

HUMAN SECURITY FOR THE GAMBIA SECURITY
SERVICES AND SECTOR STAKEHOLDERS:
A FRAMEWORK FOR A TRAINING MANUAL

August 2023



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Acronyms

ATJLF	-	Africa Transitional Justice Legacy Fund
AU	-	African Union
CBO	-	Community Based Organization
CEDAW	-	Convention on the Elimination of all Forms of Discrimination Against
CRPD	-	Centre for Research and Policy Development
CSO	-	Civil Society Organization
DSIP	-	Defence Strategy Implementation Plan
GNDP	-	Gambia National Defence Policy
HR	-	Human Rights
ICCPR	-	International Convention on Civil and Political Rights
ICESCR	-	International Covenant on Economic, Social, and Cultural Rights
NGO	-	Non-Governmental Organization
NSP	-	National Security Policy
NSS	-	National Security Strategy
SSAR	-	Security Sector Assessment Reform
SSR	-	Security Sector Reform
SSRS	-	Security Sector Reform Strategy
TMHS	-	Training Manual on Human Security
TJ	-	Transitional Justice
TRRC	-	Truth, Reconciliation and Reparation Commission
UDHR	-	Universal Declaration on Human Rights

Foreword

Situated inside Senegal, its bigger neighbour, and with one of the smallest population and landmass in continental Africa, the Republic of the Gambia initially enjoyed an enviable record of political stability and social harmony after independence. However, the post-colonial democratic experiment in the Gambia was truncated by the July 1994 coup led by Yahya Jammeh. Although, the Gambia was returned to the path of constitutional order by Jammeh in 1996, the reign of terror and the atmosphere of fear occasioned by the authoritarian streaks that characterized the façade of democratization and constitutionalism under the Second Republic systematically undermined the values of peace, democracy and human rights. For two decades, the Gambia existed as an illiberal democracy until President Jammeh's surprise electoral defeat in the 2016 presidential poll. While the defeat of Jammeh's and the attendant democratic transition path marked a new beginning, the twenty-two years of Jammeh's authoritarian reign left the Gambia with plethora of constitutional, institutional and structural issues that needed to be addressed.

At the Centre for Research and Policy Development - Gambia's leading research, think tank and advocacy organization – our mission has been the deployment of our resources and expertise to aid the nation's democratic transition process. This includes support to strengthen institutional reform, provisions of resources to aid training and man-power development, facilitation of collaborations and engagements between stakeholders directed towards serving as bridge between the state, her institutions, and the larger civil society in the Gambia. To this end, the Centre has provided support to the nation's security establishment through its flagship programme on transitional justice, security sector reform and human security programmes with funding from the Africa Transitional Justice Legacy Fund (ATJLF).

The development of a Human Security Training Manual, its validation, and organization of a training of trainer's workshop on the manual, serves as a culmination of the Centre's recent work to aid the security sector reform process in a transitioning Gambia. The manual is intended to serve as a baseline training document on human security for the security sector stakeholders in general and the Gambia's security institutions training schools in particular. The belief is that the manual will enhance the trainees' appreciation of human security issues, help to aid the protection and advancement of human security in a transitioning Gambia and advance the cause of human security centered security services provisioning by Gambia's security institutions and their personnel.

The CRPD would like to acknowledge and thank the ATJLF for its funding and technical support of our programme that has made this possible. The Centre also wishes to acknowledge and appreciate the cooperation and collaboration it has received from security institutions in the country in the course of implementation of the programmes and activities under the ATJLF project. The commitment of the consultant that developed the Human Security Manual and all other consultants that worked with us on the ATJLF project have also been vital. Finally, we sincerely appreciate the support from members of civil society and wish to pay special recognition to CRPD staff whose sacrifices, commitment and dedication to the objectives of the Centre enable us to continue this important work.

Thank you.

