

GENDER RESPONSIVE SECURITY SECTOR REFORM TRAINING WORKSHOP

Basic training

Banjul, The Gambia

11-12 July & 16-19 July 2018

- REPORT OF THE TRAINING WORKSHOP -

For

The United Nations Development Programme

UNDP - Banjul

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August 2018

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ACRONYMS

AU	African Union
BPFA	Beijing Platform for Action
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO	Civil Society Organization
DEVAW	Declaration on the Elimination of Violence against Women
DLEAG	National Drug Law Enforcement Agency, The Gambia
ECOWAS	Economic Community of West African States
EU	European Union
GAF	Gambia Armed Forces
GFRS	Gambia Fire and Rescue Service
GID	Gambia Immigration Department
GoG	Government of The Gambia
GPF	Gambia Police Force
GPS	Gambia Prison Service
NDP	National Development Plan
NGO	Non Governmental Organization
PBF	Peace Building Fund
SDG	Sustainable Development Goal
SGBV	Sexual and Gender-Based Violence
SIS	State Intelligence Service
SSI	Security Sector Institution
SSR	Security Sector Reform
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNSCR	United Nations Security Council Resolution
VDC	Village Development Committee
WB	Women's Bureau

Introduction

The United Nations Development Programme (UNDP) in The Gambia, in collaboration with the Government of the Gambia (GoG) organized a training workshop on the need for a gender responsive security sector reform (SSR). The training programme, the first one of a 3 level curriculum (basic-intermediate and advanced) took place from 11-12 July & 16-19 July 2018 at the Joint Officers Mess of the Gambia Armed Forces, in Banjul, The Gambia. The training programme was attended by 50 participants drawing from The Gambia Armed Forces, Gambia Police Force, Gambia Prisons services, Gambia Immigration Department, State Intelligence Service, Gambia Fire and Rescue Service and the Drug and Law Enforcement Agency, The Gambia and the Women's Bureau as well civil society organizations.

The overall objective of the training programme was to introduce participants to the need and the importance of mainstreaming gender into the security sector institutions in The Gambia as part of the ongoing nationwide efforts to restructure the security sector in the Gambia following the recommendations of The Gambia SSR assessment report. Specific objectives were to:

- Provide participants with basic knowledge on SSR and gender;
- Introduce participants to basic concepts on gender and SSR;
- Equip the participants with the knowledge and tools to be able to do a gender analysis of their institution;
- Provide participants with a platform to discuss the relationship between security institutions and the civilians, as well as ways in which CSOs and security sector institutions can collaborate with the aim of building a gender-sensitive security sector for the needs and services of the people of the Gambia; and
- And building on the above, to begin to form a pool of experts on SSR and gender who will contribute to promoting a gender sensitive approach of the security sector in their various institutions.

As the starting ground for the development of a 3 level curriculum on gender and SSR, this just completed training programme was the opportunity to gather first hand information on the gender gaps in the security sector institutions and also begin to reflect on ways in which they can contribute on a future gender policy for their institution. The programme provided the

opportunity for inter-security sector conversation around the common challenges they are facing, ways in which they could help each other, and collaborate with CSOs and the Women's Bureau. Bellow is captured the outcome of the 6 days of trainings.

DAY 1: Wednesday 11 July, 2018

The training started with an introductory session. This session was the opportunity to introduce the facilitation team which comprises the international Consultant on gender and SSR, Ms. Aïssatou Fall and the UNDP Senior SSR Advisor, Mr. Kellie Conteh. This was followed by an introduction of participants. Participants introduced themselves stating their names, the institution they are coming and their experience on gender, as well as their expectations for the training workshop.

Subsequently, participants were able to set their ground rules which were pasted on the walls for the duration of the training programme. They were encouraged by the facilitation team to respect these ground rules for more efficiency and in order to achieve the objectives of the training programme.

Session 1: Understanding Security Sector Reform & Understanding Gender

Introductions were followed by ***Session 1 Understanding Security Sector Reform***, led by the UNDP Senior SSR Advisor who took them through the UN SSR frameworks by introducing the main actors in SSR and key principles. The UN SSR Senior Advisor narrowed down the topic to the African context by introducing them to the African Union (AU) SSR frameworks by focusing on some key provisions in the document. In order to match the explanations with the SSR reforms that are going on in The Gambia, he provided examples on the current SSR process going in the country and insisted on the fact that SSR is not a 'one size fits all' exercise, but is context-specific and should be tailored made in order to respond to the specific need of the people of The Gambia. He further emphasized that it is a process of improving security services and is not limited to being an exercise which consists of achieving equipments for the security sector institutions, and that it also about putting in place the right policies, procedures and the enabling environment.

After this introduction to SSR, participants were taken through the next sub-session ***Understanding gender***, led by the International Consultant, Aïssatou Fall. The introduction to gender and other related concepts started with a group exercise called 'Baby Boy or Baby Girl' through which participants were able to understand the difference between sex and gender,

have a better understanding of gender and related the issues to their own local context and security sector institution. Participants were able to understand that gender issues are context- and culture- specific, and have to do with dynamics that can evolve over time. Participants were able to discuss the gender dynamics, gaps and relationships of their own institution. They were also introduced to concepts such as gender equality, gender equity and gender mainstreaming.

Session 2 : Gender analysis

Session 2 Gender analysis, briefly introduced participants to the essence of tools and frameworks for gender analysis. During the presentation, the facilitator guided them through key areas that can be examined when doing a gender analysis of the security sector such as the representation/ratio male to female looking at inclusion and representation, policies and procedures in place when it comes to recruitment, retention, promotion and posting/relocation, etc. As a practical exercise, participants were divided into group and tasked to do the gender analysis of their own security sector institution. For this exercise, participants from the Women’s Bureau and the CSOs were tasked to reflect on ways in which they could engage with the security sector institutions on gender mainstreaming.

DAY 2, THURSDAY 12 JULY 2018

Day 2 started with a brief recapitulation of key points that were discussed the previous day. This was followed by an energizer and the presentation of the outcomes of the group work on gender analysis. Key issues are captured below and presented per security sector institution:

Session 2 on gender analysis: group work outcomes

The Gambia Prisons’ Service

Participants came out with the following remarks:

- ✚ The ratio of women to men is 65 % to 35 %; According to participants, this is due to improper recruitment procedures. However, it was emphasized that there is no gender balance in decision-making because there are more men than women at the top level;
- ✚ There was a bound signed that after recruitment women should not get pregnant for two years and if the case occurs the staff will lose her job whether she is married or not;
- ✚ Some relocations of staff were like a punishment;

- ✚ Most of them need to be upgraded;
- ✚ There are no correct procedures for promotion;
- ✚ The working environment is not conducive;
- ✚ There is no female juvenile wing; and
- ✚ There was a lot of nepotism, tribalism, sexual harassment and no correct procedure for sanctions.

Participants main conclusions were that there is abuse of office by the authority and poor human resource management and therefore are recommending the following:

- ✚ To make capacity building opportunities available to Prisons' staff;
- ✚ The establishment of a gender desk;
- ✚ To put in place an adequate staffing strategy that will allow to have the right people at the right place;
- ✚ To apply a merit-based promotion system; and
- ✚ To put in place key policy documents.

State Intelligence service group

The group pointed out the following:

- ✚ The need for a gender office;
- ✚ The lack of capacity building opportunities
- ✚ Less representation of women in decision-making positions;
- ✚ Lack of equal opportunities when it comes to posting and promotion;
- ✚ Lack of specialization in different fields; and
- ✚ The need to expanding gender representatives to the different commands of the institution.

The following key recommendations were made by the group:

- ✚ The creation of a gender office;
- ✚ The implementation of policies on gender issues in relation to SSR;
- ✚ The involvement of more women in decision-making positions;
- ✚ Equal capacity building opportunities to be provided to staff; and
- ✚ Gender sensitivity to be observed in postings.

The Gambia Armed Forces

The following issues were raised by the group:

- ✚ The male ratio being higher than female ratio due to physical challenges in terms of training and the nature of the job which requires higher percentage of men than women, as well as criteria of requirement;
- ✚ Welfare and benefits: for instance, access to overseas training and seminars is not fair; and also the ratio of benefits for GAF female soldiers is very slim as compared to their male counterparts;
- ✚ Lack of capacity building opportunities such as civil-military relation trainings;
- ✚ Decision-making: it was highlighted that there is lack of capacity and knowledge to take up challenges and decisions in command; and
- ✚ Lack of confidence and leadership by GAF female soldiers/

Participants of the GAF group recommended:

- ✚ The development of a GAF gender policy;
- ✚ Building the capacity of GAF personnel especially of female soldiers;
- ✚ Building the self-confidence of female soldiers; and
- ✚ Involvement of female soldiers in decision-making at the strategic level.

