



ISSUE 02 / VOL 001 / JULY 2019

# Our Reform

Our Reform is a quarterly newsletter from the Office of National Security that seeks to keep the Security Sector informed with regard to Security Sector Reform process in The Gambia.

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# MESSAGE FROM THE OFFICE OF THE NATIONAL SECURITY ADVISER

The Office of National Security as the coordinating institution for security sector reform in The Gambia is determined to build a system that works to continually address the security concerns of Gambians and contribute to the attainment of a safer, more secured, prosperous and united Gambia.

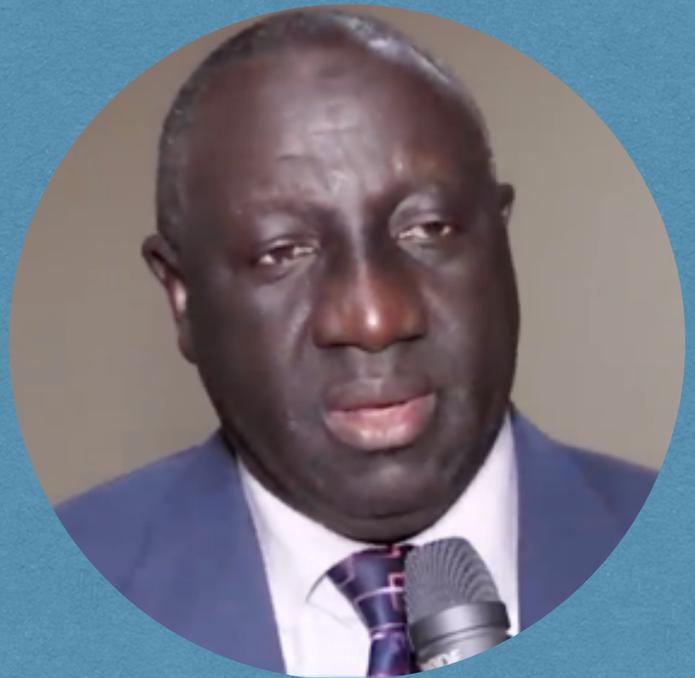
In this sense, the formulation of the National Security Policy (NSP) and its launch on June 10th, 2019 as the primary guide and reference for the state, its ministries and security services is proof of its commitment in ensuring that national security is assured and maintained. Consequently, the support and cooperation of the people is important in guaranteeing the progress of The Gambia as an independent, safe and sovereign nation based on the principles of parliamentary democracy, good governance and the rule of law. Not only is the NSP intended for the society in-being but more importantly, for the well-being and peace of generations of Gambians to come.

A National Security Policy is a government-wide analysis and description of the strategic level security concerns a country faces and how the government plans to deal with these concerns. It is therefore a key framework document for a country to meet the basic needs and security concerns of citizens, addressing both the external and internal threats and opportunities to the country. It also seeks to integrate and coordinate the contributions of national security actors in response to the interests and threats deemed most important.

Our NSP is the overarching policy or basis for comprehensive national security aimed at maintaining, safeguarding and defending our National Core Values which will ensure the safety, security, unity and prosperity of The Gambia as an independent, peaceful, safe and sovereign nation. It could therefore be argued that our National Security Policy is to the security sector what the constitution is to the country; like the Quran is to Islam; the Bible is to Christianity or the Old Testament is to Judaism.

Our National Security Policy document is the foundation of all other security policies, strategies and plans. It is the National Security Policy which shall give birth to the National Security Strategy and then it is the National Security Strategy from which all the national security services shall derive their doctrines. Such documents which are in the pipeline includes the security sector reform strategy, the national defense strategy, the national police and law enforcement strategy, etc.

Distinguished ladies and gentlemen, our National Security Policy is indeed a document to be proud of considering that it is the first of its kind in the history of The Gambia. The Gambia first ever National Security Policy will serve as the bedrock for delivering to the Gambian people a well-structured and well-managed defense and security sector with clear delineations of competencies and definitions of mandates, which will contribute to the achievement of peace and security as part of our national interest.