Luqman SAKA, PhD

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Executive Summary

Centre for Research and Policy Development entered into a partnership with the ATJLF to assess the status of the implementation of the security sector reform in the Gambia following the 2016 presidential elections and commencement of democratic transition and reform of the security sector governance process. The country's security sector reform (SSR) that began in 2017, and which was one of the most critical transitional justice reform pillars, was designed to realign the security institutions to be accountable under democratic civil authority and rule of law.

An overarching objective of this partnership was to support efforts at enhancing security sector stakeholders' capacities for effective governance and accountability oversights in the security sector. The purpose of this study is to provide a human security centered framework for the development of training and capacity development approaches that can facilitate security sector stakeholder's recognition and understanding of their roles and responsibilities in national security service delivery. Thereby equipping key stakeholders with the tools to enhance security sector staffs' ability to carry out their function whilst ensuring good governance, oversight and accountability.

The framework document provides context to key terms – such as human security, transitional justice and peacebuilding – that are fundamental components of the wider SSR agenda – underscoring their importance when it comes to implementing a comprehensive and crosscutting institutional reform process – that includes stakeholders beyond just security agencies – embedded in strategic plans and daily operational processes. It proposes eleven core modules that should form the basis of training from existing manuals but encourages these be situated within the Gambian context.

- **Module 1:** Leadership in Complex Environments
- **Module 2:** Human and Peoples Rights
- **Module 3:** State-Society Relations
- **Module 4:** Multi-Stakeholder Coordination
- **Module 5:** Coordination on Conflict Assessment
- **Module 6:** Comparing Approaches to Security
- **Module 7:** Conflict Prevention and Peacebuilding Skills
- **Module 8:** Civilian Assistance
- **Module 9:** Protection of Civilians
- **Module 10:** Trauma Awareness, Resilience and Managing Stress
- **Module 11:** Security Governance, Accountability and Performance

The framework document then proposes an initial plan for the implementation of training. It recognizes that successful implementation will require a coordinated and an integrated monitoring and evaluation mechanism to guarantee and enhance assessment and inform redesign improvements of the training and its process. It also highlights that bringing together

independent and diverse stakeholders within the national security landscape for the purpose of training and capacity development to enable them carry out their roles and responsibilities effectively will be critical. Stakeholders' ability to effectively deliver on their collective responsibilities will require that they work together. For this reason, training that includes security agencies along with oversight bodies is also encouraged as this will greatly enhance recognition, cooperation and respect between stakeholders within and beyond the sector, creating the enabling environment necessary for instituting successful governance processes.

1.0 Background and Introduction

1.1 Background

The CRPD entered into a partnership with the ATJLF to assess the status of the implementation of the security sector reform in the Gambia following the 2016 presidential elections and commencement of democratic transition and reform of the security sector governance process. One of the overarching objectives of this partnership was to support efforts at enhancing security sector stakeholders' capacities for effective governance and accountability oversight in the security sector. For this reason, CRPD held extensive consultations with key actors and stakeholders to collate their views, perspectives and position as they relate to the development of a document on human security - the new focus/aspiration of the security sector - for use in security training schools and by other security sector stakeholders.

1.2 Introduction

The fabric of communal relationship, social cohesion and peaceful co-existence in the Gambia has never been more challenged, in the post-independence era, than during the dictatorship of former President Yahya Jammeh (1994–2016). Although the former president was removed from power through the elections of 2016, the situation has continued following the transition to democratic rule. While the democratic transition steered an era of freedom and rights, the removal of the dictator also placed the country at a critical crossroad, which led to calls for urgent reforms.

In response to this, the new government initiated a transitional justice process targeted at truth telling, restitution, justice and reconciliation, and in particular, made attempts at mainstreaming human security so as to embed and reinforce social cohesion and empowerment, good governance and rule of law, as key drivers of ensuring national security. A laudable milestone in this quest was the creation of the Truth, Reparation, Reconciliation, Commission (TRRC) to look into incidences of human rights abuses that occurred in the course of the 22 years of dictatorial rule of former president Jammeh. The TRRC report was presented to the public in December 2021, with the government releasing a white paper in May 2022 that broadly endorsed all its recommendations.

