

# Supporting Security Sector Governance in The Gambia



# Context

Following the election of President Barrow in December 2016, putting an end to 22 years of dictatorship, the new government launched a series of inclusive reforms as part of its wider reform agenda to uphold the highest standards of democracy, good governance and the rule of law. These included the launch of a transitional justice process, a constitutional reform process as well as a security sector reform (SSR) process primarily aimed at ensuring good governance of the security sector, preventing recurrence of the past abuses committed by security personnel under the past regime and rationalising the cost of expenditure of security sector institutions. Barrow's 2021 re-election has demonstrated, albeit indirectly, the Gambian people's approval of these reforms and desired continuity.

Since 2017, a number of milestones have been achieved under these parallel processes. These included the drafting and release of the Report of the Truth, Reconciliation and Reparation Commission

(TRRC) in December 2021, which calls for prosecution of alleged perpetrators of human rights violations during the Jammeh tenure and provides recommendations for reforms of some security and justice institutions.

From the SSR side, achievements have included the development of the SSR overarching framework - the National Security Policy (NSP), the National Security Strategy and the SSR strategy - setting an ambitious reform agenda to improve the accountability, effectiveness and efficiency of the security sector. Progress was also made in addressing some of the legislative gaps governing the security sector (eg. development of draft Acts governing the police, the army and the intelligence services) and in strengthening oversight of the security sector by state and non-state actors (National Human Rights Commission, Parliament, CSOs, Ombudsman, media).



# DCAF in The Gambia

DCAF is a foundation under Swiss law and a member state-based organisation which seeks to enable lasting peace and sustainable development by contributing to improved security for states and its people. The Sub-Saharan Division (SSAD) of DCAF has engaged in supporting the SSR process in The Gambia since its inception in 2017; through its field office in Banjul established in 2018, DCAF has been implementing various complementary projects :

- » With funding from the European Union (EU), DCAF implemented a large-scale and multi-layer programme aimed at supporting Gambian stakeholders' efforts to launch a deep and inclusive SSR process with genuine civilian oversight (EU funding; 2018-2020)
- » DCAF facilitated a consultative and inclusive review of security sector-related provisions in the draft Constitution (UK funding; 2019-2020)

- » DCAF supported the development of a manual for the police on criminal procedures governing arrest and detention (French funding; 2019-2020)
- » DCAF supported the development of a new Gambian Armed Forces Act (German funding; 2020).

Capitalizing on results achieved in the framework of the previous projects, DCAF is currently implementing a multi-funded programme (2021-2024), funded by the EU and Switzerland, aimed at further supporting implementation of the SSR agenda through targeted engagement with the Gambian Police Force (GPF) and the Gambian Immigration Department (GID) and an overarching effort to promote effective oversight of the security sector. A complementary project (funded by GIZ) aims at contributing to the establishment of a secure and peaceful electoral environment through enhanced security sector responsiveness and accountability.

<b>VISION</b>	An accountable, effective, and efficient Gambian security sector abiding by the Rule of Law provides human and national security and creates an environment conducive to stability and development.			
<b>MISSION</b>	To support the Government in its effort to ensure that the security sector is more effective at ensuring human security at individual and community levels, with due regard to human rights standards, including gender equality.			
<b>OBJECTIVES</b>	In The Gambia, DCAF aims to:	Support security institutions in becoming more efficient and effective in the delivery of services	Promote professionalism and accountability of the security sector through strengthened internal and external oversight frameworks	Mainstream gender equality and human rights principles throughout the security sector
<b>STRATEGY</b>	DCAF's engagement contributes to strengthening democratic processes, by :	Ensuring that security institutions' operations and performance are guided by clear and consistent visions and policies while strengthening their leadership and management	Reinforcing internal oversight structures and normative framework of security institutions while improving the capacity of external oversight actors to hold to account security institutions in their performance and conduct	Upholding human rights and gender equality within security institutions at the policy and operational level and promoting dialogue between communities and the security sector on human rights and gender

# Approach and activities

To achieve our three objectives, the following measures are implemented, in line with DCAF's fields of intervention:



## › OBJECTIVE 1:

Support security institutions in becoming more efficient and effective in the delivery of services

## › APPROACH:

Ensuring that security institutions' operations and performance are guided by clear and consistent visions and policies while strengthening their leadership and management