**Momodou Badjie, National Security Adviser  
Office of National Security**

Momodou Badjie  
**National Security Adviser, Office of National Security**

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## **OUR REFORM:** Issue 02, Vol 001

As part of an effective communications strategy with the aim of informing stakeholders of developments in the SSR process, the citizen's right to information and the need to regulate the manner in which security information is disseminated in the national interest or disclosed to the public is of paramount interest.

The term security covers both the traditional state-centric notion of the survival of the state and its protection from external and internal aggression by military means, as well as the non-military notion of human security based on political, economic, social and environmental imperatives in addition to human rights.

Security sector on the other hand refers to institutions, corporate bodies and individuals responsible for the provision, management and oversight of security for the people and for the State. They include, but are not limited to statutory security institutions, non statutory institutions, public management, oversight, monitoring and control bodies, justice and rule of law institutions and civil emergency units.

With support from international partners and national stakeholders, several events have taken place in the months of June and July on SSR programming constituting comprehensive capacity building and professionalization of the institutions of the security sector as well as institutionalization of effective partnerships and coordination mechanisms. This second issue of Our Reform reports on these major achievements.

Have a pleasant read!

- Rohey Samba-JALLOW  
**Communication Strategist for SSR**

## The President, H.E. Adama Barrow, Launches The Gambia's First Ever National Security Policy



The Gambia's first ever National Security Policy (NSP), was launched on June 10th, 2019. The NSP is the outcome of a series of consultations and validation exercises conducted nationwide. It was developed through the participation of all stakeholders including Government, the private sector, bilateral and multilateral partners, civil society organizations and our local communities.

The product of these consultations laid the foundation for the formulation of the document, as it revealed various security threats, risks and opportunities associated with the security sector and the country at large.

The overall aim of the National Security Policy 2019 is for everyone to be responsive in countering security threats, while utilizing the opportunities that prevail. It is not intended to duplicate nor overlap with existing sector plans, policies and strategies on national security; rather it is to strengthen effective coordination of their implementation.

The NSP sets out the directions Government will take to safeguard our people and natural resources. The Policy sufficiently provides a robust, coherent and strategic approach to respond collectively to national security threats through swift decision making processes, clear lines of responsibility, accountability, prompt execution of action and commitment to building the nation's resilience to crime.

It has adopted the expanded concept of security, which includes both traditional and new forms of security threats. Such threats encompass border management, climate change, natural disasters, economic security, environmental security and human security, with focus on gender based violence and the fight against non-communicable diseases.

Thus the NSP will further strengthen coordination at the national level to achieve our security goals and strategic objectives, protect our national security interests and facilitate proper management of resources.

# A CROSS SECTION OF STAKEHOLDERS AT THE NSP LAUNCH



# Crafting is in earnest of a National Security Strategy and a Security Sector Reform Strategy for The Gambia

Both strategies will ensure that the government of The Gambia addresses all security threats facing its citizens and increases the effectiveness of the security sector by optimizing contributions from all security actors.

On June 17th 2019, a team of 20 drafters, selected from across State Institutions, and other members of the security sector, including 6 members of the International Advisory Group (IAGs), converged in Sindola Hotel at Foni - Kanilai to launch the retreat for the drafting of the National Security Strategy (NSS) and the Security Sector Reform Strategy (SSRS).



**“It is the first National Security Strategy ever produced in The Gambia”**

The 5-days retreat, which took place from June 17th-21st 2019, was sponsored by the EU-ECOWAS PSS Project under its fast-start financing mandate for peace, security and stability in The Gambia. The occasion was graced by Honorable Mai Ahmed Fatty, Special Adviser to the President on Security and Strategic Policy, who was the guest of honour, the National Security Adviser of the Office of National Security, Momodou Bagjie, a representative of the ECOWAS President, General Tijani Kangbap Golau and eleven members of the media fraternity.

Both the NSS and the SSRS build on significant achievements of the Office of National Security, with support from international partners and guidance for the IAGs, to develop and implement security sector reform programmes in a way that meets the broader national priorities and interests and in particular, aligns to the government of The Gambia’s national development agenda, NDP.

The retreat focused on the development of the Security Sector Reform Strategy, which describes The Gambia’s plan to implement the findings and recommendations of the SSR Assessment Report with a view to reform the security sector; and the National Security Strategy, which is the logical next step following the National Security Policy. The NSS describes how the government of The Gambia plans to implement the NSP.