The Gambia Fire and Rescue service group

The group agreed on the following as being challenges:

- ✚ The lack of policies in place;
- ✚ The lack of gender balance in the personnel;
- ✚ Lack of female or male associations;
- ✚ No equal opportunities for the staff; and
- ✚ Inadequate resources to perform their duties.

The following recommendations were made by the group:

- ✚ The need to put in place a gender policy that will guide proper implementation of gender equality in the service;
- ✚ Create equal opportunities for the staff;
- ✚ Encourage the setting up of genuine associations within the institution;
- ✚ Encourage more female enlistment within the institutions; and
- ✚ The provision of enough resources to the staff for better performance of their duties.

The Gambia Police Force

Group participants raised the following challenges:

- ✚ Gender imbalance in the Police Force, the male to female ratio being 73 % / 27 %: There are about 6000 police officers, this mean there are about 1020 women in the police;
- ✚ Recruitment: there is no recruitment process, the requirements depends on who was in charge although a certain percentage will be given to women;
- ✚ Promotions: promotions is not based on merit, people are promoted based on the duration on most of the time. Men are more likely to get to the rank of Superintendent and higher ranks ;

- ✚ Transfers: people are randomly transferred;
- ✚ There is no direction when it comes to decision-making processes, meaning decisions depended on whoever was in charge;
- ✚ Women are under-represented: only female commissioner;
- ✚ There is no gender desk although the force has a Gender and Child Welfare Unit that has similar functions;
- ✚ Poor infrastructure: there are police stations without toilets, some share one toilet, station cells are sometimes shared (both sexes, juveniles and adults);
- ✚ Inadequate capacity : police officers are not properly trained, therefore professionalism is a problem, disappointments of studies and trainings ; and
- ✚ Management issues

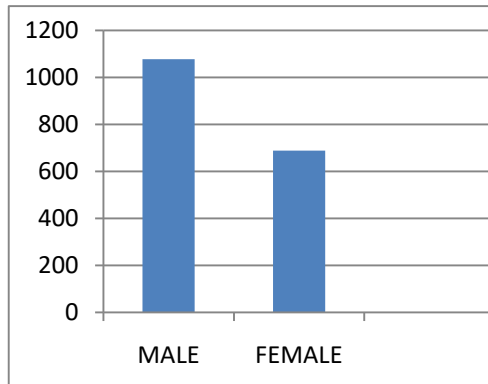
The group made the following recommendations:

- ✚ Gender equality to be promoted in the service;
- ✚ capacity building opportunities to be made available to staff;
- ✚ Implement appropriate and realistic institutional policies;
- ✚ Motivate women to take up responsibilities;
- ✚ Undertake the amendment of the Police Act: the latter reflected the functions of the force during colonial days. This should be updated to be more gender friendly; and
- ✚ Gender focal person: instead of creating a gender desk, the gender and child welfare unit should be legalized and reinforced.

The Gambia Immigration Department

Participants were reminded that GID is the Government agency responsible for the control, monitoring and facilitation of movement into, within and outside of The Gambia and connected matters. The gender analysis brought to light the following elements:

- ✚ The strength of the GID is 1764 personnel. Men represent 1076 staff (61%) and women 688 (39%); which is illustrated by the bar chart below:



- ✚ At strategic decision-making level, GID has a relatively low female representation i.e. 4 Commissioners;
- ✚ The legal and regulatory frameworks are obsolete. These are the Aliens Registration Act 1977 and its amendments, the Immigration Act 1965 and its amendments as well as the Immigration duty manual and Code of Conduct, etc.
- ✚ There are no institutional policies guiding:
 - Recruitment (However, there is a transfer and posting policy which was formulated in 2017 but which is not adequately being implemented);
 - Promotion ;
 - Training and development;
 - Strategic Planning;
 - Gender mainstreaming; and
 - Deployment e.g. Attachment at Gambian embassies and Consular offices, and peacekeeping missions.
- ✚ The Gender unit does not have descriptive terms of reference due to inadequate capacity;
- ✚ Poor and inadequate infrastructure facilities
 - No office space for gender units and accommodation for children on the move, raided or intercepted persons;
- ✚ Capacity building
 - Inadequate training opportunities
 - Mismatching of skills and knowledge;
- ✚ Inadequate budget allocation;

- ✚ Lack of cooperation, communication and coordination among services and other relevant stakeholders in gender related issues; and
- ✚ Lack of efficient data management system.

The GID group recommended that there is need to:

- ✚ Review and update the immigration legal and regulatory frameworks;
- ✚ Formulate, implement and evaluate the policies highlighted above;
- ✚ Develop comprehensive policy documents that will clearly define the roles and functions of Gender Unit;
- ✚ Develop of a strategic plan;
- ✚ Provide capacity building opportunities to all immigration staff on specialized areas such as gender mainstreaming;
- ✚ Make necessary budget allocations to address current needs on infrastructure, communication, training facilities and logistics etc; and
- ✚ Enhance cooperation, communication and coordination among services and other relevant stakeholders on gender issues.

The Drug Law Enforcement Agency, The Gambia

The DLEAG participants raised the following challenges:

- ✚ The Agency does not have any specific Gender Policy, however the Agency has a structured Gender, Child Welfare and Human Right Unit that operates by the use of the National Gender Policy and the Agency code of Conduct;
- ✚ The unit is responsible for taking care of all women in conflict with law and as well as staff issues such as disputes among others;
- ✚ Men make up almost 85% of the Agency workforce, however, women are well represented at the decision-making level;
- ✚ The Agency has the following women at the high command: one Director, three commissioners, two Deputy Commissioners, one chief superintendant, and one superintendent;

- ✚ Promotions are base on recommendations from the immediate bosses and are forwarded for scrutiny to the command;
- ✚ The Agency has a code of conduct that captured protection against sexual harassment;
- ✚ Marriage is not a big issue but if it happens the couples cannot be at the same duty post as operatives;
- ✚ Inequalities when it comes to postings because women are given more priority due to their responsibilities as mothers and wives; and
- ✚ There is no budget allocation for the Gender unit.

DLEAG participants in their recommendations indicated the need for the following:

- ✚ Development of a comprehensive Gender Policy for the Agency;
- ✚ Encourage and involve more women in decision-making processes.
- ✚ Proper scrutiny (gender-based) by the command to re-assess the recommendations or the appraisal form which is use as basis for promotions;
- ✚ Budgetary allocations to Gender and Child related activities;
- ✚ Establishment of a rehabilitation centre for ACOs and women in conflict with the Law, and provision of psychological assistance and counselling for the victims at the centre;
- ✚ Establishment of a Center for breast feeding mothers so as to enable them work effectively and efficiently;
- ✚ Fast tracking the court proceedings as the detention conditions are not conducive for women at the station level and remand wing, because justice delayed is justice denied;
- ✚ Undertaking regular capacity building training for officers on Gender related matters;
- ✚ Establishment of an inter-security sector institution Gender association that will link their activities on Gender related issues; and
- ✚ Promotion of networking, partnership and collaboration among the security institutions to enable effective and efficient service delivery around gender issues.

Group work on CSOs-Women's Bureau/ security sector Collaboration

While the security sector institutions were having their group discussions, the Women's Bureau and the CSOs reflected on how to collaborate with them. The group came out with the following points:

- There is a need to organize advocacy activities for the incorporation of gender issues in the training manuals of all security institutions;
- There is a need to work with security institutions for the establishment of gender units and focal points for those that do not have and strengthen the existing ones;
- There is a need to organize gender trainings for senior security officers;
- Create opportunities to strengthen security-civil relationships through radio programmes, talk shows, TV programmes, panel discussions and community engagement activities;
- Sensitize security sector institutions and build capacity for gender responsive budgeting

Based on the above, the group made the following recommendations:

- Sign MoUs between the Women's Bureau, CSOs and the security sector institutions to guide activity implementation, security sector governance, monitoring and evaluation in relation to gender mainstreaming;
- Develop a strategic plan to guide the implementation of the national security policy on gender issues;
- The drafting team of the national security policy should consult government and CSOs to ensure that gender issues are mainstreamed in the document; and
- Undertake a capacity assessment of the security sector to identify gaps and needs in relation to gender.

Session 3: Key findings of the SSR report of The Gambia

This session was devoted to discussing the findings of The Gambia SSR report as a result of the nationwide assessment which was undertaken in 2017. The consultant presented the outcomes of the assessment per security sector institution and discussed it with the participants with the aim of getting their views on the process and getting further information.

It was interesting to see that the participants, not only confirmed the issues that were raised in the report but provided additional information to supplement the findings of the report. Based on the discussions, it was noticed that there were common issues of concern such as corruption, lack of basic policy documents and frameworks for the security sector institutions,

lack of policy documents and structures that could guide gender mainstreaming efforts in the security sector, lack of capacity building opportunities and motivation leading to lack of efficiency in service delivery, procedures and policies of recruitment and promotion being gender-biased and ethnic-based.

