institutions in The Gambia, able to play a key role in stabilizing and building sustaining peace in the country. This project on SSR will be informed by a conflict analysis undertaken in the framework PBF project on transitional justice.

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

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

This component will be initiated with the assessment of the security sector, followed by the design and implementation of a nationally-led and inclusive security sector reform strategy to normalize the role of the security forces as soon as possible. The United Nations will also support and facilitate the development of a shared understanding of the principles of governance and security sector reform and role of the security forces in a democratic context.

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

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

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

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

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

II. Objectives of PBF support and proposed implementation

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

(i) Outcome statement

The project aims to provide the Gambian authorities with strategic and technical support to conduct an objective assessment of the security sector, design and start implementation of a nationally-led inclusive and participatory SSR process, taking the specific conflict-

sensitivities in the Gambian and the regional context into account and addressing security challenges of the state as well as the populations (men, women and children).

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

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

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

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

ii) Theory of change

IF the Gambian authorities receive immediate strategic, technical and political support and advisory services based on international best practices, they will be in a position to design the reform of the security sector in a coherent, coordinated, conflict-sensitive and inclusive and participative manner, *THEN* such a process will help to normalize the role of the security sector in a democratic context, increase the governance of the security sector and lead to increased trust of the population (men and women) in security forces.

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

iii) Sequencing/Methodology

The project will be implemented through the following steps:

- 1) Deployment of a Senior Security Sector Reform Advisor to support the Gambian authorities. Furthermore, two experts will be deployed to provide advisory services to the Armed Forces and the Ministry of Interior.
- 2) Support the establishment and capacity building of the Office of National Security (ONS) to ensure sustainability of the reforms initiated with support of the project.
- 3) Conduct a comprehensive assessment of the security sector. This will align with the World Bank support on the security expenditure review.
- 4) Based on the assessment and once the ONS is established, the project will support ONS to facilitate a broad stakeholder consultation and consensus on SSR as to ensure national ownership and broad and inclusive participation in developing a national security sector reform strategy.
- 5) Support the design of the SSR reform strategy from the startup stage.
- 6) From the very beginning of the project, the UN will also support the Government in coordinating assistance from international actors to provide sustained and coordinated support to the security sector, including through the support to the design of a resource mobilization strategy.

iv) Expected outcomes, outputs and activities

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

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

Outputs:

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

Phase 1:

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

An international and a national expert will be deployed to provide advisory services to the Ministry of Interior and the Armed Forces. The international security sector expert (P3) will be collocated with the Ministry of Interior. The national security sector expert will be collocated with the Chief of Defense Staff (CDS) jointly with International Expert from ECOWAS (tbc). The Senior SSR Advisor will provide overall strategic and political advice to the Government of The Gambia and relevant partners on the design and implementation of a security sector assessment and a design comprehensive SSR strategy. The Advisor will also be responsible for supporting the Government in coordinating the SSR efforts of the international community.

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

The assessment will be conflict-sensitive and gender-responsive. Data will be disaggregated by sex and age, geographic region. Particular attention will be paid to the assessment of security needs and perceptions of women, girls and children as well as of different ethnic groups. Furthermore, the gender-responsiveness of existing security policy and legal frameworks will be assessed.

Phase 2:

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

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

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

Phase 1:

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

With the activation of the National Security Council (NSC), an Office of National Security (ONS), headed by the National Security Adviser, should be created to function as the secretariat of the NSC. In this regard, the UN will provide international best standards, advice and training, including supporting the setting up of the ONS. The support will include the development of organogram and design functional responsibilities, as well as minimum equipment. Support will also include the development of a communication strategy, capacity building of communications experts of the ONS.

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

The advisory team will provide strategic advice on the process for the formulation of a national security sector reform strategy, taking experiences from the region into account and facilitating efforts to ensure political cohesion around the SSR process, but also to balance security sector reforms with reconciliation and other elements of transitional justice. In this respect, disseminating the principles encapsulated in the *Code of Conduct for*

the Armed Forces and Security Services of ECOWAS and supporting its implementation will add value to this activity.