# French National Police conducts training of 40 PIU Officers of The Gambia Police Force

Pic. courtesy of GPF



Pic. courtesy of GPF

*The police world over are prepared to tackle all kind of challenges but the most important of all is how to respond well in terms of riot and crowd problems. The two weeks training programme will therefore augment the skills of the PIU officers of The Gambia Police Force in an on-going process of cooperation between the French National Police and The Gambian Police Force.*

*The support by the French Government to The Gambian Police Force will continue extensively. In the near future there will continue to be programmes that are dependent on the security sector reform needs of the Force.*

*Given the fact that the operating staff in a unit perform according to the orders they receive from their chiefs/platoon heads, it was important that the first step of a long lasting French training program starts with effective exercise of operational command.*

The Government of The Gambia in collaboration with the French National Police conducted a two-week training of 40 Gambian Police Intervention Unit (PIU) officers of The Gambia Police Force on Public Order Tactical Applications in Kanifing from the 19th to the 21st June, 2019.

This was the first training to be effected by the French-Gambia Cooperation towards applying the principles of good governance to security provision, management and oversight in a democratic context. Principles for good Security Sector Governance include effectiveness, efficiency, accountability, transparency, participation, responsiveness and the rule of law.

As part of a more comprehensive Security Sector Reform program, this training by the French Government is part of collaborative and consistent efforts towards reorienting the state security apparatuses to better meet both state and human security needs of the Gambian people.

Pic. courtesy of GPF



# Overview of capacity building and professionalization of the institutions of the security sector



## GAMBIA POLICE FORCE STRATEGIC COURSE

(Friday 28 June 2019) Graduation ceremony of the ECOWAS/GIZ facilitated "Gambia Police Force Strategic Course" which commenced on Monday 24 June 2019. The ECOWAS Head of Mission was ably represented by Mr. Claude Kondor (The Political Adviser). This feat is a huge boost to the ongoing Security Sector Reform (SSR) in The Gambia.



Pic. courtesy of GAF

## GAMBIA ARMED FORCES CONDUCT CIVIL MILITARY RELATIONSHIP TRAINING

(Thursday 11 June 2019) The Gambia Armed Forces collaborating with the American Centre for Civil Military Relation with support from the US Embassy in Banjul, conducted a 3-Days training on civil-military relations.



Pic. courtesy of GAF

## ROYAL ELECTRICAL & MECHANICAL ENGINEERING CORPS OF THE BRITISH ARMY COMPLETES JOINT TRAINING WITH GAF'S DEFENSE INTELLIGENCE SECURITY COMPANY

(Friday 31 May 2019) The newly created Gambia's Armed Forces' Defense Intelligence Security Company (DIS Coy) and 40 members of the Royal Electrical & Mechanical Engineering Corps completed a joint training exercise at the GAF's Training School (GAFTS).

The training exercise conducted in Platoon and Section battle phase drill operations as part of a comprehensive SSR programming aimed to augment and enhance capacities of the army.



Pic. courtesy of GAF



Pic. courtesy of DCAF

Deputy DG, State Intelligence Services delivering the opening remarks

## **DCAF CONDUCTS TRAINING ON LEGISLATIVE DRAFTING**

Funded by the EU, DCAF delivered a training workshop on legislative drafting between 17 – 21 June, on the State Intelligence Service Bill, at the request of Minister of Justice. This workshop brought together a specially selected drafting team – from the Ministry of Justice, the Gambian Police Force and the State Intelligence Service – together with an internationally recognized legal expert on intelligence. It marks the first in a series of initiatives designed to support the reforms relating to the State Intelligence Service.

## **EU funded, capacity building training for 30 Gambian journalists.**

### **Enhancing journalists' reporting skills on Security Sector Reforms (SSR)**

In partnership with the Gambia Press Union (GPU) and JusticeInfo, DCAF also hosted, EU funded, capacity building training for 30 Gambian journalists. The training was aimed at supporting capacity development of Gambian media to participate by enhancing journalists' reporting skills on Security Sector Reforms (SSR), so that they may provide effective independent oversight of the country's security sector reform process. The event held at the NaNA Conference Centre in Kanifing was delivered from the 18th to 21st June, and 25th to 28th June, 2019. The training featured topics covering transitional justice, the concept and principles of Security Sector Reform, interview techniques, police-media relations, as well as discussing the challenges associated with reporting on Security Sector through the exploration of case studies adapted to the Gambian context.



