



ISSUE 01 / VOL 001 / MAY 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



Stakeholders representing various governance sectors, sat over the draft National Security Policy on Friday, September 14th 2018. The policy formulation was premised on building a sanitized security sector, which was largely participating in political activities as opposed to their mandates. The goal was to create and update legal and regulatory frameworks of security institutions, to reflect contemporary realities and enhance effective governance of the sector, strengthen management and oversight bodies of security institutions to enable coherent, organized and transparent utility of resources and monitoring of results.

***“The NSP as a framework will provide guidance as to how The Gambia government provides security for the state and its citizens, and equally to ensure that government adequately addresses all threats in a much comprehensive manner,”***

The policy development activity was completed in the early part of 2019, awaiting inputs from Government institutions, civil society, the Ombudsman, human rights institutions, religious leaders and the media.

It was preceded by focused consultation on five thematic areas, namely: Strategic context (core values, national interest and common vision for The Gambia); threats and challenges (internal and external threats likelihood and impact); framework of National Security Policy; gender mainstreaming in the sector and mandates, governance and oversight of security sector institutions.

The ultimate objective of our security sector reform, is to establish a robust national security architecture that is well-equipped, disciplined and professional, and respects human right principles. The National Security Policy (NSP), which will be launched on June 10th, 2019 by His Excellency President Adama Barrow, will enhance and increase effectiveness of the security sector by optimizing contributions from all security stakeholders and actors.

The NSP will therefore help to shape our national security priorities for the next few years in fulfillment of the mandate given to the security sector by President Adama Barrow. It is timely that the government of The Gambia is taking up such a comprehensive security policy to integrate major areas in the security sector that would outline national approach to peace and security.

Particular attention is needed to modernise, strengthen and enhance the capacity and capabilities of our security sector to be adequately responsive to the security and justice needs of our people.

Above all else, the NSP requires taking into consideration The Gambia’s interest and core values, governance structures and decision-making processes. It will also address our political stances and preferences as they concern international security partners, which could lead to emergence of opportunities for cooperation and collaboration.

Col. Momodou Badjie  
National Security Adviser, Office of National Security

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## **OUR REFORM:** Issue 01, Vol 001

At this crucial time in our democracy, it has become a priority of the government of The Gambia to reform the security sector to address the security challenges of The Gambia in order to attain the ideals of *#The Gambia We Want*. The maiden issue of the Security Sector Reform (SSR) newsletter, called *Our Reform*, highlights some of the achievements of our reform process since the inception of the Security Sector Reform program in August 2017.

It touches on the work carried out by the Office of National Security, ONS, to strengthen capacities in SSR, illustrated by the participation of SSR actors in SSR programmes and activities. It also reports on activities of the respective security sector actors to support roll-out of programming process or implementation of reform.

We decided to name the newsletter, *Our Reform*, in recognition of the fact that behind the success of our SSR projects, there is the participation and combined efforts of the population. *Our Reform* thus establishes ownership of the SSR process by the general public and seeks to engender public trust for improved cooperation to ensure safety in our communities.

With the support of the international community, several short courses have already been organised over the few past months on SSR programming and SSR Gender responsiveness. This issue reports on the continuance of training.

This issue also highlights the successful participation of GAF and the giant strides taken in peacekeeping missions in Liberia, Guinea Bissau and Darfur, among others. This is significant contribution to human history and worthy of commendation.

Finally, the profiling of security sector actors takes centre stage underlined by the profiles of female security personnel. For an effective SSR, women must be given due consideration.

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

## Office of National Security Conducts SSR Gender-Responsive Intermediate Trainings



Continuing its support of government's promotion and encouragement of women's participation in the new democratic dispensation and seeking to ensure that it achieves its goal of a gender-responsive security sector reform, the UNDP, in collaboration with the International Advisory Group (IAG), supported the Office of National Security, ONS, in conducting an intermediate training on gender responsive SSR from April 15th, 2019 to April 26th, 2019. The course, which is a follow-up on a basic training course carried out in August 2018, is geared towards enhancing the capacity of the sector by enabling security actors to harness and mainstream gender in the security work force for more efficient service delivery.

This was a second phase of a training curriculum developed to address gender gaps and to ensure that the existing nature of the security sector structures, culture, legal and policy frameworks, which are largely insensitive to the diverse needs of service men and women alike, are efficiently

transformed. The training package seeks to crystalize and build on key recommendations of the SSR assessment.