Another important component of the reform process focused on the security sector. This was a sector that has shouldered the brunt of misuse of its power, leading to crimes against the Gambian people, that ultimately pushed the country to the brink of socio-political unrest in the aftermath of the 2016 presidential elections. The Gambia's Security Sector Reform (SSR) process began immediately after the government of President Adama Barrow assumed power in early 2017 and resulted in the development of the first ever set of national security policy documents. These included the National Security Policy (NSP), the Security Sector Reform Strategy (SSRS), as well as a National Security Strategy (NSS). The NSS, among others, mandated the follow up development of individual security services' enabling policies and strategies, such as the Gambia National Defence Policy and its attendant Defence Strategy Implementation Plan.

These foundational infrastructures for national security, driven by the paradigm of human security, aimed to guarantee that security service delivery was embedded in good governance. They aimed to ensure that an enabling stakeholder oversight mechanism, expected in a democratic and rule of law setting, was in place. But to achieve this requires an improved understanding of what security is among all security stakeholders, if efforts to improve accountability and oversight functions are to be realized.

1.3 Purpose

The purpose of this study is to provide a human security centered framework for the development of training and capacity development approaches that can facilitate security sector stakeholder's recognition and understanding of their roles and responsibilities in national security service delivery and carrying it out effectively as is required of them, individually and/or collectively.

1.4 Objectives

The overall objective is to equip key stakeholders with the tools to enhance security sector staffs' ability to carry out their function whilst ensuring good governance, oversight and accountability. Specifically it aims to:

1. Enhance Gambia's security sector stakeholders' understanding and application of human security principles in delivering their mandate;
2. Strengthen stakeholder's participation, ownership and engagement in the security sector reforms and governance process;
3. Provide opportunity and facilitate stakeholder's engagement on the governance, oversight and accountability of Gambia's security institutions.



The overall objective is to enhance stakeholders' ability to carry out their function of ensuring good governance, oversight and accountability in the security sector. Specifically, to:

Enhance Understanding

Enhance Gambia's security sector stakeholders' understanding and application of human security principles in delivering their mandate;

Strengthen Engagement

Strengthen stakeholder's participation, ownership and engagement in the security sector reforms and governance process;

Provide Opportunities

Provide opportunity and facilitates stakeholder's engagement on the governance, oversight and accountability of Gambia's security institutions.

The understanding and framework provided by the document will complement the wider SSR process embarked upon by the Gambian government. With its intended use for shaping the actions of various security training schools and civil society organizations, enhancing their knowledge and equipping their personnel with a better understanding of SSR and the applicability of the principles and ideals of human security

2.0 THE GAMBIA’S SSR

The aftermath of the 2016 presidential elections and the assumption of office by Adama Barrow, saw utmost priority been accorded to comprehensive reforms. Given the enormous technical and financial requirements of the intended reform, the government approached international development partners for assistance and support to conduct wide ranging restructuring and rebuilding with a view to restoring democratic governance and respect for the rule of law. The country’s SSR, being one of the most critical TJ reform pillars, was designed to realign the security institutions to being accountable under democratic civil authority and rule of law. This manual aspires, and is driven by the need, to contribute to the technical process of improving the Gambia’s national security service delivery, by enabling effective security sector governance, stakeholder’s oversight functions, and overall success of the SSR process. For the purpose of this manual, SSR usually defined to address country specific issues, means, inter alia, *“a political and technical process of improving state and human security by making security provision, management and oversight more effective and more accountable, within a framework of democratic civilian control, rule of law and respect for human rights.”* (United Nations SSR Perspective, September 2017).