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

The project will provide support the design and implementation of a national information and sensitization campaign of the populations on the role of security forces and planned reforms through the organization of debates, discussion forums, radio and television broadcasts, etc. with the aim of gaining support of the population for the participatory reform, establishing a base of civilian oversight mechanisms of security forces, and building trust and confidence between security forces and communities.

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

Phase 2:

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

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

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

Phase 1:

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

Through this project and under the leadership of the Senior SSR Advisor, the UN will facilitate the establishment of Technical Committee for SSR support. The Technical Committee will be co-chaired by the National Security Advisor and the Senior SSR Advisor. The co-chairs will ensure that the Technical Committee is composed of at least 25% female members. Meetings will take place every two weeks. These meetings will help to establish and maintain a mapping of the various stakeholders in the sector, with a view to

harmonizing and coordinating the various interventions in order to maximize their impact and avoid overlaps.

Phase 2

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

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

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

The project will support the Government to finalize the SSR resource mobilization strategy, organize a donor conference for SSR and track pledges in relation to the implementation of the SSR. Consequently, the project will support the development of sectoral projects for effective implementation of the security sector reform.

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

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

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

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

The project will be based on the international principles of good governance of the security sector and on the experiences and lessons learned in the sub- region, particularly Liberia, Sierra Leone and Guinea-Conakry. South-South SSR exchanges will therefore be an integral part of the project. The project will also benefit from support and close cooperation with

ECOWAS based on ECOWAS' framework policy principles on security sector reform and governance processes in West Africa.

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

b) Budget:

Table 2: Project Activity Budget

Outcome/ Output number	Output name	Output budget by RUNO	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
Outcome 1: The SSR stakeholders benefit from the necessary strategic support to elaborate and implement an inclusive national security strategy for The Gambia.				
Output 1.1	Stakeholders (of the security sector) receive the necessary strategic support to develop and implement a national security sector reform strategy	1,000,000 USD	Staff and other personnel/ Contractual services/ Travel/Equipment, Vehicles, and Furniture (including Depreciation)	-Deployment of Senior SSR Advisor for 18 months -salary - 1 P 3 18 months - 1 NOD 18 months -1 driver - project assistant G6 18 months - Technical and logistics support, travel experts and consultants for assessment of security sector and census armed forces
Output 1.2:	An inclusive and participatory national sector-wide approach of SSR ensured	250,000 USD	Staff and other personnel/ Contractual services/ Equipment, Vehicles, and Furniture (including Depreciation)/ Supplies, Commodities, Materials	-Operationalization the Office of National Security (ONS) through technical and logistical support - Documents, technical logistical support for development of national SSR strategy - Technical advice including through consultancies --Support through communication

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

Table 3: Project budget by UN categories

CATEGORIES			
1. Staff and other personnel	774,414	774,414	
2. Supplies, Commodities, Materials	45,000	45,000	45,000
3. Equipment, Vehicles, and Furniture (including Depreciation)	50,000	50,000	50,000
4. Contractual services	27,840	27,840	27,840
5. Travel	70,000	70,000	70,000
6. Transfers and Grants to Counterparts	17,000	17,000	17,000
7. General Operating and other Direct Costs	0	0	0
Sub-Total Project Costs	915,888	392,523	1,308,411
8. Indirect Support Costs*	0	0	0
TOTAL	980,000	420,000	1,400,000