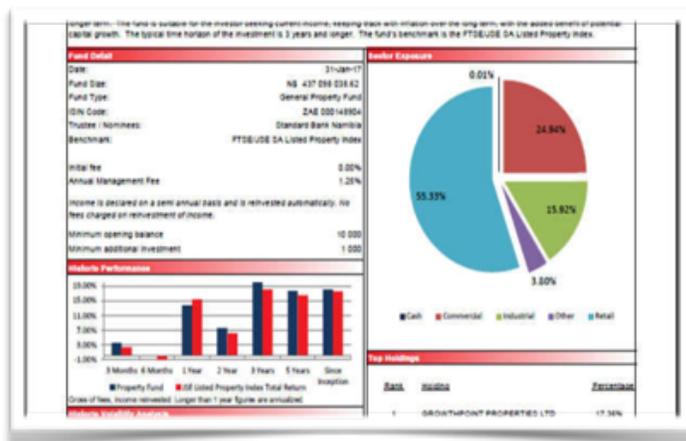
This recommendation for gender mainstreaming in the security sector is consistent with the policy for the empowerment of women at the national level as articulated in the Gambia National Development Plan (2018 – 2021).

Having successfully completed the basic and intermediate courses, participants drawn from all the security sector institutions, including civil society organizations, Women's Bureau and OVP, are expected to strengthen gender capacity in women peace and security within the security institutions as the basis of developing subject matter experts to serve as a specialist pool of trainers, trained to transfer knowledge across the rank and file of the security sector.

Those who successfully completed the intermediate course were certified and invited to the advanced course to be delivered later on in the year.

# MOTIVATION for 8-Day Nationwide Caravan

As a result of the trainings, the impetus to sensitize the general public on the importance of Gender mainstreaming in all aspects of the security sector was prompted. Hence, the Gender Coordinating Committee, comprising of participants/beneficiaries of the trainings, in collaboration with UNAIDS, came up with the idea to conduct an 8-days nationwide caravan to promote gender equality and equity among security personnel (in terms of recruitment, postings, promotions, access to opportunities and any other benefits) as well as raise awareness about HIV and Aids, since Security Sector Reform is an intrinsic public process.



## OBJECTIVE

**“To build a robust civil-security relations through capacity building of the security sector on gender and HIV and Aids mainstreaming and raise awareness on the security sector reform process.”**

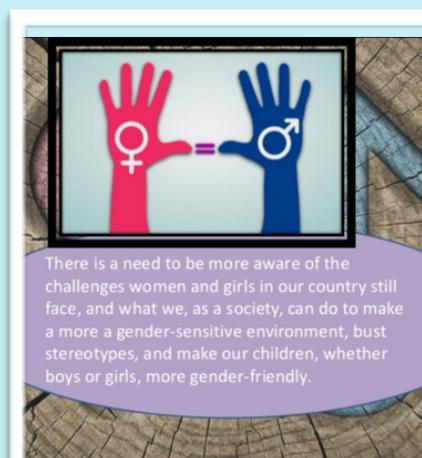
## TARGET AUDIENCE

25,000 participants countrywide including:

- ▶ Security Institutions
- ▶ Local authorities
- ▶ Border Posts
- ▶ Community members (Bantabas, Women kafoos, Youth groups, Schools, etc.)

## EXPECTED RESULTS

- The community and the security personnel are aware of the various processes involved in the Security Sector Reform process
- The security institutions become gender responsive and sensitive to the gender needs of our society as a whole
- Raise awareness on HIV and Aids and its linkages with GBV
- Build/restore and maintain trust between the security personnel and the civil populace



# The Gambia Armed and Security Services carving a niche under its international obligations by participating in peace keeping missions in other parts of the World



Picture courtesy of The Gambia Armed Forces Archives

The Chief of Defence Staff, CDS, accompanied by a high level delegation including the Permanent Secretary, Ministry of Defence amongst others, on the 26th of February 2018 signed a Memorandum of Understanding (MoU) between The Gambia and United Nations African Union Mission in Darfur. The Gambia Armed Forces have waited for a decade for this historic moment. Negotiations for this very important document was initiated by the Lt. Gen Kinteh back in 2008. Ten years on, the signing ceremony was finally held at the Office of the Under Secretary General (USG) for Department of Field Support (DFS), Mr. Atul Khare. H.E. Dr. Momodou Tangara, the Permanent Representative at the United Nations (UN) at the time, attended the historic signing of the landmark MoU. Mr. Atul Khare signed on behalf of the United Nations while the CDS signed on behalf of The Gambia Government. The signing in effect means that each year, The Gambia gets reimbursed for contributing troops to the Darfur mission. In addition to their primary constitutional mandates, The Gambia Armed and Security Services have over the years carved a niche under its international obligations by participating in peace keeping missions in other parts of the World. Through defense and security agreements, international conventions and obligations, The Gambia has been able to boost professionalism, training and expertise of its security services. This has given the country a vital platform to advance its interests globally.