Session 4: challenges and opportunities in mainstreaming gender in the security sector

Participants were divided per security sector institutions in order to reflect on the challenges they are facing in terms of mainstreaming gender into the security sector. Participants from the CSOs and the Women's Bureau were put in a separate group. Below is captured a summary of the key points discussed.

The CSOs and Women's Bureau group:

The group identified the following challenges:

- ✚ There are outdated colonial laws and infrastructure;
- ✚ Lack of adequate resources (human, material, technical and capacity) and an enabling environment to mainstream gender issues in the security sector; and
- ✚ Absence of a gender unit or desk in almost all the security sector institutions.

The group agreed that there are opportunities for mainstreaming gender in the security sector such as:

- ✚ seizing the momentum of the new democratic dispensation to engage with the security sector institutions;
- ✚ The implementation of the National Development Plan (NDP) and the UN joint programmes in addressing pillar 7 of the NDP; and
- ✚ The establishment of the Office of National Security Adviser and SSR.

The Drug Law Enforcement Agency, The Gambia group

The group identified the following challenges:

- ✚ The low budgetary allocation to the Agency;
- ✚ The low manpower (Human resources and material due to the lack of policy); and

- ✚ The misconception of the public on drug law enforcement officers and the new found democracy.

The group identified the change of government and the establishment of a gender Unit and SSR to be opportunities and made the following recommendations:

- ✚ Update the policies in place;
- ✚ Establish a smooth channels of communications between officers and the command of the Agency;
- ✚ Generate support from local and international partners such as UNDP and other UN agencies;
- ✚ Strengthen/build the capacities of officers on gender-related issues; and
- ✚ Create incentives to motivate the officers.

The group added that such recommendations should be accompanied by a strong support from the management of the agency, fundraising activities, technical expertise and a gender policy to guide the implementation.

The Gambia Immigration Department:

The group identified the following challenges:

- ✚ Absence of a gender policy at the institutional level for mainstreaming of gender;
- ✚ Insufficient budgetary allocation for training and development on gender related issues; and
- ✚ Inadequate infrastructure facilities to accommodate gender units in the country.

The group found out that opportunities will lie on:

- ✚ A strong political will from the part of new dispensation on the security services;
- ✚ The increase of the number of women at the GID strategic decision-making level; and
- ✚ The availability of a crop of staff that are being sensitized on gender ad SSR for future use in the immigration service.

The Gambia Armed Forces

The group identified the following challenges:

1. Lack of understanding of gender and gender-related concepts;
2. Lack of Human resources sensitive to gender;
3. Lack of funds for the gender office; and
4. Lack of a gender policy.

Participants were of the view that the government commitment to the ongoing national security sector reform activities and the formulation of the National Security Policy are opportunities that can be used for mainstreaming gender into the security sector. They further made the following recommendations:

- ✚ Create opportunities for fundraising;
- ✚ Put up plan for the development of human resources
- ✚ Develop an action plan for having a gender policy; and
- ✚ Undertake sensitization on gender differences in social relations.

The Gambia Fire Rescue Service

The group raised the following challenges:

- ✚ The absence of policy to guide gender mainstreaming activities; and
- ✚ Lack of political will and support;

In order to overcome these challenges, the group made the following recommendations:

- ✚ Entrench gender into the legal framework within which they are operating;
- ✚ The provision of a strategic plan which will guide implementation; and
- ✚ Regular reviews to be done through constant monitoring and evaluation activities.

The group further recommended that there should be checks and balances for processes and procedures, appropriate mechanisms for consultation and coordination as well as well laid down selection and retention criteria for staff and opportunities after retirement.

The Gambia Prisons Service

Group participants identified the following challenges:

5. Lack of adequate capacity building for the staff;
6. Lack of incentives (risks, medical allowances, etc.);
7. The environment and the infrastructure are is not conducive for work ;
8. Means for mobility are inadequate;
9. Women are poorly represented at decision-making level; and
10. Lack of coordination in the service.

Participants recommended the following:

- ✚ Adequate training opportunities to be made available to officers of all categories and gender matters for efficiency;
- ✚ Collaboration and partnerships to be established with sister security sector institutions;
- ✚ Proper structures and the necessary enabling environment conducive for work to be put in place; and
- ✚ A new gender sensitive complex including a female juvenile wing to be put in place in order to cater for the needs of the inmates.

The State Intelligence Service

The group identified the following challenges:

- ✚ Inadequate capacity building opportunities on gender issues;
- ✚ Lack of selection criteria regarding recruitment; and
- ✚ Inadequate resources to undertake assignments.

The group made the following recommendations:

- ✚ The provision of capacity building opportunities on gender issues to the staff;
- ✚ The establishment of selection criteria based on qualifications; and
- ✚ The provision of adequate resources for duties.

DAY 3: MONDAY 16 JULY 2018

Day 3 started with a reminder of issues that were discussed on Day 2, and followed by an energizer. During the course of the day, participants were introduced to the basic legal frameworks and international commitments on women, gender, peace and security. Subsequently, they were taken through the UN and AU SSR legal frameworks. Below are summarized the outcomes of the presentations.

Session 5: legal frameworks and international commitments on women, gender, peace and security

The objective of this session was to introduce participants to the following frameworks:

- ✚ The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979)
- ✚ United Nations Declaration on the Elimination of Violence against Women (DEVAW, 1993)
- ✚ Beijing Platform for Action (BPFA, 1995)
- ✚ United Nations Security Council Resolution 1325 (UNSCR 1325) on women peace and security (2000) and subsequent resolutions ; and
- ✚ The Sustainable Development Goals (SDG 5 & SDG 16);

In addition, issues relating to the implementation of these frameworks as well as entry points were discussed with participants, relating it to the current context of The Gambia. For most of the security sector institutions participants, it was the first time they were hearing about these guiding frameworks for mainstreaming gender and women's issues into peace and security. Participants had also the opportunity to benefit from the consultant experience on the implementation of these frameworks in other countries such as Senegal, Ghana, Ivory Coast, Somalia and South Sudan. Participants of the Women Bureau and the Gambian CSOs shared also their experiences at the national level.

Session 6: UN and AU SSR legal frameworks

This session was facilitated by the UNDP Senior SSR Advisor. The purpose was to present the basic principles and share views on their implementation, and how it would apply in the current

context of The Gambia. The UNDP Senior SSR Advisor referred throughout the presentation to the current SSR process that is going on in The Gambia and kept on emphasizing on the need to get the SSR process right by make it inclusive and representative of the needs of the local people of the Gambia in order to foster ownership. This session was followed by some interaction with the participants and the screening of a video which provided participants with an understanding of how SSR processes played out in countries such as Sierra Leone. The UNDP Senior SSR Advisor shared his wealth of experience with the participants.

Subsequently, participants had the opportunity to discuss the UN SSR guidelines on gender, which are part of a broader framework on SSR called The Security Sector Reform Integrated Technical Guidance Notes, which is a valuable source of information for national actors.

It became also relevant during the course of this training programme to introduce participants to the UN gender SSR guidelines as it is a source of information which provides guidance on how:

- a) To facilitate the participation of women and girls in SSR decision-making, planning, implementation and oversight;
- a) ensure that the resulting security sector institutions and policies respond to the different rights, perspectives and needs of women, girls, men and boys – and in particular provide effective human rights protection, including protection from and response to sexual and gender-based violence (SGBV); and
- b) Ensure that governmental and UN interventions comply with the standards set forth in various international human rights instruments.

DAY 4 TUESDAY 17 JULY 2018

Day 4 started with a recapitulation on the previous days' learning on gender, peace and security; UN and SSR frameworks. Participants have had the opportunity to sit in various mixed groups (security sector-CSOs and Women' Bureau) and discuss the way they see each other (perceptions) and also their capacity building needs. Below are captured the outcomes of the sessions.

Session 7: Building a civilian-friendly security sector

The outcomes are presented according to what transpired for each security sector institution. The perspective of participants from the CSOs and the Women's Bureau are also captured below:

The Gambia Prisons Service:

Participants generally reported on prisons Service that:

- ✚ The prisons are too congested and are currently taking more inmates that it is supposed to do, which leads to degrading conditions of detention inside;
- ✚ Prisons are known to be places where inmates are tortured and undergo a lot of violations of human rights;
- ✚ Corruption and bribery are frequent in Prisons;
- ✚ There are unlawful detentions and trafficking inside;
- ✚ There are usually low educational qualifications amongst the staff which is ill motivated;
- ✚ The service has internal regulatory issues ; and
- ✚ There is lack of accountability and transparency;

The Gambia Immigration Department:

Participants generally reported on the GID that:

- ✚ There is corruption and a lot of compromise in the service;
- ✚ The institution is known to be gender biased on recruitment issues;
- ✚ A lot of Immigration officers are known to be issuing Illegal documents and arresting people without trials;
- ✚ A lot of corruption is going on for the issuance of documents (national IDs and passports) to non Gambian nationals. However it was recognized that this particular issue is being dealt with by Professional Standard Unit; and
- ✚ The level of education and qualification of the staff is low, thus resulting in lack of competence.