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

UNDP – Recipient UN Organization

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

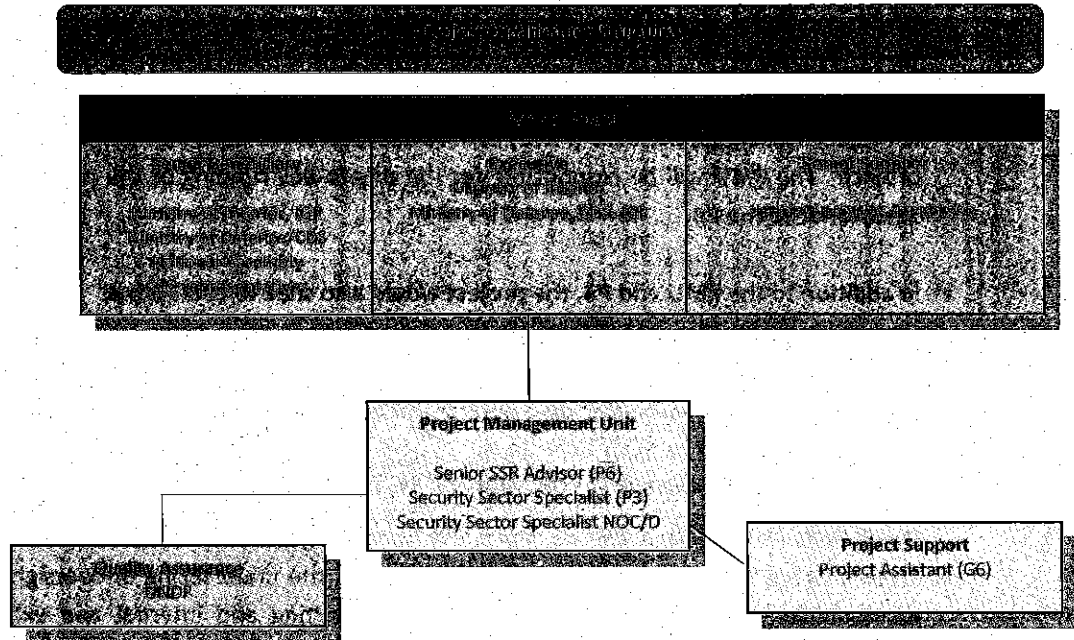
Office of National Security

The Office of National Security (ONS), headed by the National Security Adviser, should be created to function as the secretariat of the NSC. The ONS assists the NSC in the design and implementation of the national security sector strategy and other matters related to the security sector reform. In this regard, the UN will provide international best standards, advice and training, including supporting the setting up of the ONS. The support will include the development of organogram and design functional responsibilities, as well as minimum equipment. Support will also include the development of a communication strategy, capacity building of communications experts of the ONS.

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

III. Management and coordination

a) Project management:



Project management

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

The Project team will be composed of the Senior SSR Advisor, 1 international programme specialist (P3), one national expert (NOC/NOD) and a project assistant. The two experts and the project assistant will report to the Senior SSR Advisor. A driver will also be recruited to support the project team. The Senior SSR Advisor and the project assistant will be collocated with the National Security Advisor. The international programme specialist on SSR (P3) will be collocated with the Ministry of Interior. The national security sector expert will be collocated with the Chief of Defense Staff (CDS) jointly with an International Expert from ECOWAS.

The Project Board

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

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

In addition to the PMU and PB, the project would also seek to establish a:

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

United Nations Development Programme (UNDP)

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

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

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

AA Functions

On behalf of the Participating Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008)⁴, the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having

⁴ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;

- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

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

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

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

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

Ownership of Equipment, Supplies and Other Property

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

Public Disclosure

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

Coordination mechanism – technical committee for SSR support

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

b) Risk management:

Table 5 – Risk management matrix

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
1. Political – Lack of political leadership and ownership by the Government to engage in SSR	Low	High	UN to facilitate coordinated approach with national and international stakeholders including ECOWAS and bilateral partners
2. Political – Political tensions threatening consensus on security sector governance	Medium	High	Project includes establishment and support to political dialogue based on the framework of national consultations; project, via Senior SSR Advisor, will ensure engagement of large range of stakeholders including Government, National Assembly, CSOs and other international actors to facilitate consensus and a joint vision for SSR
3. Social – SSR process including vetting and right-sizing of security forces stagnated due to underlying tribalism leading to tensions	High	High	Complementary initiatives on architecture for peace and dialogue platforms as well as SSR process ensuring social cohesion is not disrupted; cross-border projects with Senegal might be considered
4. Public disillusionment towards	High	Medium	Project envisages national information and sensitization campaign of the populations on the