Pic. courtesy of DCAF

Group photo: Set 1 of Media of 4 days Media Training

## **DLEAG, UPGRADES CHILD WELFARE UNIT TO GENDER, CHILD WELFARE AND HUMAN RIGHTS UNITS**

Child Welfare of DLEAG was established in early 2015. Since its inception, the unit has been receiving a range of Alleged Child Offenders (ACOs).

In 2016, the unit was renamed the Gender, Child Welfare and Human Rights Unit after a series of consultations with partners like Women's Bureau and Network Against Gender-Based Violence under Action Aid, The Gambia.

The Unit is headed by a Commissioner, followed by an Assistant Commissioner, an Officer Commanding, a Station Officer and six other officers that operate in a chain of command.

The unit is a well established office structured at Brusubi Police Station, West Coast Region, Kombo North.

Part of their responsibilities are to receive ACOs from the arresting officers or DLEAG stations across the country.

DLEAG officials facilitate prosecution through DLEAG's prosecution office to court and are able to advise DLEAG management on cases of the ACO's after cross assessment and investigation, in collaboration with a social worker from the Department of Social Welfare.

A well-established and organized female staff association engage female officers in the Agency to make monthly contributions and support each other in their ceremonies and other occasions through the finance office of the Agency.



## **Final Phase of Gender SSR Training completed.**

The Government of The Gambia in collaboration with the United Nations Development Programme-UNDP, Banjul, have completed the final phase of intensive training workshops on gender mainstreaming in the security sector on Friday, 12th July 2019.

The training programme, the last one of 3 level curriculum-based trainings constituting basic, intermediate and advanced level courses on gender responsive SSR took place from 1-12 July 2019 at the Ocean Bay Hotel, Cape Point, The Gambia and a Gender Consultant Sheikh Omar Fye was recruited by the UNDP for the exercise.

The training programme was attended by 50 participants drawn from The Gambia Armed Forces, Gambia Police Force, Gambia Prisons Services, Gambia Immigration Department, State Intelligence Service, Gambia Fire and Rescue Services, Drug and Law Enforcement Agency, The Gambia, Women's Bureau and 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 ongoing nationwide efforts to restructure the security sector in the Gambia following the recommendations of The Gambia SSR Assessment Report published in 2018.