Efforts towards the SSR saw the commissioning of a technical working group in 2017 whose membership was drawn from diverse sectors. The primary purpose of the technical working group was to evaluate the country’s security “context, challenges and gaps that exist within the security institutions (SSAR, 2017)”. The working group, in its report, enumerated findings and made recommendations with a view to ensure that this important national sector is “professional, effective, accountable, and responsive to the security and justice needs of the citizenry and operating within the framework of good governance, respect for the rule of law and human rights and international humanitarian laws” (SSAR, 2017). This desire, to guarantee the embedding of human security in the context of SSR, is with the singular purpose of entrenching oversight and accountability, restore public trust and confidence, ensure an effective security sector governance framework, provide an enabling environment, strengthening and empowering diverse oversight bodies to function effectively and contribute in addressing perennial security, socio-political and other national challenges. Trust which had been eroded during 22 years of dictatorial rule and which was brought out clearly during the testimonies given to the TRRC, which like SSR was another component of the Gambia’s TJ led approach to comprehensive reform.



SSR: a political and technical process of improving state and human security by making security provision, management and oversight more effective and more accountable, within a framework of democratic civilian control, rule of law and respect for human rights.”

~ (United Nations SSR Perspective, September 2017).

TJ is defined by the United Nations as “... the full range of processes and mechanisms associated with a society’s attempts to come to terms with the legacy of large-scale right abuses of the past, in order to ensure accountability, serve justice and achieve reconciliation.” The African Union on its part refers to TJ as the “various (formal and traditional or non-formal) policy measures and institutional mechanisms that societies, through an inclusive consultative process, adopt in order to overcome past violations, divisions and inequalities and to create conditions for both security, democratic and socio-economic transformation.” Such a mechanism, the AU recognizes will, inter alia, “include both judicial and non-judicial mechanisms, with differing levels of international involvement (or none at all) and individual prosecutions, reparations, truth-seeking, institutional reform, vetting and dismissals or a combination thereof”. Both definitions correlate strongly on the underlining principles of truth, justice, reparation and guaranteeing of non-recurrence, as germane to transitional justice process.

The Gambia’s approach to TJ, subscribing to these definitions and principles, had an overarching goal to pursue its national interest, values and guarantee human security through reforms and an agenda for sustainable peace, inclusive social, economic and political transformation, within the context of a nation emerging from a long period of serious human rights and humanitarian law violations, rights abuses and other forms of injustices.

The understanding and framework provided by the document will complement the wider SSR process embarked upon by the Gambian government. With its intended use for shaping the actions of various security training schools and civil society organizations, enhancing their knowledge and equipping their personnel with a better understanding of SSR and the applicability of the principles and ideals of human security.

VALUES & PRINCIPLES

- Participation and Inclusivity
- Good Governance
- Accountability and Oversight
- The right to life, liberty, and pursuit of wellbeing.
- Justice, Freedom and Peace.
- Tolerance and respect for the dignity of all persons.
- National unity and cohesion.

3.0 HUMAN RIGHTS AND HUMAN SECURITY

Human rights are the foundational bedrock of human security as it concerns protecting fundamental freedoms - freedoms that are the essence of life. They are moral principles or norms for certain standards of human behaviour and are regularly protected in national and international law. Human rights are rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. They aim to protect people from critical (severe) and pervasive (widespread) threats and situations.

Human rights form the core and normative foundation of human security which integrates three freedoms: freedom from fear, freedom from want and the freedom from indignity.

It is an approach “to assist member states in identifying and addressing widespread and cross-cutting challenges to the survival, livelihood and dignity of their people” (General Assembly resolution 66/290). In traditional state-centered security, individual integrity rights are represented by the territorial integrity of a state and non-intervention. In the context of human security, individual integrity rights represent the same idea of personal integrity, only having an individual rather than a state as a beneficiary.

The Gambia’s SSR is anchored on the felt need and national “desire to shift from traditional regime/state centric security to human security”. This shaped the guiding principles and instructions for the security sector to pursue and implement a comprehensive and crosscutting institutional reform process to mainstream human security in these institutions’ strategic plans and daily operational processes.