Drug Law Enforcement Agency, The Gambia

The following issues were generally pointed out on the DLEAG:

- There is corruption and information leakage;

- ✚ Some officers have been accused of drug trafficking ;
- ✚ There is inadequate capacity to deliver the work;
- ✚ The service lack proper surveillance;
- ✚ Their staff is exposed to physical confrontation when discharging their duties;
- ✚ Some of the staff are believed to be drug peddlers;
- ✚ They arrest people with drugs and later they sell it or use it and end up accusing people;
- ✚ There is corruption relating to the implantation of drugs and receiving bribes. It was said that a Professional Standard Unit was created to deal with such issues.
- ✚ Some of the cases are not going to court; and
- ✚ Some of the staff are said to be having low educational qualifications.

State Intelligence Service

The following issues were generally pointed out on the SIS:

- ✚ The general public does not trust SIS officers and they are also feared by other security agencies;
- ✚ There have been cases of abuse of authority; However it's been said that a new recruitment policy has been put in place in order to tap professional personnel;
- ✚ There is a job misconception due to the fact that they don't collaborate with other security agencies;
- ✚ They have been also accused of torturing people;
- ✚ The SIS stigma: all security services were scared of them, mostly in the former regime. However, it should be noted that, with the new dispensation, the modus operandi of the SIS has changed following a change in name from NIA to SIS and the new command is committed to respect human rights and the rule of law; In addition, press releases are issued and sensitization programmes held on radio about the new activities of the service;
- ✚ They were known to be human rights violators;
- ✚ They have been telling lies and have been misinforming the authorities under the former regime; and
- ✚ Their conduct can be unprofessional at times.

The Gambia Fire and Rescue Service

The following comments were made on the service:

- ✚ They have not been responding to fire incidence and other emergencies on time, thus making their service delivery ineffective;
- ✚ They have inadequate water supply and can present themselves at the emergency scene without water;
- ✚ They lack professionally trained officers;
- ✚ The service has been experiencing problem to locate places during fire break outs and accessibility is also another problem due to poor building plans;
- ✚ Safety measures are not always adhered to;
- ✚ The service has internal regulatory issues rather than issues of suspicion;
- ✚ Their fire tenders are inadequate; and
- ✚ They don't have sensitization mechanisms to educate the public.

The Gambia Armed Forces

Group participants concluded the following on the GAF:

- ✚ They have been taking care of the defense of external security and have high handedness;
- ✚ They are known to be showing a complex of superiority and arrogance ('Feeling too big and pompous'); this is perceived as an attitudinal problem, not an institutional one;
- ✚ Some of them have been acting above the law;
- ✚ They disrespect civilians and sister security services;
- ✚ They are too politicized and tribal;
- ✚ The army has been loyal to the former regime;
- ✚ There is inadequate capacity and abuse of power; and
- ✚ They have been involved in drug smuggling and trafficking.

The Gambia Police Force

Participants made the following remarks on the GAF:

- ✚ They take the lead when it comes to national security, they are mediators in the community, however, they have this misconception of being super human;
- ✚ They don't serve well the citizens most of the time and don't observe confidentiality when discharging their duties;
- ✚ They are corrupt : they put their individual personal interests before the job most of the time; however, participants recognized that there are mechanisms in place to deal with the issues such as bill boards, the creation of a human rights unit and the compliance and discipline unit, and also community policing activities in order to bridge the gap between police-public divide;
- ✚ They think they are the Mother of the security institutions;
- ✚ Their corruption is at the highest level;
- ✚ There is unfair treatment of complains coming from the citizens;
- ✚ They are suspects, offenders and can manipulate cases;
- ✚ They have a superiority complex;
- ✚ The Police is dishonest to other security services;
- ✚ They are money and rank conscious;
- ✚ They can torture people and abuse power;
- ✚ There is lack of public confidence towards the police; and
- ✚ They have leadership issues and lack training skills;

Civil society organizations

Participants view CSOs as follows:

- ✚ They use people to write projects and proposals;
- ✚ They don't give regards or respect to the security institutions; and
- ✚ They are opportunist and whistleblowers.

Women's Bureau:

No major issues were raised about the Women's Bureau. However, participants were of the view that the WB could support them:

- ✚ By organizing trainings for the security services on gender-based violence, providing psychosocial support and managing gender-related issues;
- ✚ By empowering all female councilors in all the regions for the latter to serve as focal persons to deal with gender-based violence and other gender-related issues;
- ✚ By working on policy implementation on gender and women's issues; and
- ✚ By organizing networking opportunities with security set-up and civil society organizations.

Participants advised that there should be improvement through proper coordination, motivation and salary increase, teamwork, information sharing as well as accountability, transparency and fairness. Discipline and reorganization of each other's efforts is a must.

This was a very honest and courageous discussion among the participants. Participants also confessed that it was the first time in their career that they were put together and had the freedom to discuss their mutual perceptions and views without fear. It was realized that although some security sector agencies have particular issues, some of them were common to all such as:

- ✚ The rampant Corruption;
- ✚ Institutions being reactive in nature and not proactive due to lack of resources;
- ✚ Poor wages of the security sector personnel;
- ✚ Poor record keeping and a lot of work being done manually;
- ✚ Too much political interference leading to unlawful arrests and detentions;
- ✚ Some security institutions feeling that they are superior than others;
- ✚ Indiscipline within the security forces;
- ✚ The public having no confidence towards the security sector institutions that they see as politicized and tribal;
- ✚ Lack of professionalism of the security sector institutions;
- ✚ Inadequate policies and standards in the security sector institutions;
- ✚ Archaic and colonial approaches to security in the security sector institutions;
- ✚ Security sector institutions not serving the people but being regime-centric in concept;
- ✚ Lack of collaboration between the security sector institutions services, except for the SIS and the DLEAG that collaborate on drug cases.
- ✚ Weak leadership serving individual interests;
- ✚ Appointment process not being transparent;

- ✚ Targeted victimization of civilians based on insufficient investigation, mistrust and lack of communication; and
- ✚ Problems of indiscipline in the security sector institutions.

Session 8: Building/strengthening capacities in the security sector: needs and entry points

Participants were put into groups and tasked to reflect on their capacity building/Strengthening needs and entry points which will give them access to opportunities. Participants identified the following needs which are classified according to the following sub-topics:

Needs:

Trainings

- ✚ specialized trainings on gender;
- ✚ trainings on monitoring and evaluation and more specifically the development of gender sensitive indicators
- ✚ Provide trainings to the high command on gender and other related issues
- ✚ Incorporate gender in the training manuals of the schools and academies
- ✚ Provide leadership training opportunities
- ✚ Provide adequate infrastructure and logistics for training;
- ✚ Provide refresher trainings
- ✚ Provide Local and international training opportunities
- ✚ Undertake institutional audit to assess the quality of the trainings.

Networking

- ✚ Appointment of gender focal points in security sector agencies which will promote inter-agency networking for the promotion of gender issues;
- ✚ Establish a firm collaboration between security sector institutions and CSOs;

Putting in place policies and frameworks

- ✚ Develop a gender policy and structure for all the security sectors; and
- ✚ Implement gender sensitive policies

Gender budgeting

- ✚ Establish gender budget in all the security sectors that is going to take care of monitoring and evaluation components;
- ✚ Allocate budget in line with strategic plans.

Establishment of structures to mainstream gender

- ✚ Establishment of a gender desk
- ✚ Mechanism to address officers' grievances to be put in place;

Better understanding of their role

- ✚ Clear Terms of reference to be given for officers

Allocation of resources and incentives

- ✚ Motivation;
- ✚ Financial resources ;
- ✚ Time resources;
- ✚ Short and long term plans to be drawn for security sector personnel; and
- ✚ Sensitization and counseling mechanisms to be put in place.

