



REPUBLIC OF THE GAMBIA

SECURITY SECTOR REFORM STRATEGY 2020 – 2024

SSR Project Office Update

April 16, 2020

SSRS DRAFT
OFFICE OF NATIONAL SECURITY

Contents

ACKNOWLEDGEMENT	v
EXECUTIVE SUMMARY	vi
LIST OF ACRONYMS	viii
BACKGROUND	0
THE RATIONALE FOR SECURITY SECTOR REFORM IN THE GAMBIA	0
MISSION:	Error! Bookmark not defined.
To transform the security sector by addressing Post-Authoritarian Legacies, developing Overarching security governance legal and policy frameworks, strengthening Civilian Management and Oversight Bodies, addressing Cross Cutting Perennial Challenges and reforming Individual Security Institutions in order to have a professional and apolitical security sector that is able to protect the country and its people in line with the fundamental human rights and rule of law.....	Error! Bookmark not defined.
VISION	Error! Bookmark not defined.
PRINCIPLES OF ENGAGEMENT AND SUPPORT	1
General:	1
Specific:.....	1
SECURITY SECTOR REFORM STRATEGY DEVELOPMENT & IMPLEMENTATION	Error! Bookmark not defined.
Inter-sectoral technical coordinating level	Error! Bookmark not defined.
OVERALL OBJECTIVE:	1
Specific objectives:	1
THE FIVE (5) STRATEGIC (SSRS) PRIORITY AREAS.....	2
1.0 Addressing Post-Authoritarian Legacies to Enhance Reforms	2
Objective:	2
Outcome 1:	2
Outcome 2:	4
Outcome 3:	4
Outcome 4:	5
Priority Area 2.....	7
2.0 Developing Overarching Security Governance Legal and Policy Frameworks	7
Objective 1:	7

Outcome:	7
Priority Area 3	8
3.0 Reform activities to enable the Civilian Management and Oversight Bodies	8
Objective:	8
Outcome:	8
Priority Area 4	12
4.0 Reform Imperatives to Address Cross Cutting Perennial Challenges.....	12
Objective:	12
To mainstream gender, human rights and environment in order to transform the security that is responsive to the well-being of all vulnerable and differently-able groups in compliance with the constitution.	12
Outcome:	12
Priority Area 5	14
5.0 Specific Reform Activities Relating to Individual Security Institutions.....	14
Objective:	14
5.1 GAMBIA ARMED FORCES (GAF)	15
5.3 THE GAMBIA POLICE FORCE (GPF)	19
5.4 GAMBIA FIRE AND RESCUE SERVICE (GFRS)	21
5.5 DRUG LAW ENFORCEMENT AGENCY GAMBIA	22
5.6 NATIONAL INTELLIGENCE AGENCY (STATE INTELLIGENCE SERVICE)	24
5.7 GAMBIA REVENUE AUTHORITY	25



FOREWARD

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

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

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

Adama Barrow

Date:

ACKNOWLEDGEMENT

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

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

EXECUTIVE SUMMARY

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

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

The strategy is designed as follows:

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

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

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

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

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

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

LIST OF ACRONYMS

Assessment Report – SSR Assessment Report 2017

CSO - Civil Society Organizations

DLEAG - Drug Law Enforcement Agency

DSPD – Department of Strategic Policy and Delivery

GAF - Gambia Armed Forces

GAFSA – Gambia Armed Forces Act

GFRS - Gambia Fire and Rescue Services

GG – Gambia Government

GID - Gambia Immigration Department

GPF - Gambia Police Force

GPS - Gambia Prison Services

GRA - Gambia Revenue Authority

HE – His/Her Excellency

ISS – Internal Security Strategy

ISTAR - Intelligence Surveillance Target Reconnaissance

MACA – Military Aid to Civil Authority

MoD - Ministry of Defence,

MoFA – Ministry of Foreign Affairs

MoFEA – Ministry of Finance and Economic Affairs

MoI – Ministry of Interior

MoICI – Ministry of Information and Communication Infrastructure

MoJ – Ministry of Justice

MOU – Memorandum of Understanding

NA - National Assembly

NDP - National Development Plan

NDP – National Defense Policy

NDS –National Defense Strategy

NSA - National Security Adviser

NSC - National Security Council

NSP – National Security Policy

NSS- National Security Strategy

NSSC – National Security Service Committee

ONS – Office of National Security

PBF- Peace Building Fund

PSC - Private Security Companies

PSDC - Professional Standard and Disciplinary committee

RPA – Rapid Participatory Assessment

SG – Secretary General

SGVB - Sexual and Gender-Based Violence

SIS - State Intelligence Service

SOP – Standard Operating Procedure

SSR - Security Sector Reform

SSRS- Security Sector Reform Strategy

TJ – Transitional Justice

TOE – Table of Organization and Equipment

TRRC – Truth, Reconciliation and Reparations Commission

TWG – Technical Working Group

UN - United Nations

UNDP – United Nations Development Program

UNGA – United Nations General Assembly

BACKGROUND

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

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

THE RATIONALE FOR SECURITY SECTOR REFORM IN THE GAMBIA

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

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

THE SECURITY SECTOR REFORM STRATEGY

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

- a. A comprehensive, integrated and effective coordination of the Security Sector
- b. Outline priority areas for interventions

- c. Layout plans for resources mobilization
- d. Develop and implement institutional regulatory frameworks, policies and strategies

PRINCIPLES OF ENGAGEMENT AND SUPPORT

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

- a. General Principles:
 - i. Political-will and national leadership.
 - ii. Inclusive and participatory nature of the process.
 - iii. Buy-in and ownership of the process by institutions and the population.
 - iv. Anchoring SSR programming in national reform activities.
 - v. Prioritizing governance over restructuring and infrastructure.
- b. Specific Principles:
 - i. To ensure public trust and confidence throughout the process
 - ii. Uphold the principles of good governance and respect for human rights
 - iii. Enhance full participation of Non-state actors (Private Security Companies (PSC), civil society and the citizenry).
 - iv. Ensuring a coordinated and integrated approach
 - v. Ensuring gender mainstreaming

OVERALL OBJECTIVE:

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

- a. To entrench democratic practices that uphold the principles of good governance and justice system in line with International conventions, treaties and best practices.
- b. To ensure a fully integrated and effective coordination of the Security Sector at National, Regional and District levels.
- c. To ensure Civilian Management and Oversight bodies execute their functions in a robust, effective and efficient manner and in conformity with relevant legal and policy frameworks.
- d. To mainstream gender within the security sector thus providing for the well-being of all vulnerable groups in line with international best practices.
- e. To have a Security Sector that is compact, well-resourced and apolitical.

THE FIVE (5) STRATEGIC (SSRS) PRIORITY AREAS

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

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

a. **Responsibility for Implementation:**

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

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

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

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

(a). **Activities:**

- (i). Immediate and subsequent Executive retreats on SSR.
- (ii). Release a Cabinet paper on SSR.
- (iii). Establish a key stakeholder technical committee on SSR.
- (iv). Establish an interactive national platform on SSR including all political parties.
- (v). Conduct vigorous SSR awareness campaign in the regions.
- (vi). Integrate SSR project into the National Budget.
- (vii). Establish a Trust Fund for SSR under the supervision of the Project Board.
- (viii). Develop an exit strategy for ECOMIG.

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

(a). **Activities:**

- (i). Review laws, policies and guidelines to reflect the current realities.
- (ii). Establish a database system for all Acts/Legal Framework.

- (iii). Review electoral management Guidelines to deter interference by external bodies.
 - (3). **Output 1.1.1.3:** Quick dispensation of justice system.
 - (a). **Activities:**
 - (i). Strengthen security in the communities
 - (ii). Establish and maintain more Court Houses in all the regions for quick dispensation of justice
 - (iii). The Ministry of Justice to provide judicial advocates to effectively monitor the constitutional rights of detainees and suspects at police stations and other detention centres.
 - (iv). The National Agency for Legal Aid to provide full time legal counsel for prison inmates
 - (v). Set up a joint coordinating committee to synergize transitional justice and the SSR
- ii. **Outcome 1.1.2:** An Effective and efficient Munition Management System is established
 - (1). **Output 1.1.2.1:** Proper management and storage
 - (a). **Activities:**
 - (i). Provision of adequate facilities
 - (ii). **Develop a proper mechanism to recover illicit Munitions**
 - (2). **Outcome 1.1.3:** A well instituted system that addresses the welfare of personnel.
- iii. **Output 1.1.3.1:** Improved retirement scheme and reintegration program for security personnel.
 - (a). **Activities:**