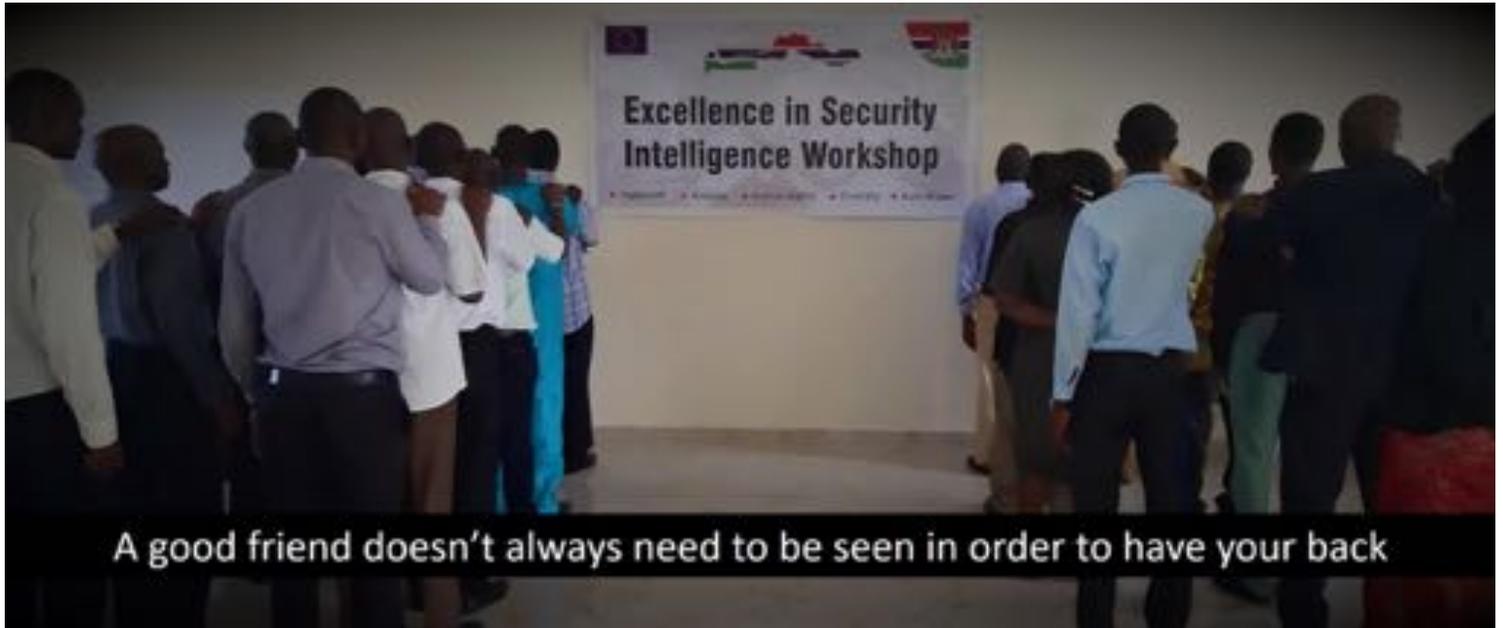


Funded by the EU



Implemented by DAI

PRESS RELEASE: 25.07.2019



## Excellence in Security Intelligence Workshop

**Learning Focus: Tradecraft ; Analysis ; Human Rights ; Diversity ; Rule of Law**

On Tuesday 23rd and Wednesday 24th of July, an EU funded workshop was held at the newly built academy of the State Intelligence Service of The Gambia. The group of 20 attendees comprised a mixture of directors and senior managers. Focusing on 'operationalising' human rights and diversity into the routine activities of the service, the workshop explored good practices in tradecraft, placing an emphasis on the importance of analysis as the foundation of all intelligence activity.

The workshop facilitator, Mr. Chris Jagger, Security Sector Reform Adviser (a Key Expert funded by the EU), who is attached to the Office of the National Security at State House in Banjul, had this to say about his students; "The classroom was full of talented and experienced individuals with a contagious dedication to learn, to improve, to further reform, and to deliver the best possible security for the people of The Gambia" Mr. Jagger concluded by explaining that "in the next set of workshops we will invite partners from the other Gambian security agencies. This is the beginning of an exciting phase of multi-agency working".

The workshop marked the start of a series of SSR activities planned for the next 12 months between Mr. Jagger and The Gambian security community, to assist in continued reform and further professionalisation. Watch this space!

# PROFILES

## A TRIBUTE TO GEN. KELLIE HASSAN CONTEH, AN ICON OF SSR PROCESS OF THE GAMBIA

Celine Dion's epic song, Good bye, speaks to us all, when we hear the words: "Goodbye's the saddest word I'll hear."

Our emotions are always the most honest and more revealing of our heart when we say, "Good Bye." Thus we brace ourselves to say Good bye and farewell to a towering personality; intellectually and physically too, General Kellie Conteh.

**“Our emotions are always the most honest and more revealing of our heart when we say “Good Bye.””**

At his farewell meeting, which took place at the UN house, many of his colleagues expressed their sadness over his departure. In truth, men come and men go. However, some men do come, but they never go. They live. They continue to live forever in the legacy they leave behind, a legacy that lives in the Institutions they are able to build. One among such men is the departing Gen. Kellie Conteh. The story of that legacy is what I would like to share with you.

I was most honored that on my first day of work as communication strategist for SSR, I accompanied this highly capable International Group of Experts called IAGs to meet with the Special Adviser of the President to discuss the perceived slow pace of the SSR process. In that meeting, I learnt in a lifetime, all I needed to know about SSR in the Gambia. Among the salient lessons, was that given by Gen. Kellie Conteh, when he made the pronouncement that SSR is not a palliative measure but rather a process.