4.0 SECURITY STAKEHOLDERS AND PEACE BUILDING EFFORTS

For most nations, the overarching goal of national security is to guarantee sustainable peace through collective peacebuilding efforts by its people and security service entities (see Table 1). But security stakeholders capture a broader group, including those internal or external individual(s), group(s) of individuals or organization(s), be they output users/beneficiaries, providers, influencers, governance ministries/departments/institutions/agencies, who have interest and or are impacted by the outputs of security activities or lack thereof. In the NSP (2019) and GNDP (2022) it is recognised that security sector stakeholders includes civil society organizations, the media, community based organizations and others, aside from the sector’s internal stakeholder entities, as well as other independent local and international bodies that have governance and oversight responsibilities over the nation’s security institutions.

Table 1: Security Sector Actors in The Gambia

1	SECURITY INSTITUTIONS
	The Gambia Armed Forces
	The Gambia Police Force
	State Intelligence Service
	The Gambia Immigration Department
	Drug Law Enforcement Agency
	The Gambia Fire and Rescue Service
	The Gambia Prison Service
	The Gambia Revenue Authority (Custom and Excise)
2	STATE INSTITUTIONS PROVIDING OVERSIGHT AND GOVERNANCE FUNCTIONS
	National Assembly (Parliamentary Oversight and Governance Committees)
	Office of National Security
	Ministry of Defence
	Ministry of Interior
	Ministry of Finance

This new security thinking, as it relates to the expansion of the national scope of what constitutes security sector stakeholders, becomes instructive and essential as the nation seeks to move away from the conception of security as strictly “regime security”. During the 22 year dictatorship of Yahya Jammeh, the Gambia witnessed security services delivered largely through patronage and the enabling of “the power beyond the law, closed-off system, lack of transparency, non-representative and lack or total absence of civilian control and oversight ”. The personalization of the power of control and oversight over the security institution under Jammeh left the security services with deep-rooted governance and capacity challenges.

Similarly, the prevailing security and political situation, pre-2017, was a disincentive to stakeholders engaged in peacebuilding efforts in the Gambia. The dictatorship ensured an emasculated civil society/rights defenders organizations that, to a large extent, were no longer able to acquire the necessary capacity on methods and processes for protecting and advancing human security. Aside this, civil society organizations neither had the understanding, nor the interest in their roles and responsibilities, as watchdogs for the security services, especially as it relates to ensuring accountability and oversight on the activities of these institutions. Such a stifling security stakeholder environment highlights the need for the acquisition of capacities for them to take up their peacebuilding responsibilities effectively.

This framework document contends that the Gambia’s credentials for its transition to democracy would be strengthened by closing this gap and enabling wider stakeholder efforts at building sustainable peace together. It defines peacebuilding, as those efforts at “developing constructive personal, group, and political relationships across ethnic, religious, class, national and racial boundaries ” is a series of social engagement mechanisms to build and reinforce capacities at all levels of society be they local, national, formal, informal, governmental and or non-governmental, for a durable peace. Its generic principles are to “promote sustainable peace by

addressing the “root causes” of conflict and supporting indigenous capacities for conflict resolution, peace, peacebuilding and detection, early warning and management of conflicts.

Successful implementation of such an aspiration guarantees stakeholder ownership and greater national security in line with the pronouncement that “the services should build bridges directed at managing their relationships with NGOs, CBOs/CSOs and the public at large as a conduit to enhance and aid civil defence capacity and resilience. Invariably, such a close relationship will facilitate the development of the necessary environment for the security services and the people to complement each other for greater national security” (NSP, 2019). In addition to the NSP, the SSAR and other follow up security institutions’ policies have demonstrated a national aspiration and intent for inclusive and participatory approach to governance and oversight functions/responsibilities over the security institutions involving diverse stakeholders.

This need to include the people and non-security institutions as important stakeholders in the governance and oversight of security institutions and the management of the Gambia’s national security was informed by the country’s collective experience, failings and challenges from security service delivery. Inclusive and participatory stakeholder relationship, comprising both civilians and security entities, empowered to conduct individual and collective oversight responsibilities, should create the enabling environment to scrutinize security services activities more robustly. Such an approach aiming to evaluate compliance, issue criticisms, recommendations and reprimand or instructions, to the concerned institution/against individuals, would help deter abuses, promote independent and unbiased monitoring and investigations at both the individual and institutional levels.