## › ACTIVITIES:

- › Support the formulation of relevant doctrine, policies, and legal framework to ensure a consistent approach to operations and service delivery between the Gambian Police force (GPF) and the Gambian Immigration department (GID).
- › Strengthen leadership and command systems as well as management skills for mid to high level security personnel in the GPF and GID.
- › Provide the necessary knowledge to GPF and GID senior management to manage an institutional reform process.
- › Reinforce staff training and update of training curricula (crisis management, integrity, etc.) in the GPF and GID.
- › Improve human resources management by addressing the significant shortcomings in the utilization of existing capacities and resources, as well as weaknesses in the performance of personnel the GPF and GID.
- › Provide a comprehensive and inclusive framework for the supervision of electoral cycles, with the participation of both the GPF and CSOs in charge of monitoring elections.



### › OBJECTIVE 2:

Promote professionalism and accountability of the security sector through strengthened internal and external oversight frameworks

### › APPROACH:

Reinforcing internal oversight structures and normative framework of security institutions while improving the capacity of external oversight actors to hold to account security institutions in their performance and conduct

### › ACTIVITIES:

- › Support the GID and the GPF to strengthen internal accountability and oversight systems through the revision and reform of current procedures, legal framework and systems for discipline, complaints handling, oversight, or performance management.
- › Strengthening the capacity of state and non-state actors (incl. National Assembly, CSOs, media) to conduct effective oversights of the security sector, including as regard to operations and performance of security institutions.
- › Further capacitate external oversight actors to monitor and report on elections and the actions of the GPF in this particular context while strengthening the regular exchange of information between them.
- › Support establishment of an online repository of the legal framework governing the security sector, aimed to respond to challenges in the application and compliance with national and international standards as well as providing security sector stakeholders with the necessary information to conduct their activities and comply with their mandates.
- › Conduct a mapping of existing oversight mechanisms to be widely disseminated to security sector stakeholders.
- › Organize national forums to stimulate dialogue on security sector oversight and provide solutions on perceived and real deficiencies while building trust between state and non-state actors.

### › OBJECTIVE 3:

Mainstream gender equality and human rights principals throughout the security sector

### › APPROACH:

Upholding human rights and gender equality within security institutions at the policy and operational level while promoting dialogue between communities and the security sector on human rights and gender

### › ACTIVITIES:

- › Update, review or develop gender and human rights regulations, operational concepts and policies governing the operations of the security sector.
- › Encourage the recruitment of women personnel as well as training and appointment of female senior managers within the GID and GPF.
- › Conduct a scoping study within the GID to assess women's role, agency and career development in the institution.
- › Highlight the importance of human rights and gender during electoral periods, via the sensibilisation and training of security sector personnel.



# Key achievements

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DCAF's intervention in The Gambia has laid the essential groundwork to enable national stakeholders to contribute and implement a reform of the security sector that is holistic, coherent, and inclusive. To date, key milestones reached are as follows:

Applying a data driven approach, DCAF produced several knowledge products to inform the security sector reform agenda, most notably: an institutional Human Resources Assessment of key security institutions (Army, Police, Immigration, Intelligence services and line Ministries); a Gender Assessment of the security sector; and a perception study of the population in the field of security.

DCAF supported the development of legislations governing the state Intelligence Services and the Gambian Armed Forces in line with democratic standards, human rights and the rule of law. Other new or revised legal framework will notably include a policing doctrine for the Police and a revised Immigration Act.

DCAF provided expert advice on, and facilitation of dialogue related to security sector provisions in the draft Constitution promoting harmonisation between the SSR process and the constitutional review process.

DCAF supported the development of a Manual on Arrest and Detention Obligations for the GPF.

DCAF - Geneva Centre for Security Sector Governance is committed to making people more secure through accountable and effective security and justice. We help national and international entities to deliver security that respects human rights, upholds the rule of law, and is democratically controlled, by:



**Helping to improve the way national security sectors are governed**



**Guiding the development of sound, sustainable security governance policies**



**Promoting locally owned reforms that are inclusive, participatory, and gender responsive**

DCAF's engagement consists of:



**Providing technical expertise to nationally led SSG/R processes**



**Capacity building for state and non-state actors**



**Publishing research and knowledge products**



**Promoting internationally recommended good governance practices**



**Advising on security sector-related legal and policy questions**



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