- (i). Revisit retirement scheme for members of the Public Service.
 - (ii). Severance Package for safe landing of Super numeric personnel (SSR).
 - (iii). Establish a personnel board to address cases of wrongful dismissals.
- iv. **Outcome 1.1.4:** Restored public trust and confidence in the security sector.
- (1). **Output 1.1.4.1:** Strengthened civil-security relations.
 - (a). **Activities:**
 - (i). Develop programs that will cement civil-security sector relation.
 - (ii). Develop and implement comprehensive communication strategy for the Security Sector.
 - (iii). Keep the public aware on the progress of SSR.
 - (2). **Output 1.1.4.2:** Transformed authoritarianism to functional democracy
 - (a). **Activities:**
 - (i). Develop a Legal and Policy Framework on vetting
 - (ii). Conduct specialize training on regimentation for the security sector to deter impunity
 - (3). **Output1.1.4. 3:** A non-partisan security sector.
 - (a). **Activities:**

- (i). Sensitization/ training members of the security sector on the consequences of political affiliation.
- (ii). Build Capacity of state/non-state management and oversight bodies for effective monitoring of the security institution.
- (iii). Provider welfare and motivational packages for the security institutions.

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

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

i. **Legal:**

- (1). Solicitor General
- (2). PS
- (3). Minister.

ii. **Policy:**

- (1). Special Adviser
- (2). DG DSPD
- (3). Director Policy.

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

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

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

(a). **Activities:**

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

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

(a). **Activities:**

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

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

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

i. **Civilian Management:**

(1). SG

(2). MoI

(3). MoD

ii. **Oversight:** National Assembly

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

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

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

(a). **Activities:**

- (i). Conduct Bi-Annual capacity enhancement study tours for members NSC
- (ii). Conduct annual retreats for NSC's member
- (iii). Develop an operating manual for the NSC

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

(a). **Activities:**

- (i). Drafting of a Legal Instrument for the establishment of the Office National Security
- (ii). Provide adequate facilities for ONS
- (iii). Develop a Table of Organization and Equipment (TOE) for the ONS
- (iv). Capacitate staff of the ONS

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

(a). **Activities:**

- (i). Develop the relevant legal framework for National Defence.
- (ii). Provide adequate facilities for Ministry of Defence.
- (iii). Establish an oversight, command and control structures for Defence (Defence Council etc.).

- (iv). Capacitate the Ministry of Defence.
- (4). **Output 3.1.1.4:** A well-structured and transformed Ministry of Interior with requisite capacity.
- (a). **Activities:**
 - (i). Review/develop legal framework for internal security
 - (ii). Provide adequate facilities for Ministry of Interior
 - (iii). Capacitate the Ministry of Interior
 - (iv). Establish an oversight, command and control structures for internal security
- (5). **Output 3.1.1.5:** Established National Security Service Committee (NSSC).
- (a). **Activity:** Draft a Legal framework for the establishment of the NSSC.
- (6). **Output 3.1.1.6:** Strengthened State Oversight Bodies
- (a). **Activities:**
 - (i). Review and Develop relevant policies and strategies
 - (ii). Conduct capacity building programs for State Oversight bodies (study tour/Retreat)
 - (iii). Conduct focused training to capacitate key oversight bodies must especial the National Assembly Standing Committee on Defence and Security and Local Authorities

- (iv). Advocate for the establishment of a National Assembly Select Committee on Intelligence
 - (v). Strengthen the presence of resident magistrates in the Regions
 - (vi). Improve the existing Local Courts to optimum standard
- (7). **Output 3.1.1.7:** Strengthened Non-State Oversight Bodies (Independent Civil Bodies).
- (a). **Activities:**
 - (i). Review Legal Frameworks
 - (ii). Develop requisite policies and strategies
 - (iii). Conduct focused training to capacitate Non-State Oversight bodies
 - (iv). Conduct study tour and Retreat