“Inclusive and participatory stakeholder relationship, comprising both civilians and security entities, empowered to conduct individual and collective oversight responsibilities, should create the enabling environment to scrutinize security services activities more robustly.”

5.0 THE TRAINING MANUAL FRAMEWORK

5.1 Existing Manuals

There is already a plethora of training manuals and handbooks developed by supranational entities dedicated to security institutions/services and stakeholders (individual or otherwise) in countries transitioning from authoritarian rule and large-scale civil conflicts towards peace, democracy and rule of law. For instance, the Convention on the Elimination of all Forms of Discrimination against Women, has developed a “Global Network of Women Peacebuilders Training manual” on how to strengthen the synergy between women, peace and security and youth...; there is also “Gender and Security” by the Geneva Centre for Security Sector Governance, DCAF with UN Women funded by the European Union EU; the “Human Security Handbook”, by the United Nations UN Trust Fund for Human Security, Human Rights and Law, to name just three.

But *The Handbook on Human Security, 2016* published by the Alliance for Peacebuilding, the Global Partnership for the Prevention of Armed Conflicts and the Kroc Institute for International Studies at the University of Notre Dame is the core training reference material for those security stakeholders intending to deliver on their roles and responsibilities of accountability and oversight on the security services, independently and or collectively, to contribute towards durable and sustainable peace and to address their capacity development needs on human security. The handbook and its modules will also be a very useful training tool for government officials, the public and students as a capacity and knowledge/skills building, joint learning and a relationship-building platform. As an integrated approach to training, the handbook can be used by security training schools and for training of civil society. It is envisaged that resources persons delivering such training would utilize the handbook and modules, mirror its concepts, and adapt its lessons to suit the Gambian context. Aside from the 2016 handbook, other resource manuals/handbooks would also be useful additional reference material such as the Human Security Handbook, United Nations Trust Fund for Human Security, 2016; Gender and Security, UN Women Training Manual, DCAF, 2012; Training Manual on Human Rights Monitoring, United Nation, 2001; Human Rights and Law Enforcement-A Manual on Human Rights Training for Police, UN, 1997.

5.2 Proposed Modules

The modules constitute a breakdown of the concept of human security and lay out its topography, signposts, subsidiarity and complementary relationships. The manual consists of the following modules:

1. Module 1: Leadership in Complex Environments

- Lesson 1: Mapping stakeholders
- Lesson 2: Adaptive leadership
- Lesson 3: Inter-cultural competence
- Lesson 4: Self-assessment

2. Module 2: Human and Peoples Rights

Module 2.1. International Bill of Human Rights

- Lesson 1: Laws, their impact on society and fundamental rights
- Lesson 2: UDHR; ICCPR; ICESCR

Module 2.2. Rights

- Lesson 1: Rights of women and rights of children
- Lesson 2: Rights of people with disabilities; rights of migrants, refugees and non-nationals
- Lesson 3: Rights and welfare of security officers

Module 2.3. Policing in Democracies

- Lesson 1: Information, presentations and practical applications on international standards on human rights and policing in democracies
- Lesson 2: Police and non-discrimination
- Lesson 3: Arrest, detention procedures and conditions

Module 2.4. Lawful commands; Respect and protection of economic and social rights

- Lesson 1: Lawful commands; use of force and firearms
- Lesson 2: Respect and protection of economic and social rights

3. Module 2: State-Society Relations

- Lesson 5: State-society relations
- Lesson 6: Introduction to the security sector
- Lesson 7: Introduction to civil society
- Lesson 8: Legal frameworks for civil-military-police relations

4. Module 3: Multi-Stakeholder Coordination

- Lesson 9: Approaches to multi-stakeholder coordination
- Lesson 10: Local ownership and community engagement
- Lesson 11: Multi-stakeholder processes

5. Module 4: Coordination on Conflict Assessment

- Lesson 12: Conflict assessment research
- Lesson 13: Conflict assessment tools
- Lesson 14: Moving from conflict assessment to planning