Now all anglophiles know that, that which is palliative relieves and soothes, but isn't expected to cure. Thus, he explained among other things that SSR is not supposed to be an activity to effect immediate change in the structure, size, shape and attitude of the personnel of the security sector in a single project, like most other project interventions to address a communal need.

**“Among others, he made the pronouncement that SSR is not a palliative measure but rather a process.”**

Gen. Kellie took up his appointment as the Snr. SSR Adviser to the National Security Adviser in The Gambia in August 2017, with a track-record of a distinguished career and impressive credentials in the reform and modernisation of security sector of his home country, Sierra Leone, as National Security Coordinator from 2000 to 2012. The reforms he initiated restored the capability of security institutions in Sierra Leone and also ensured their accountability and political neutrality, laying the foundation for successful peace building and political stability that the country has enjoyed since the end of the war.

Gen. Kellie served previously as Army Chief of Staff and Force Commander of the Armed Forces, which is the equivalent of Chief of Defence Staff in The Gambia. During this period, he developed a critical view of the security sector's actual place in national development. In 2014, Kellie was awarded the national award of Grand Commander of the Order of the Rokel (GCOR) "in recognition of his outstanding contribution towards the reform of the Security Sector and the establishment of the Office of National Security" as Executive Secretariat of the National Security Council of Sierra Leone

Following his resignation in 2012 Kellie served from 2012 to 2014 as SSR Adviser to UNMISS and the Minister of National Security of South Sudan during which period he led UNMISS' efforts in support of the Government's development of their National Security Policy (NSP). Kellie also supported SSR assessments and processes in Guyana, Mozambique and Fiji amongst others.

However, of all those assignments he had undertaken and accomplished, I believe, the most significant and remarkable one is what he undertook and accomplished in The Gambia. No doubt, we, the people of The Gambia, particularly, the members of the security sector owe him a great debt of gratitude.



**FAREWELL MEETING OF GEN. KELLIE CONTEH WITH H.E. PRESIDENT ADAMA BARROW AT STATE HOUSE, BANJUL**

Gen. Kellie has worked tirelessly, compassionately and bravely in order to transform the security sector from a state of stagnancy to vibrancy and growth. He has not only led by example but has, when necessary, borne the lion's share of the practical burden of much-needed reform and development work. He has done so humbly and patiently, in the face of daunting obstacles, and in the best traditions of service to the public and the security profession. It is no exaggeration to say that we have witnessed a sea-change during his tenure and this has greatly enhanced, not only our own working environment, but also the level of public confidence in our security system. After all, security is rooted in public confidence.



**FAREWELL MEETING OF GEN. KELLIE CONTEH ORGANIZED BY UNITED NATIONS RESIDENT REPRESENTATIVE AT U.N. HOUSE**



**AT HIS FAREWELL DINNER ORGANIZED BY ONS**

Because of this among other things, the Office of National Security sincerely thanks Gen. Kellie Conteh. Your efforts on our behalf have already borne rich fruits, with the launch of the NSP and the draftings of the NSS and SSRS in progress. We shall do our utmost to ensure that the harvest continues. We congratulate you on your appointment to the Office of The President of Sierra Leone as National Security Adviser, and we wish you the very best in that prestigious role, and success in all walks of life. May God bless you and your family with peace, prosperity, good health and happiness!

 <b>EXPERTISE FRANCE</b>	<b><i>Gulf of Guinea Interregional Network Instrument contributing to Stability and Peace</i></b>	
	<b><i>MISSION in THE GAMBIA</i></b>	
<b><i>Date of report (25/05/2019)</i></b>	<b><i>Purpose of the Mission Legal assessment - first mission  By Marta Chantal Ribeiro</i></b>	

## 1. CONTEXT

The main purpose of the first mission in The Gambia for the legal assessment was to collect information regarding the legislation in force and the practice of authorities that, at different phases, are competent for the law enforcement (e.g., Navy, Gambia Police, Ministry of Fisheries, Gambia maritime administration, Drug Agency, Attorney General's Office, Ministry of Foreign Affairs). Meetings took place between the 15<sup>th</sup> and the 21<sup>st</sup> of May.