Participants further discussed about entry points that could be used in order to drive the process of mainstreaming gender forward. The latter are sub-categorized as follow:

Gender responsive infrastructure and enabling environment:

- ✚ Use gender desks or units (where they exist) in the security sector institutions in order to foster change;
- ✚ Establishment of gender friendly structures;

Sensitization and awareness raising programmes

- ✚ Undertake sensitization programmes for the various commands at different levels;
- ✚ Make use of youth and children associations to raise awareness and sensitize on gender matters;
- ✚ Use village development committee (VDC) for sensitization on gender issues;

Institutional frameworks and policies

- ✚ Establish proper institutional policies;
- ✚ Take advantage of the recruitment at training schools to introduce gender;
- ✚ Operate with gender sensitive procedures during the screening and the selection process of recruitments;
- ✚ Operate gender sensitive policies and provide quota for women during the deployments;

Capacity building and research

- ✚ Undertake the mapping of the capacities;
- ✚ Establish standards for basic qualifications;
- ✚ Development of standard training manuals on gender mainstreaming;

- ✚ Undertake research and documentation;
- ✚ Establish database for subject matter experts on gender and SSR;

Networking and collaboration

- ✚ Establish networking opportunities with local and international agencies;
- ✚ Develop networking and collaboration among sister forces ;
- ✚ Foster collaboration among the security sector institutions on common issues of concern ;
- ✚ Create opportunities for engagement with the security apparatus; and
- ✚ Develop proposals for joint projects and initiatives;

Resource mobilization

- ✚ Prepare a resources mobilization plan and strategy ;
- ✚ Operate a fair representation of gender in decision-making; and
- ✚ Monitoring and evaluation of activities in order to documents successes and achievements

As the issue of collaboration between security sector institutions and the CSOs was emphasized a lot during the training workshop, participants further discussed such collaboration could work for instance with regard to the implementation of UNSCR 1325. Participants from the security sector institutions advanced that they were not part of the process of the drafting of the national action plan on UNSCR 1325 of The Gambia. However, it was recognized that CSOs can raise issues that they cannot (as a security sector) because of the environment within which they are. This could be done through research/documentation, advocacy, joint projects and initiatives and the establishment of platforms to engage security sector institutions such policy forum, panel discussions, radio and TV programmes; The idea of having open days sessions organized in the security sector institutions was also discussed.

Participants further advanced that the establishment of Memorandum of Understanding (MoU) between SSIs and CSOs could foster a solid partnership which could result in community policing initiatives, sensitization forum, a better flow of information between SSIs and CSOs, more acceptance from the SSIs in recognizing the efforts of civilian community volunteers. Moreover, the Women's Bureau was seen to be keen in supporting the capacity building of the SSI in terms of gender.

DAY 5: TUESDAY 17 JULY 2018

Session 9: Gender policy: what it is and how does it contribute to a gender responsive SSR?

After introducing the participants to what a gender policy is and how it is formulated, participants were urged to reflect on a future gender policy of their security sector institutions, bearing in minds their mandate, vision and mission, as well as some of the gender gaps they have discussed earlier during the training.

Participants were grouped according to their security sector institutions and came up with the following plans for a gender policy¹. Participants were given a guiding format to be used for the presentation of the outcomes of their group work.

The Gambia Armed Forces' vision of a gender policy

Rationale: Have gender equity, training and education opportunities for all

Vision: An armed force that is highly trained, professional, non political, non tribal inclined and accountable to democratic civilian authority.

Mission: To protect the territorial integrity of the state, aid civilian authority on their request in terms of emergencies, Equal participation in development in social economic development in health care, education engineering and agricultural production to the interest of the country

Objectives: To develop guidelines that will assist and enhance the operations of GAF in gender matters; and to create a TOR that can be used as a policy document in holding into account those responsible for running of gender units.

Strategies:

- + Resource mobilization;
- + To establish a gender desk in GAF by 2019;
- + To create a committee to look into issues of gender before 2019; and
- + Adopt mechanism of basic gender training at the recruitment stage.

Implementation

- + Undertake joint consultancy with partners (NGOs, CSOs and WB)
- + Identifying gender focal officers;
- + Undertake training and capacity building of gender focal officers; and

¹ The outcomes are captured as the group presented them although some incoherence could be noted here and there. However, the facilitator summarized some of the key issues with regards to the content and the form after the exercise. The facilitator would like to emphasize that this exercise reflect the views of the groups of participants that were selected from the security sector institutions and in no way represent the position or views of their institutions.

- ✚ Create a gender desk.

Monitoring and evaluation

- ✚ Develop monitoring and evaluation indicators and tools;
- ✚ Provide training for all; and
- ✚ Establish a monitoring group a monitoring group

The Gambia Police Force's vision of a gender policy

Rationale

As a result of the ratio female police officers to male officers there is a need to put in policies to enable them to have equal opportunities –decision making with regards to promotion and opportunities in GPF. Most of the policies in the Gambia Police Force are not gender sensitive.

Mission

Enable GPF to execute its mandate in a gender responsive environment

Vision

To make GPF gender sensitive and integrate gender mainstreaming at all level with regards to policies

Objective

To create gender equity and justification to serve as a standard gender structure.

Strategy:

- ✚ Development of a gender training manual at the training school.
- ✚ Development of communication messages through the establishment of the gender focal persons across all regions.

Resource mobilization

- ✚ By partnering with NGBY, WoB and CSOs.

Implementation

- ✚ Training of police instructor focal persons and high command on gender.
- ✚ Use of the police magazine, Police radio and the police community policing unit for awareness creation on gender
- ✚ Data collection strategies
- ✚ Gender Desk creation
- ✚ TOR for gender officers

Communication

- ✚ Sensitization and creating awareness across both at national and grassroots level

Monitoring and evaluation:

- ✚ Comparing the ratio of female and male officers trained
- ✚ The number of police officer who have knowledge on gender or who have received training
- ✚ Reviewing of the TOR of the gender desk every 5years

The Gambia Prison Services vision's of a gender policy

Rationale

Equal representation in decision making processes. Respect for human rights and observance to the rule of law.

Vision

To put the Gambia prisons department to the international standard by dignifying and qualifying the living standard for all.

Mission:

To adhere to the international conventions and legal framework; Bridge the gender gap; Create a gender desk; Create a conducive environment free from any discrimination for workers and officers both male and female in the service

Strategies:

- ✚ Capacity building of gender focal points
- ✚ Incorporate gender modules into our training manuals
- ✚ To build structures that are gender sensitive

Implementation:

- ✚ Collaboration with other sister services and more particularly the civil society organizations.
- ✚ To adhere to the work plan in short, middle and long term
- ✚ Training of senior officers and leadership on gender issues from September to December (10 females and 8 males).

Monitoring and Evaluation:

- ✚ Reviewing of the policy in every 10 years to ensure that it is relevant
- ✚ Its importance to inform a technical and monitoring task force to be able to account our performance
- ✚ Constant meetings and taking minutes which will help to adhere to any performance that is to be carried out.

The State Intelligence Service's Vision of a gender policy

Rationale:

To exercise gender equity and equality in the service and be a gender responsive institution

Vision

To be a security sector institution where gender is mainstreamed

Mission

To create the enabling environment which lead to the creation of a gender desk and have gender focal persons

Objectives

To have a gender policy, a gender, gender focal persons and the necessary human resources

Strategy

- ✦ Undertake capacity building activities
- ✦ Tap necessary human resources; and
- ✦ Put the adequate structures responding to the needs of the staff

Monitoring and Evaluation

- ✦ Percentage of staff trained on gender related issues; and
- ✦ The establishment of a resource committee.

Implementation plan

- ✦ Establish a gender desk;
- ✦ Identify focal persons;
- ✦ Get a budget for the activities; and
- ✦ Undertake gender and SSR activities

The Gambia Immigration Department's vision of a gender Policy

Rationale

Following the completion of the Security Sector Reform Assessment, it was widely accepted that gender inequality and women's empowerment are still major challenges confronting the Security Sector. The underrepresentation of women across the Gambia Immigration Department at decision-making levels as well in other immigration engagements have negatively affected the department in carrying out effective and efficient service delivery. Therefore, to attract, develop and maintain a quality workforce, mainstreaming gender in the department programmes, projects and activities is paramount.

Mission

To facilitate free movement of persons, into, within and outside the Gambia through effective and efficient documentation of all Gambians and non-Gambians, border management and collection of revenue for a safe, tolerant and better Gambian society.

Vision

Aspiring for a department supported by highly professional and competent staff, committed to the effective management of Immigration matters in accordance with national and international gender norms and principles

Main objective

To Mainstream Gender in GID programmes, projects, policies and activities in enhancing effective and efficient service delivery. Specific Objectives are:

- ✚ By end of July 2018, gender committee will be established to oversee the implementation of this policy ;
- ✚ By the end of August 2018, a gender budget will be allocated;
- ✚ By end of September 2018, capacity building for the gender committee on Human Rights, Sexual and Gender Based Violence and Gender and SSR will be conducted;
- ✚ A female staff association will be established by end of October 2018; and
- ✚ An established Gender unit and gender focal points in 7 regions by December, 2018

Strategies

- ✚ Establishment and training of a gender committee;
- ✚ Allocation of gender budget;
- ✚ capacity building for the gender committee on Human Rights, Sexual and Gender Based Violence and Gender and SSR will be conducted ;
- ✚ Establishment a female staff association; and
- ✚ An establishment of Gender unit and gender focal points in all regions ;

Implementation

The Gambia Immigration Department will implement, monitor and evaluate this gender policy on a periodic basis in order check to progress against plan.