6. Module 5: Comparing Approaches to Security

- Lesson 15: Human security and national security
- Lesson 16: Approaches to security
- Lesson 17: Approaches to justice and policing
- Lesson 18: Approaches to SSR
- Lesson 19: Approaches to disarmament, demobilisation and reintegration

7. Module 6: Conflict Prevention and Peacebuilding Skills

- Lesson 20: Communication and conflict skills
- Lesson 21: Dialogue and facilitation skills
- Lesson 22: Negotiation skills
- Lesson 23: Mediation skills

8. Module 7: Civilian Assistance

- Lesson 24: Understanding civilian assistance
- Lesson 25: Coordinating civilian assistance

9. Module 8: Protection of Civilians

- Lesson 26: Mainstreaming protection of civilians
- Lesson 27: Gender mainstreaming in security
- Lesson 28: Mitigating civilian harm

10. Module 9: Trauma Awareness, Resilience and Managing Stress

- Lesson 29: Trauma awareness
- Lesson 30: Resilience, self-care and managing stress

11. Module 10: Security Governance, Accountability and Performance

- Lesson 31: Assessing security governance, accountability and performance

6.0 Monitoring & Evaluating Implementation

Bringing together independent and diverse stakeholders within the national security landscape for the purpose of training and capacity development to enable them carry out their roles and responsibilities effectively will be a key part of the implementation of this approach. Stakeholders to benefit from training should be identified jointly by statutory ministries and government agencies with about targets and how and when the manual is used embedded in a Memorandum of Understanding or any other agreeable/appropriate instrument that will serve as the guiding protocol. It is the responsibility of security stakeholders to amplify the unique relationships necessary to guarantee successful training and effective stakeholder contribution in national security service delivery.

Based on the framework outlined, training could take place on a quarterly, monthly, week or even daily basis and not every element needs to be delivered in one session. Even though the modules are interrelated, they can also be delivered individually and/or in a combination. For security institutions training can be directly delivered, through their training schools/instructors (or by resource persons with their approval), by incorporating this framework into their curriculum. Targeted training instructors will be provided orientation in the form of training of trainer workshops. Stakeholders' ability to effectively deliver on their collective responsibilities will require bringing them together. For this reason, combined training is also encouraged as this will greatly enhance recognition, cooperation and respect between stakeholders within and beyond the security sector, creating the enabling environment necessary for instituting successful governance and oversight processes. Wider dissemination on human security and other aspects of governance and oversight captured in this framework, through the media, is another core element of the proposed approach. Mediums such as television, radio and social media will be used to ensure greater public outreach making them not just bystanders but active participants in the process.

CRPD will take the lead in the coordination and monitoring of overall training delivery process and the platform and come up with a defined mechanism for adherence by all stakeholders/participants. Responsibilities will include driving and managing the refining of training modules, training implementation, particularly combined training, as well as cross-cutting administration and reporting issues.

Successful implementation will require a coordinated and an integrated monitoring and evaluation mechanism to guarantee and enhance assessment and inform redesign improvements of the training and its process. Monitoring will track progress at all levels, based on defined measurable indicators, and agreed targets. This will include a detailed training schedule that specifies the objective of the training, training periods, lessons, their delivery modes, the targeted audience, and other logistics. Training output reports and reviews on a quarterly, annually, end term and at individual stakeholder and collective levels will be undertaken to provide key data and insights to inform improved planning, implementation, monitoring, and accountability. In addition, the monitoring and evaluation mechanism will pay particular attention to key risks to the achievement of the set goals and objectives.

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The Center for Research and Policy Development (CRPD) is legally registered, a independent, non- profit, and non-partisan social research, advocacy, learning and capacity building organization committed to promoting inclusive democratic governance in The Gambia.

CRPD is committed to work with grassroots, national and international actors to address the Gambia's development challenges by generating and communicating research-based knowledge to help inform policies and interventions.

The Center also aims to trigger local dialogues to contextualize universally relevant ideals of inclusive democratic governance, promote efficiency, transparency and accountability for a secure and an economically prosperous Gambia.

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