The composition of the mission was the following:

- Marta Chantal Ribeiro (Key Expert-Legal, GoGIN project)
- Ousmane Diouf (Judge and Consultant of the United Nations Office on Drugs and Crime)
- Moses Kaigama Elijah (Head of Legal Affairs and Judicial Cooperation at the Inter-regional Coordination Centre (ICC))

The mission for the legal assessment benefited from a previous introductory mission of the GoGIN project by Eric Glotin (Regional Project Coordinator - CRESMAO, GoGIN) in the beginning of May. This introductory mission was conducted with the Head of Information Department at CRESMAO, Captain Noël Oboumou.

## 2. OBJECTIVES

In order to have a strong report that can be used by the Government of The Gambia, UNODC and ICC for future legal and institutional reforms, as well as for capacity building activities, the elaboration of the report is meant to evolve in three separate phases:

Phase 1: First round of technical meetings with relevant national authorities for the elaboration of a preliminary report. Once concluded, the preliminary report is sent to the national authorities through the diplomatic channel;

Phase 2: Second mission for presentation of the preliminary report in plenary sessions, with the participation of the authorities previously consulted;

Phase 3: Finalization of the report and sharing to the national authorities through the diplomatic channel.

This mission in The Gambia corresponds to Phase 1.

### 3. CONDUCT OF THE MISSION

The technical meetings were essentially organized by the ONS (Ms Rohey Samba Jallow) with the support of Ms Olimatou Danso (Public Prosecutor).

The welcome by the authorities was very warm and enthusiastic. Meetings were held in a very open and cooperative environment, which triggered fruitful conversations and sharing of relevant legislation. **Some authorities prepared carefully the meetings based on the ToR sent before the arrival of the team.** Therefore, after three days of meetings a significant amount of information for the report was already collected. **It is evident the interest of all authorities in the outcome of the report as well as in future joint-activities concerning law reform and training.** It should be highlighted that several important law reforms are ongoing starting with the Constitution, for which a special Commission was established. Similarly, the Criminal Code, the Criminal Procedure Code, the Drug Control Act and the Fisheries Act (fines and licensing fees) are object of reform, being the first final drafts expected by the mid of August. UNODC is giving support to some of these law reforms.

### 4. CONCLUSIONS

FIRST, effort must be undertaken to put the sea in the daily agenda of the Government and authorities involved in the law enforcement at sea. Maritime domain awareness is very poor, the knowledge on basic international frameworks is also often fragile (e.g., UNCLOS). Law reform and specialized training in all sectors (e.g., Navy; police; fisheries, drug and immigration inspectors; public prosecutors; Ministry of Foreign Affairs; Maritime Administration; Environment) are of utmost importance in Gambia. This being said, it should be pointed out that many legal reforms are being carried out namely to support a better integration of The Gambia in the international arena.

SECOND, **the legal analysis of the framework applicable to crime at sea is timely in The Gambia, notably due to reforms ongoing concerning the Constitution, Criminal Code, Criminal Procedure Code, Drug Control Act and Fisheries Acts.**

THIRD, a comprehensive work is needed at the Gambian legislation reform level considering the relevant international conventions underlying the legal analysis.

FOURTH, the need for institutional reform is tangible in certain sectors and this is acknowledged by the authorities. In particular, there is no structure of Maritime Authority responsible for maritime incidents' response or any governance body doing the articulation between maritime agencies. The Navy is performing both functions but there is lack of a clear legal framework. On top of this there is grave lack of operational means and qualified staff.

FIFTH, **GoGIN project and UNODC, as ICC partners, can give an important support to capacity building in maritime domain awareness in The Gambia as well as in strengthening officers' law enforcement capacity, including prosecutors and judges.** Excellent cooperation from the Gambian authorities may be expected on this end.

# Letters To The Editor

## My boss just loudly reprimanded me in front of my coworkers. How do I finish my day?

As Oprah would say, “You teach people how to treat you”, so I will respectfully disagree with advice provided that you should assume your boss is having a bad day or that there’s nothing you can do. Bad behavior begets bad behavior, and there are few things a person can do wrong where a public reprimand will be the right response. At the same time, an immediate reaction is likely the wrong one, finish out the day and sleep on what you want to do.