Monitoring and Evaluation

A committee shall be constituted to ensure proper coordination and collaboration, for the successful implementation, monitoring and evaluation of this gender policy. The Committee shall comprise of the Director General and Deputy Director General, Commissioner Operations, Commissioner Administration, Commissioner Planning, Commissioner Finance, Commissioner Statistics and Internal Audit and shall be assisted by the Planning Unit. The Director General shall serve as the Chairperson of the Committee and shall appoint key stakeholders of the committees with clear terms of reference and performance contract. The Committee shall be responsible for the full implementation of the policy with clear work plan, terms of reference and with calendared meetings with agenda. The policy will be reviewed every five years in order to reflect contemporary realities.

Drug Law Enforcement Agency, The Gambia's (DLEAG) vision of a gender policy

Rationale

DLEAG is the lead government security outfit legally mandated to regulate and control Drugs abuse, illicit drug trafficking and related activities by enforcing the Drug Control Act 2003. Over the years, the agency has been faced with series of challenges during and after the arrest of women including boys and girls suspects due to the insignificant representation of the women. The agency has to sometimes depend on the sister forces to conduct some searches on women. The Agency has over 85% of male personnel leaving a gap in the representation of women in the leadership.

Vision

To be among the world's leading drug enforcement agencies that would given fair opportunities to both men and women as we continue to render loyal and selfless service to The Gambia.

Mission

To enforce all drug laws and regulations of The Gambia and bring perpetrators to justice as well as initiate and support programs aimed at reducing the availability of illicit / control drugs in the domestic and international market.

Objectives

To promote Gender equality with the agency by December 2019; Increase the participation of women in the Agencies high command by July 2020; and Increase the wellbeing of boys and girls through the provision of alternative livelihood skills by December 2020.

Core Values and guiding principles

The development of the gender policy will be guided by our core values which are:

- + Regimentation
- + Professionalism
- + Integrity
- + Justice; and
- + Result-oriented and Team Work.

The implementation of the Agency gender policy and strategy will guided by the following principles:

- + The protection of the agencies position and integrity;
- + Promotion of gender equality and equity within the agency;
- + Respect for the fundamental human rights in our daily operations;
- + Mainstream gender at all levels of the agency; and
- + To foster unity and cooperation among the agency's staff and the general public

Strategies

- + The Agency will engage in series of training and outreach programs such as advocacies, and open forums / engagements; this would include symposiums at various regions as well as quiz and debate competitions among others;

- ✚ Gender issues will be captured in all training programs and activities including recruitment programs and activities of the agency to enhance more awareness from the grassroots levels; and
- ✚ All relevant CSOs including youth, women and Children's groups will be engaged in the advocacy against the trafficking and direct use of drugs.

Monitoring and Evaluation

NO.	KEY ACTIVITIES	INDICATORS					EXPECTED RESULT		
Objective 1: To promote Gender equity within the agency by December 2020									
2.	-Conduct training programs for SMT	# of trainings conducted for SMT					-Mainstreaming gender in programs and activities		
3.	-Conduct training programs for middle line management (staff)	# of middle managers trained					-Change in the attitude of management in gender issues		
4.	-Organize sensitizations at communities on gender related issues protection issues	#of sensitizations conducted at the community levels					Involvement of female staff at top level management		
		And end of year			Director General				
#	Activities and objectives	Aug	Sept	Oct.	Nov.	December	Jan	Remark	
1.	Conduct training programs for SMT							Trainings will be conducted at different levels	
<ul style="list-style-type: none"> • To promote Gender Equity within the Agency by December 2020 									
2.	-Conduct training programs for middle line management (staff)								
<ul style="list-style-type: none"> • Increase the participation of women in the Agency's high command by July 2020 									
3.	Organize sensitizations at communities on gender related issues protection issues								
<ul style="list-style-type: none"> • To increase the wellbeing of boys and girls through livelihood skills by December 2021 									

The Gambia Fire and Rescue Service's vision of a gender policy

Rationale

To mainstream gender, address the inefficiency gaps related to gender within the department, reduce inequality and improve life and working environment for all personnel and officers of the GFRS. This can be achieved by developing a gender framework that will serve as reference, undertaking consultation, and form committees that will help to mainstream gender issues in all aspect of our service delivery system.

Vision

To make The Gambia a safer, more livable country by providing the best fire and rescue services in the sub-region.

Mission

Empowering the Gambian woman to realize her full potential in the socio-economic development of our motherland

Objectives

- ✚ To establish a gender unit that have representatives in the country
- ✚ Integrate gender equity and equality within the department
- ✚ Conduct regular capacity building programs to empower
- ✚ To raise funds by partnering with other gender sensitive institutions both local and International (Women's Bureau, UNDP and other stakeholders, etc); and
- ✚ To raise awareness on gender issues in order to create a healthy environment between men and women.

Strategies

- ✚ Undertake Consultation activities to sensitize and involve everyone in the gender mainstreaming activities
- ✚ Forming committees and adequately train them so that they can represent the department on gender matters; and
- ✚ Awareness creation and empowerment activities

Monitoring and evaluation

Identify performance indicators by creating a logical framework for gender mainstreaming

Implementation Plan

- ✚ Conduct induction training for prospective Gender unit staff
- ✚ Conduct quarterly performance appraisal on Gender mainstreaming
- ✚ Mobilize resources and network with other partners in gender mainstreaming

Based on the outcomes of the group discussions the following aspects came out persistently:

- ✚ The need to have an institutionalized gender policy as a guiding framework for gender related activities in the security sector institutions;

- ✚ The need to work on the infrastructure in order to have a gender sensitive enabling working environment;
- ✚ The need to provide capacity building and strengthening opportunities to all;
- ✚ The need to establish gender desk and provide them with proper TOR;
- ✚ The need to allocate proper budget for gender-related activities;
- ✚ The need to nominate gender focal points and equip them with knowledge and skills;
- ✚ The need to create fundraising opportunities; and
- ✚ The need for coordination between security sector institutions on gender related matters.

Session 10: The national security policy (what it is? An introduction to the ongoing process)

The presentations on the vision of a future gender policy for the security sector institutions were followed by a discussion on the national security policy. During the discussion, the UNDP Senior SSR Advisor took the participants through key aspects of the drafting of the national security policy of The Gambia. This allowed the participants to get clarity on the process and also to see that some of their previous concerns about having adequate policies in place that respond to the needs of the citizens of The Gambia were being addressed. Participants were also able to interact with the UNDP Senior SSR Advisor and some members of the drafting committee that were attending the training as participants. One key aspect that was raised by the participants was how gender sensitive the process and the content of the document were. To respond to this, the UNDP SSR Advisor assured that those aspects were taken care of from the planning stage.

DAY 6: Thursday 19 July 2018

Session 11: Collaboration between security sector institutions: how do we work together and integrate gender issues in our work?

Participants had the opportunity to do a final group work session which was devoted to making action plans on the way forward after the training. Below are presented the outcomes of their action plans:

The Gambia Immigration Department action plan:

Type of Activity	Steps to undertake the activity	Timeline	Support needed (from who)	Indicator of success
Establishment of gender staff association	<ul style="list-style-type: none"> Conduct sensitization campaigns on need for the association 	1 st to 31 st Aug 2018	UNDP, EU, ECOWAS	No. of sensitization campaigns conducted
	<ul style="list-style-type: none"> Identification and selection of staff members 	1 st to 15 th Sept 2018		No. of staff members identified and selected
	<ul style="list-style-type: none"> General staff meetings 	16 th to 20 th Sept, 2018		No. of meetings conducted
	<ul style="list-style-type: none"> Nomination of staff executive members 	21 st to 25 th Sept, 2018		No. of staff that attended the meeting No. of positions accepted
Trainings of staff on gender related courses and gender frameworks	<ul style="list-style-type: none"> Training needs assessment 	26 th to 30 th Sept 2018	TANGO GAF, Women Bureau, UNDP, EU, ECOWAS	No. of partnerships established
	<ul style="list-style-type: none"> Establishment of partnerships for training 	1 st to 15 th Oct 2018		An identified venue
	<ul style="list-style-type: none"> Identification of a training venue 	16 to 18 th Oct 2018		No. of trainings conducted
	<ul style="list-style-type: none"> Conduct trainings 	20 th to 30 th Oct 2018		No. of staff trained

The DLEAG action plan

Type of activity	Steps to undertake activity	Timeline	Support needed (from who)	Indicator of success
Identifying and training of child welfare officers	To identify and train child and welfare officers	1 st August – 15 August 2018	High Command	Number of trained officers
Nationwide sensitization tour	Target three schools in each region	1 ^{er} Sept. – 30 Sept. 2018	High Command and UNICEF	Number of responses from
Networking collaboration within sister forces	Set up meetings with sister forces	1 st Oct. -28 Oct. 2018	Various Security Sector Institutions heads	Number of responses from