Government's efforts on SSR, if the reform process delays and if new human rights violations are committed by security forces			role of security forces and planned reforms through which public expectations can be better managed/ continued national consultations/dialogue platform with CSO to be established as part of project
5. Inadequate national capacities	Medium	Medium	Capacity building of national experts from early stage of project through support of Senior SSR Advisor and transfer of expertise, consider identification of experts in the diaspora
6. Security risk after departure of ECOMIG	Medium	Medium	As part of coordination of international stakeholders, ensure coordination between ECOMIG mandate extensions and SSR process, through close collaboration with ECOWAS

c) Monitoring & evaluation:

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

M&E Plan

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

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

- Semi-annual progress and financial reports, prepared by the Project Manager for review by the Project Board; a standard reporting format will be used;
- Annual progress report, technical and financial report prepared by the annual work plan implementing agency and/or the ERP Atlas system at the end of the year;

- At the end of 'Year 1' a Mid-Term Assessment will take place, which will include lessons learned exercise and documenting good practices; this report will be presented to the Project Board for consideration and action. A final independent review will take place at the end of the Project;
- Semi-annual meetings of the Project Review Board will be convened to review progress reports and to ensure the Project results are achieved and where necessary, recommend a change in implementation strategy. The Project Review Board's Executive will report to the Resident Coordinator post each semi-annual meeting;
- A final report will be prepared by UNDP, which includes lessons learned and good practices, within 3 months of the end of the Project and submitted for review and consideration by the Project Review Board.

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

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

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

AA Functions

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

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

Accountability, transparency and reporting of the Recipient United Nations Organizations

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

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

Ownership of Equipment, Supplies and Other Property

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

Public Disclosure

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

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



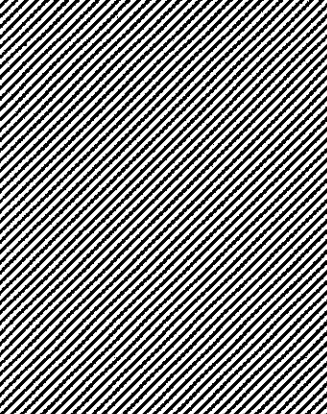
**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	PBF/ Strategic advice and support to the security sector reform and governance in The Gambia	
Recipient UN Organization:	UNDP	
Implementing Partner(s):	UNOWAS, DPKO SSR Government of The Gambia: Presidency, Ministry of Interior, Ministry of Defense, Chief of Defense Staff, National Assembly Civil society organizations	
Location:	Banjul, The Gambia	
Approved Project Budget:		
Duration:	Planned Start Date: 1 May 2017	Planned Completion: 31 October 2018
Project Description:	Based on the request of the Government of The Gambia, this project aims to provide strategic advice and support to the designing and launching of the national security sector reform process. Through the deployment of a team led by a Senior SSR Advisor, the project will 1) Provide the Gambian authorities with strategic and technical support to conduct the assessment of the security sector, design and start implementation of a nationally-led inclusive and participatory SSR process; 2) Coordinate the support of the international community to the reform process of the security sector	
PBF Focus Area:	1: Support the implementation of peace agreements and political dialogue (Priority Area 1): (1.1) SSR	