Frankly, your boss is being paid to manage a team in a way that properly represents the company just as you’re being paid to do your job. I’d suggest following up with your boss separately in a calmer moment, and let him or her know you didn’t think that interaction yesterday was appropriate and would like to discuss the matter in the calm following the storm. You may likely encounter defensiveness, but if your boss is a person who wants to grow in his or her role (I’m assuming he or she isn’t a contractual Executive Secretary, where he/she can use his/her power to dismiss you arbitrarily based on a signed contract agreement without referring to HR- you know, those contract clauses where he/she or you can be asked to leave/leave at your own accord at short notice).

If he/she is not, the interaction may have a positive effect. As a manager, a few years ago, I once chronically mispronounced a person’s name. When that person calmly told me that she found it disrespectful, I realized I was unintentionally conveying something I didn’t intend to, and after an initial defensiveness, I’ve taken particular care to get peoples’ names pronounced right the rest of my career. As Dale Carnegie points out, “a person’s name is to that person the sweetest sound”.

If a Medieval public punishment happens again, I’d start working on your resume. I encountered one boss like this in my career, the situation did not improve, and it wasn’t personal in that he treated everyone the same level of poorly. He had picked up very poor habits working as a military contractor where he himself was regularly abused (unsurprisingly he came from a place of insecurity because he wasn’t very competent), but unfortunately that made him a dinosaur in a modern workplace. Transferring to another job was the right, and ultimately successful, answer.

I would not waste a moment engaging HR, I once worked with a manager who was sent for ‘leadership training’ because of similar incidents to yours three different times, it was an anemic answer to what appeared to me (as an outsider) to be a toxic person. If that person’s boss isn’t addressing the problem, no amount of trips to HR (which exists to protect the company) will change that (with obvious exceptions for specific problems like harassment where the mission to protect the company may trigger a response).

At the end of the day it doesn’t matter if the person is having a bad day, while no one is perfect, it is the absolute minimum of professionalism to separate our work selves from whatever is happening in our personal lives, and certainly not to subject team members at work to our moods resulting from it. Even if you’re angry about something at work, you’ve been placed in a leadership position for your ability to inspire and organize the actions of others. Your boss’s actions were counterproductive, they will make it more difficult to function as a team and likely affect not just yours but the psychological safety of everyone present, which will cause people to stop taking appropriate risks to innovate in their job roles. I wish you the best of luck, and please post an update on whether things resolved themselves in a satisfactory way.

## SECURITY INSTITUTIONS' HEADS



Lt. Gen. Massaneh N Kinteh  
Chief of Defense Staff, GAF



Mamour Jobe  
Inspector General of Police



Mr. Ousman Sowe  
Director General, SIS



Ansumana Manneh  
Director General, GPS



Bakary Gassama  
Director General, DLEAG



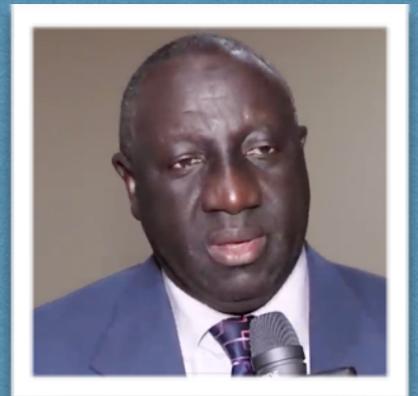
Seedy Muctarr Touray  
Director General, GID



Sang Colley Ndow  
Chief Fire Officer, GFRS



Yankuba Darboe  
Commissioner General, GRA



Momodou Badjie  
National Security Adviser, ONS

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**Positioning the country and its security services to meet the changing human security needs of Gambians**

## **Your Feedback Please!**

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Our Reform – the newsletter of the Office of National Security dedicated to Security Sector Reform is for everyone who is interested in our work.

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As the objective of SSR is to increase both the effectiveness of the security sector and the level of accountability of the actors involved in it, we would like to receive your feedback, comments and suggestions for our new features.

**Email: [communication.ons@gmail.com](mailto:communication.ons@gmail.com)**

Our Reform newsletter is produced by the Office of National Security (ONS). It can be downloaded in pdf format from all of our social media sites. A few copies are available in print for our partners.

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