Gambia Armed Forces action plan

ACTIVITY	STEPS	TIMELINE	SUPPORT	INDICATOR
1. Involve senior management of GAF on gender matters	Capacity building inters of training Directors Service chiefs	Feb-April Sept- Dec 2019 Feb-March	Women's bureau TANGO Financial resources	Training conducted
2. set up a committee responsible for gender issues	-organize sensitization programmes and seminars for GAF personnel on gender and gender related issues -selection of committee with the knowledge on gender issues(balance)	March -April May – June 2019 July –August 2019	GAF high command TANGO Women's Bureau Finance / logistics	Sensitization conducted Committee selected

The Gambia Fire and Rescue Service action plan

ACTIVITY	STEPS	TIMELINE	SUPPORT	INDICATOR
1. Establish a gender unit	Develop a policy	August – December 2018	Funding for consultancy and logistics	Develop policy and gender unit
2. Conduct induction training	select and train prospect staffs	3 weeks	Fund raising and expertise	A team of gender and sensitive staff
3. empowerment and involvement(sensitization)	country wide consultancy	2 weeks	Transportation, feeding, accommodation, logistics	Country wide tour , list of participants and knowledge
4. implement gender mainstreaming programme	Consult with women organizations , parliamentarians	August_ october 2018	Women's bureau, UNDP and GFRS SMT	Attain gender balance within the GFRS
5. measure performance and the promotion of equal gender participation	Assessment , training , motivation and retention	August – December 2018	Local and international to sponsor the activities	Have a gender focal point to attain gender balance

The Gambia Police Service Action plan

ACTIVITY	STEPS	TIMELINE	SUPPORT	INDICATOR
1.creating a gender desk	1.outline the function of a gender desk 2.capacity building 3.identify a gender office	Two weeks Six months 1month	Gender expert Partners NGBY, Women bureau, UNDP and Action Aid	1.having a document that is going to out line the function of the gender desk /roles and responsibility and the structure 2.To review cases to know how successful you are on the issue and suggestion box to evaluate our work
2. General sensitization	Organize a workshop for high command	One week		Training of the high commands in the administration function
3. Gender office	Establish the gender office	One month	donors management of GPF	Having and equip functional office

The Gambia Prison Service Action Plan

ACTIVITY	STEPS	TIMELINE	SUPPORT	INDICATOR
1.creating a gender desk Training officers on gender related matters	-Involvement of authorities -forming a committee Resources Consultancy with partners Selection	3 months 6 months	Prison welfare fund Private sectors UN agencies NGOs, Private sector Experts	25% female and 20% male were trained 25% Female and 15% male trained

State Intelligence Service Action plan

ACTIVITY	STEPS	TIMELINE	SUPPORT	INDICATOR
1. sensitisation on gender mainstreaming in relation to SSR	Meeting the senior cader (the directorate)	2-3 weeks	From the senior cader (director general)	Approval from the authority
	meeting the general staffs at the Head quarters	3 weeks	Heads of units	Logistics and finance
	commands meeting	5 weeks	Commands(regional directorates)	Successful trainings from the trainees

CSOs and Women's Bureau action plan

ACTIVITY	STEPS	TIMELINE	SUPPORT	INDICATOR
1 .Consultation with SSI and line ministries	Write to various commands Conduct meetings	1 to 2 week(august)	Tango World bank	Meetings conducted
2. Gender needs assessment	-tour of various security units in the country -Analysis of findings and reporting	3 to 4 weeks (August)	UNDP , EU TANGO WORLD BANK , ECOWAS	-Security units visited
3.Design training programmes on gender	-identification of participants -training of senior officers on gender mainstreaming -Establish of gender desk in SSI	September September September	UN , TANGO, WB AND ECOWAS	Number of officers identified and trains Number of gender desks established
4. Establishment network of gambian law enforcement	Establish NGLE -Hold quarterly meetings	October october	WB, TANGO, UNDP , Embassies	-Quarterly meetings conducted -NGWLE establish

Concluding remarks

Due to the need for the re-arrangement of the room set up for the official closing ceremony, participants did not have time to discuss these plans in plenary. However, the facilitator, having followed some of the discussions during the group work discussion noticed that participants were all keen to start doing some gender mainstreaming activities within their own security sector institutions immediately after the training. The facilitator therefore urged them to continue to fine tune their Action Plans to make them more achievable, sharpen their indicators and keep on engaging on gender issues until the next training.

The next steps after the training were agreed as follow:

- ✚ Participants to keep the momentum and keep on interacting among themselves after the training and engage in discussions around gender issues through their whatsapp group which were created during the training and which become very lively and engaging;
- ✚ Participants to commit and try to implement the activities included in their Action Plans; and
- ✚ Participants to continue to familiarize themselves with the information and documentation they have received in soft copies in their flash drives;

Participants had the opportunity to fill in questionnaires to give a feedback on the training workshop. The questionnaire was divided into 4 main parts pertaining to the content of the training, the quality of the facilitation, the logistics of the training, and section on miscellaneous for any other issues they deemed necessary to highlight to the organizers. The overall outcome of the evaluation was positive with regard to the content of the course and the facilitation. For the venue of the training, participants expressed the need to change it for next training and make the training a residential one for more opportunities of interaction if possible. Further details on the results of the evaluation will be shared with the UNDP separately.

For the closing ceremony, participants and the UNDP were honored to have the Vice-president of the Republic of The Gambia attend the ceremony, with officials from the European Union, the Economic Community of West African States, the National Security Coordinator, Representatives of the Heads of the Security Sector Institutions, DCAF, the US SSR Advisor and the UNDP Resident Coordinator in The Gambia. Participants received their certificates and

were congratulated for successfully attending the training. The participants were encouraged to make good use of the knowledge and skills acquired and to be the champions of gender equality and gender mainstreaming in their respective institutions.

ANNEXES:

Annex 1 : Agenda of the Training

Annex 2: Evaluation Form

Annex 3: Participants' List

Annex 1: Agenda

GENDER RESPONSIVE SSR TRAINING WORKSHOP
(Basic training)
 11-12 July & 16-19 July 2018
 Banjul, The Gambia

AGENDA

Day 1: Thursday 12 July 2018

Introduction to the training *

08:30- 09:00 *Arrival and Registration of Participants*

Introductory Session

09:00 – 10:00 *Introductions and Expectations (Aïssatou Fall)*

- Facilitation team
- Participants

10:00 – 10:30 *Setting the ground rules and some practicalities for the training*

10:30 – 10:50 *Tea/Coffee Break*

Session 1:

10:50 – 12:00 *Introduction to Security Sector Reform (SSR expert)*

12:00 - 13:00 *Introduction to Gender: Understanding Gender (Aïssatou Fall)*

1. Group work
2. Presentation

13:00- 14:30 ***Lunch Break***

Session 2:

14:30 -15:30 *Gender analysis (Aïssatou Fall)*

1. What is gender analysis?
2. Tools and frameworks for gender analysis
3. Areas to look into when doing a gender analysis of a security sector institution

15:30 – 16:30 *Group work: Gender analysis of security sector institutions (practical exercise)*

(Groups are divided per security sector and will do the gender analysis of the security sector they belong to; CSOs and gov. reps will form one group will begin to think about ways in which they can engage with the security sector on gender issues – Guiding questions will be distributed to participants).

16:30 – 16:45

Tea /Coffee Break

16:45- 17:15

Discussion on emerging issues from the group work

17:15 – 17:30

Wrap up of Day 1

Day 2 : Thursday 12 July 2018

08:30 – 08:45

Recap Day 1 + Energizer

Session 3

08:45 – 10:30

Security sector institution and CSOs' presentation on their gender analysis (7 Security sector group + 1 CSO group) followed by discussion

10:30 – 10:50

Tea/Coffee Break

10:50 – 12:00

Key Findings of the SSR report on The Gambia (Subject matter expert who has participated in the process)

12:00 – 13:00

Discussion on Gender issues arising from the SSR report of The Gambia (Aïssatou Fall)

13:00 – 14:30

Lunch Break

Session 4

14:30-16:00

Challenges and opportunities in mainstreaming gender into the security sector
 1. Group work: what are the current challenges and what do you recommend?
 2. Summary of the outcomes (Aïssatou Fall)

16:00 – 16:15

Tea/Coffee Break

16:15 – 17:15

Sharing of experience: Examples from other countries on mainstreaming gender into the security sector

17:15 – 17:30

Wrap up Day 2

* There will be formal opening session on Monday 16 July with representatives from the Government and UNDP, which will be followed by a group photo.