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

Annex B: IRF Results Framework

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

<p>Outcome 2: The SSR support of the international community is coherent and coordinated</p>		<p>Outcome Indicator 1 b</p> <p>SSR is planned and implemented coherently and with coordinated support from international partners</p> <p>Baseline: -Absence of coordination mechanism for SSR</p> <p>Target: - Existence of a coordination mechanism for SSR - Existence resource mobilization strategy</p>	<p>Regular coordination meetings held</p> <p>Reports of coordination meetings</p>	x	x	x	x	x	x	x	<p>Coordination mechanism established</p> <p>Resource mobilization strategy</p>
	<p>Output 1.1: Stakeholders (of the security sector) receive the necessary strategic support to develop and implement a national security sector reform strategy.</p>	<p>Output Indicator 1.1.1</p> <p>Availability of team providing strategic and technical support on SSR</p> <p>Baseline: No advisory services are provided</p> <p>Target: Team of three experts operational in June 2017</p>		x	x						
		<p>Output Indicator 1.1.2</p> <p>Detailed review/assessment of defense and security institutions</p> <p>Baseline: No assessment/review of security sector exists/limited data on security sector exists</p> <p>Target: Assessment of the entire security sector conducted (taking gender and human rights dimension and conflict-sensitivities into account)</p>	<p>Detailed report of assessment</p>	x	x						
	<p>Output 1.2: An inclusive and participatory national sector-wide approach of SSR ensured</p>	<p>Output Indicator 1.2.1</p> <p>Office of National Security established</p> <p>Baseline: Absence of ONS</p>	<p>Legal framework of ONS adopted</p>	x							

		<p>Target: ONS established and functional</p> <p>Output Indicator 1.2.2 a) Mechanism for broad and inclusive participation of all stakeholders in the design of a national security sector reform strategy/ Framework for a dialogue platform for all stakeholders involved in security sector established</p> <p>Baseline: Absence of a dialogue with population and key stakeholders</p> <p>Target: At least 5 meetings platform of dialogue with stakeholders and of national consultations (men and women, all regions) resulting in clear recommendations</p> <p>b) Information campaign and national consultations conducted in all regions (men, women, all regions)</p> <p>Baseline: Absence of common understanding of stakeholders and civil society on SSR</p> <p>Target: Population (men and women, all regions and ethnic groups) and key stakeholders are consulted on security needs and objectives for SSR – common understanding/vision built</p>	<p>Reports with detailed recommendations of platform of dialogue with stakeholders and of national consultations (men and women, all regions)</p> <p>Report with detailed recommendations from information campaign and consultations</p>																		
<p>Outcome 2: The SSR support of the international community is coherent and coordinated</p>	<p>Output 2.1 Framework for coordinated and coherent international support to the security sector is established and functional</p>	<p>Output Indicator 2.1.1 Technical Committee for SSR support established and regular meetings held, at least 25% of Committee members are women</p> <p>Baseline: Absence of coordination structure on SSR for international partners</p> <p>Targets:</p>	<p>Reports of meetings of the Technical Committee</p>																		

		<ul style="list-style-type: none"> - Technical Committee for SSR support operational - At least 12 meetings held - a detailed mapping of all interventions in security sector is available 												
		<p>Output Indicator 2.1.1 Resource mobilization strategy for SSR developed and implemented</p> <p>Baseline: Absence of strategy Target: -Existence of resource mobilization strategy for SSR - Pledges by donors for implementation at sectoral level of SSR strategy</p>	<p>Document of resource mobilization strategy for SSR</p> <p>Report with information on pledges and priorities of donors</p>							X	X			

Annex C:

Senior Advisor, Security Sector Reform

Location : Banjul, The Gambia
Additional Category : Crisis Response
Type of Contract : FTA
Post Level : P6
Languages Required : English
Duration of Initial Contract: One Year

Background

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

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

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

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

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

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

Duties and Responsibilities

The Senior SSR Advisor will:

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

Reporting, Coordination and Liaison:

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

- S/he will ensure linkages with the rule of law, justice sector reforms and transitional justice efforts.

Expected deliverables:

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

Expected results

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

Competencies

Functional Competencies:

Advocacy/Advancing A Policy-Oriented Agenda:

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

Building Strategic Partnerships:

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

- Creates networks and promotes initiatives with partner organizations.

Innovation and Marketing New Approaches:

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

Resource Mobilization:

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

Promoting Organizational Learning and Knowledge Sharing:

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

Job Knowledge/Technical Expertise:

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

Global Leadership and Advocacy:

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

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

Influencing global and national initiatives:

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

Client Orientation:

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

Core Competencies:

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

Required Skills and Experience

Education:

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

Experience:

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

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

Language:

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

Programme Specialist (Security Sector Reform)

Location : Banjul, THE Gambia

Application Deadline :

Type of Contract : FTA International

Post Level : P-3

Languages Required : English

Duration of Initial Contract : One year

Background

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

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

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

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

To start the security sector reform process as soon as possible and launch the project: *Strategic advice and support to the security sector reform and governance in The Gambia*, the United Nations are recruiting a Programme Specialist on Security Sector Reform. The Programme Specialist reports to the Senior Security Sector Reform Adviser and will be placed at the

Ministry of Interior of The Gambia.