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

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

- i. ONS
- ii. DSPD
- iii. Ombudsman

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

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

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

(a). **Activities:**

- (i). Develop a Gender Act
- (ii). Capacitate Institutions enable effective Gender Mainstreaming
- (iii). Conduct sensitization programs to address gender related issues

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

(a). **Activities:**

- (i). Establish an Anti-Corruption Agency/Units within the Security Institutions
- (ii). Create awareness programs to mitigate corrupt practices

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

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

- i. Ministries of Defence (MoD),
- ii. Interior (MoI)
- iii. Finance and Economic Affairs

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

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

5.1 GAMBIA ARMED FORCES (GAF)

Sub-Objective:

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

Outcome:

A compact, professional, apolitical and accountable armed forces

Output 1:

Updated legal and policy instruments for the GAF

Activities:

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

Output 2

A compact, professional, apolitical and disciplined Armed Forces

Activities

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

Output 3

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

Activities

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

Output 4

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

Activities

- Construct a standard Joint Service Headquarter

5.2 THE GAMBIA IMMIGRATION DEPARTMENT

Sub-Objective:

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

Outcome:

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

Output 1:

Reviewed legal framework and developed policies

Activities:

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

Output 2:

Established and well-equipped Immigration Headquarters, stations/posts

Activities:

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

Output 3:

Enhanced border control and management system:

Activities:

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

Output 4:

A secured, nationally owned identification and documentation system

Activities:

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

Output 5:

A Compact, discipline, professional and apolitical Immigration Department

Activities:

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

5.3 THE GAMBIA POLICE FORCE (GPF)

Sub-Objective:

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

Outcome:

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

Output 1:

Reviewed and enacted Legislation and Policy Frameworks

Activities:

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

Output 2:

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

Activities:

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

Output 3:

A compact, professional, apolitical and a discipline Police Force

Activities:

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

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

5.4 GAMBIA FIRE AND RESCUE SERVICE (GFRS)

Sub-Objective:

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

Outcome:

Well-resourced, competent and responsive Fire and Rescue Service

Output 1:

A revised legal and institutional framework

Activities:

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

Output2:

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

Activities:

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

Output 3:

A well organized and functional management structure in place.

Activities:

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

5.5 DRUG LAW ENFORCEMENT AGENCY GAMBIA

Sub-Objectives:

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

Outcome:

An equipped, professional and effective drug law enforcement agency

Output1:

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

Activities:

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

Output 2:

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

Activities:

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

Output 3:

A compact and Professional Drug Law Enforcement Agency

Activities:

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

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

5.6 NATIONAL INTELLIGENCE AGENCY (STATE INTELLIGENCE SERVICE)

Sub-Objective:

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

Outcome:

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

Output 1:

Developed legal framework and required policies

Activities:

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

Output 2:

A reformed institution with the requisite competencies

Activities:

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

5.7 GAMBIA REVENUE AUTHORITY

SUB-OBJECTIVE:

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

Outcome 1:

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

Output 1:

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

Activities:

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

Outcome 2:

Improved compliance with statutory revenue and non-revenue measures

Output 1:

A sustained appropriate risk management framework

Activities:

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

Outcome 3:

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

Output 1:

Efficient customer service instituted

Activities:

- Strengthen customer service initiatives

5.8 GAMBIA PRISON SERVICE

Sub-Objective:

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

Outcome 1:

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

Output 1:

Revised and developed institutional / legal framework and relevant policies

Activities:

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

Output 2:

A well-established administrative and management structure

Activities:

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

Output 3:

Formalized procedures for rehabilitation, reformation and reintegration of inmates

Activities:

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

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

Consolidated list of the SSR achievements- see Annex A

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

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

Resource Mobilization- see Annex (C) for details

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

National ownership

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

Partner engagement

- b. Government to engage development partners for additional funding. transformed

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

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

SSR Communication Strategy- see Annex (E) for details

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

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

Monitoring and Evaluation Framework- see Annex (F)