Day 3 : Monday 16 July 2018

Session 5:

08:30 – 09:00	Arrival of participants and Officials
09:00 – 09:15	Statement (UNDP RC)
09:15 – 09:30	Statement (Gov. Rep)
09:30 – 10:00	Group Photo and Refreshments
10:00 – 12:00	<i>Introduction to Legal frameworks and International Commitments on Gender, peace and Security + Opportunities and Challenges (Aïssatou Fall)</i>
12:00 – 13:00	Video presentation + discussion
13:00 – 14:30	<i>Lunch Break</i>

Session 6:

14:30 – 16:00	<i>Introduction to Security Sector Reform Frameworks - UN, AU and ECOWAS + Opportunities and challenges for the implementation (Kellie to moderate)</i>
16:00 – 16:15	<i>Tea/Coffee Break</i>
16:15 – 17:15	<i>Introduction to UN SSR Gender Guidelines</i>
17:15 – 17:30	<i>Wrap up Day 3</i>

Day 4: Tuesday 17 July 2018

Session 7

08:30 – 08:45	recap + Energizer
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08:45 – 10:30	<i>Group work: Building a civilian-friendly security sector (Participants will discuss in mixed groups the way they see each other, they will discuss their issues and will devise strategies and means for improvement)</i>
10:30 – 10:50	Tea/Coffee Break
10:50- 12:30	Group Presentations
12:30- 13:00	<i>Summary of emerging issues from the group work and recommendations /CSOs collaboration with security sector on gender issues (Aïssatou Fall)</i>
13:00 – 14:30	Lunch Break
Session 8	
14:30 – 16:00	<i>Building/strengthening capacities on gender in the security sector: Needs and entry points for capacity building opportunities</i> <ul style="list-style-type: none"> • Gender-sensitive policies and structures • Development of local expertise on Gender: Gender focal points, Gender experts and Gender desks; • Female staff associations • Platforms for engagement between security sector institutions and CSOs • Networks etc.
16:00- 16:15	Tea/Coffee break
16:15- 17:15	<i>Group work on collaboration: How to we work together for the implementation of UNSCR 1325 for instance?</i>
17:15- 17:30	wrap up Day 4

Day 5: Wednesday 18 July 2018

Session 9

08:30 – 08:45	recap + Energizer
08:45-09:45	<i>Gender policy: What is it and How does it contribute to a gender responsive SSR? (Aïssatou Fall)</i>
09:45 – 10:45	<i>The national security Policy (what is it? And introduction to the process) (by a subject matter expert currently involved in the process)</i>

10:45 – 11:00 **Tea/Coffee Break**

Session 10:

11:00 – 13:00 *Group work: Participants break in groups and discuss a future gender policy for their security institutions (Guiding questions will be distributed)*

13:00 – 14:30 **Lunch Break**

14:30-16:00 *Group presentations*

16:00- 16:15 **Tea/Coffee break**

16:15-17:15 *Summary of key issues and recommendations for next steps*

17:15-17:30 *Wrap Up Day 5*

Day 6: Thursday 19 July 2018

Session 11

08:30 – 08:45 Recap + Energizer

08:45 – 10:30 Collaboration between security sector institutions: How do we work together and integrate gender issues in our work? (Group work& Action plan)

10:30 – 10:45 **Tea/Coffee Break**

10:45 – 12:30 Presentation of action plans and discussions

12:30 – 13:00 *Next steps and timelines- Conclusion*

13:00 – 14:30 **Lunch Break**

14:30 – 15:00 *Evaluation of the Training*

15:00 – 16: 00 *Closing Session – Certificates and closing remarks (Reps from gov. and UNDP.)*

Annex 2: Evaluation Form

GENDER RESPONSIVE SSR TRAINING WORKSHOP**(Basic training)**

11-12 July & 16-19 July 2018

Banjul, The Gambia

EVALUATION of THE TRAINING

We would like to have your feedback on the training. Thanks for filling this assessment form.

Institution:**ON THE CONTENT OF THE TRAINING**

	Yes	Yes, To some extent	No	-	-
Introductory session: Introduction and Expectations/ Setting the ground rules and some practicalities for the training. Are you satisfied with the way the training started? Please justify you answer by stating what you like or did not like.					
Comments/ Improvements:					

Session 1 : Introduction to Security Sector Reform Did the session allow you to have a better understanding of SSR?	Agree	Disagree	Unsure		
Comments/Improvements 					
Section 1 bis: Introduction to Gender: Understanding Gender Did the session allow you to have a better understanding of gender and gender-related concepts?	Agree	Disagree	Unsure		
Comments/Improvements: 					
Session 2: Gender analysis in the security sector? Are you better equipped to do a gender	Agree	Disagree	Unsure		

analysis in the security sector?					
Comments/Improvements:					
Session 3: Key findings of the SSR report on The Gambia: Do you agree with the findings? Please make some comments on how you found the discussions	Yes	Yes, to some extents	No		
Comments/Improvements:					
Session 4: Challenges and opportunities in mainstreaming gender in the security sector	Yes	Yes, to some extent	No		

<p>Did the session allow you to have a better understanding of challenges and opportunities regarding gender mainstreaming in the security sector?</p>					
<p>Comments/Improvements:</p>					
<p>Session 5: Introduction on legal frameworks and international commitments. Can you say now that you have basic knowledge on the legal frameworks and international commitments on gender, women, peace and security?</p>	<p>Yes</p>	<p>Yes, to some extent</p>	<p>No</p>		
<p>Comments/improvements</p>					

<p>Session 6: introduction to security sector reform frameworks</p> <p>Do you have a better understanding of these frameworks? Can you comment on the key elements you have retained?</p>	yes	Yes, to some extent	No	-	-
Comments/improvements					
<p>Session7: Building a civilian-friendly security sector reform (Mixed group work on how we see each other)</p> <p>Did you find this session interesting? What were the most important things you retained?</p>	Yes	Yes, to some extent	No		
Comments/Improvements					

<p>Session 8: Building/strengthening capacities on gender in the security sector: needs and entry points for capacity building opportunities.</p> <p>Did this session provide you an overview of key entry points that relate to your institution?</p>	Yes	Yes, to some extent	No	-	-
<p>Comments/Improvements</p>					
<p>Session 9: Gender Policy</p> <p>Do you have a better understanding of what a gender policy is and what it entails?</p>	Yes	Yes, to some extent	No	-	-
<p>Comments/Improvements</p>					

Session 9 bis: National security policy	Yes	Yes, to some extent	No		
Can you say now that you are aware of what is going on with the drafting of the national security policy and that you have a better understanding of the process?					
Comments/Improvements					

ON THE FACILITATION TEAM

Facilitators	Yes	Yes, to some extent	No
Were you happy with the way the facilitators delivered the sessions and also the content?			

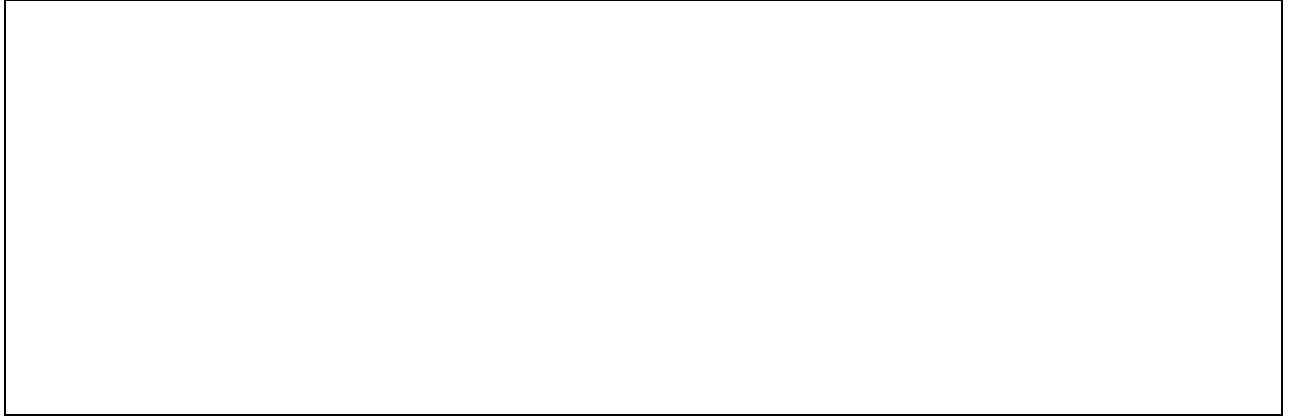
The Consultant			
Comments/ Improvements			
The Senior SSR Advisor			
Comments/Improvements			

ON THE LOGISTICS OF THE COURSE

Item	YES	Yes, to some extent	NO
Venue Did you like the venue?			
Comments/Improvements			

Food Was the food up to your expectations?	Yes	Yes, to some extent	No
Comments/Improvements			
Transportation Did you have difficulties in getting to the venue every day?	Yes	Yes, to some extent	No
Comments/Improvements			
Sitting arrangements Were you fine with the sitting arrangements in the room?	Yes	Yes, to some extent	No

Comments/Improvements			
<p>If there is any other issue that we left out in this evaluation form and that you would like to raise our attention on? If yes, please comment on this space.</p> <p>Thank you for your feedback.</p>			



Annex 3: Participants' List