Duties and Responsibilities

Key Results Expected

- Review and monitor activities in The Gambia; assess trends which might affect the political and security situation; recommend possible action to the Senior SSR Adviser.
- Advise the Senior SSR Adviser on the development of a comprehensive national SSR strategy;
- Advise the Ministry of Interior on security sector reform and ensure close collaboration with the Ministry of Interior in implementation of the project;
- Advise the Senior SSR Adviser on cross-cutting issues, including gender and human dimension of the security services and oversight bodies
- Ensure the proper liaison at the working level with the national counterparts and the SSR technical team
- Maintain contacts locally with other sectors of the UN, other international organizations and governments on coordination and policy matters
- Brief representatives and provide, as appropriate, suggestions and recommendations on SSR related issues
- Advise the SSR Adviser on engaging civil society organizations, on political, security and security sector reform issues
- Contribute to the organization of the SSR roundtable and to resource mobilization efforts
- Participate in capacity-building of national actors, i.e. training seminars and sensitization workshops on SSR
- Prepare written outputs, e.g. background papers, analysis, substantial sections of reports and studies, inputs to publications, etc.
- Contribute to drafting regular project progress reports;
- Provide substantive support to meetings, conferences, etc., including proposing agenda topics; identifying participants, preparation of documents and presentations, etc.
- Provide guidance to external consultants, government officials and others
- Contribute to the effective coordination with United Nations actors, the UN Inter-Agency SSR Task Force and other strategic partners engaged in SSR;
- Advice on linkages with rule of law, justice sector reforms and transitional justice efforts;
- Perform other functions requested by the Senior SSR Advisor.

Expected results:

- Produces high-quality outputs on key SSR issues relating to governance and institutional development of the security sector in order to help establish and reinforce accountable, effective and responsive institutions
- Produces and provides effective monitoring on relevant SSR benchmarks and provides a convening function.

Impact of Results

- Contributes toward the preparation of the National SSR strategy;
- Contributes toward the development of the Resource mobilization strategy;

- Contributes toward the establishment Office of National Security (ONS);
- The Office of National Security is empowered to coordinate the design and implementation of the SSR national strategy;
- Political aspects of SSR are addressed in a timely fashion
- Effective and reinforced coordination between international and national actors working on SSR.

Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of the UN
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example
- In-depth practical knowledge of inter-disciplinary development issues
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Seeks and applies knowledge, information, and best practices from the UN system

Development and Operational Effectiveness

- Ability to lead strategic planning, change processes, results-based management and reporting
- Ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects
- Ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations

Management and Leadership

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexities
- Ability to lead effectively, mentoring as well as conflict resolution skills
- Demonstrates strong oral and written communication skills
- Remains calm, in control and good humored even under pressure
- Proven networking, team-building, organizational and communication skills

Required Skills and Experience

Education:

- Advanced university degree (Master's degree or equivalent) in international development, public administration, public policy, security sector governance, management, international relations or a related field.
- A first level university degree with a relevant combination of academic qualifications and experience may be accepted in lieu of the advanced university degree.

Experience:

- Minimum of five (5) years of relevant experience and progressive level of responsibility in governance, security sector reform and/or institutional development in a governmental, multilateral or civil society organization.
- Previous experience in post-crisis situation in the field is required.
- Previous experience in United Nations peacekeeping mission or political office is desirable. Knowledge of The Gambia background and the sub-regional dynamics would be an advantage.
- Basic knowledge of the institutions of the United Nations system, relevant institutional mandates, policies and guidelines is desirable.

Language:

- Fluency in English