***GAF was part of the vanguard that first deployed to Darfur in 2004 following Rwanda and Nigeria as part of African Union Mission in Sudan (AMIS)***

*Why GAF's participation in peacekeeping is important to The Gambia?*

GAF's participation in various peacekeeping missions is a clear testimony of its commitment to reducing universal human suffering and also honoring The Gambia as part of a reputable member of ECOWAS, AU and the UN.

The successful participation of GAF and the giant strides taken in bringing hope to the hopeless in Liberia, Guinea Bissau and Darfur, just to name a few, is significant contribution to human history and worthy of commendation.

GAF has contributed personnel in various capacities in various missions around the world and this effort will continue for a stable climate for peace to all of mankind.

## ***Constraints***

Logistics constraints of GAF especially in terms of major equipment hinders its capability to deploy huge numbers of personnel to some of the new missions.

As conflict is a natural phenomenon that is inevitable, GAF requires adequate logistical support to effectively contribute to the maintenance of peace and stability within the region and around the world.

# SECURITY SECTOR REFORM

## Towards a well informed and all-rounded National Security Policy that describes how the country provides security for its citizens.

The National Security Policy (NSP) ensures 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.

The Gambia's maiden National Security Policy (NSP), which will be launched on June 10th, 2019 by the President of the republic, H.E Adama Barrow, is the product of long, collaborative efforts initiated by the Office of the President of the Republic of The Gambia. It was prepared at the Office of National Security under the supervision of the Security Sector Reform Steering Committee chaired by the Vice President of The Gambia.

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

It is the result of combined and meticulous efforts of Gambians and international partners. The Drafting Committee assembled from key Security Institutions and the Editorial Team painstakingly worked to produce the comprehensive document.

The first National Security Policy ever produced in The Gambia, it is an overarching policy document that aims to streamline mandates, roles and responsibilities of security institutions. It is the desire of the government of The Gambia that the NSP will engender a clear division of labour that would serve the nation and its citizens in its march towards building a better Gambia.

Along with other national documents, such as the National Development Plan (NDP), and the Constitution, it is expected that the NSP will deliver to the Gambian public a responsive, transparent and secure national environment that is conducive to promoting national economic development under legitimate civilian control.

Thus it is envisioned that the NSP, represents a significant departure and a farewell to decades-long lack of policy and institutional coordination of the country's security apparatus.

Rising popular expectations for a streamlined, cohesive, participatory, civilian-controlled and transparent National Security Policy (NSP), for the Gambia, predicated on human-security is a timely and necessary endeavor.

A first of its kind since independence in 1965, the Gambia's new NSP spells out key roles, responsibilities, and mandates of vital security institutions, organs, agencies, and personnel in order to reconfigure the security sector to meet evolving national state and human-security needs, challenges, risks and opportunities well into the next decade of the Twenty-first Century.

Fundamental to achieving this is a foreign-policy pivot that prioritizes Gambia-Senegal relations to strengthen existing bilateral agreements to secure porous national borders, defend maritime boundaries, as well as explore existing and future resource discoveries for mutual gain.

Addressing gender, youth, and social inequality, nationally, while leveraging the Gambia's "soft-power" regionally and globally to mitigate environmental, cyber security, "radicalization" money-laundering and other challenges multilaterally, bodes well for the "New Gambia," and its security institutions.

Yet crucial to the success of The Gambia's new NSP, is popular ownership and changed perceptions that long gone are the days when the security sector was an instrument in the hands of political actors who utilized it to deny Gambians of their fundamental rights, and for self-aggrandizement of the highest order.

The Gambia's NSP positions the country and its security services to meet changing human security needs of Gambians. And, by spelling out the division of labor among the three branches of government and their oversight functions, the Gambia's new NSP will avail itself to periodic review and evaluation to reflect changing national, regional and global dynamics.

Resulting institutionalized checks and balances to strengthen various security service responsiveness will make for a cohesive policy-strategy which at its core is driven by Security Sector Reform (SSR) principles in pursuit of human and national security.

### **SSR could be maximized through:**

- Networking
- Study tours
- MoUs
- Advocacy
- Lobbying
- Communication Strategies
- Comprehensive Strategic Plans
- Modernisation
- Monitoring
- Evaluation
- Supervision

The National Security Policy (NSP) ensures 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.

The proposal made in the NSP will contribute to the creation of a capable, accountable and effective security sector and a clear policy environment that interconnects peace, security and development, and will strengthen "our efforts at mainstreaming peace building into development initiatives," according to Rtd. Col. Momodou Badjie, National Security Advisor, Office of National Security.



**DRAFTING TEAM OF NATIONAL SECURITY POLICY AT A RETREAT IN SINDOLA IN SEPTEMBER 2018**

## **NSP as a gateway to peace, security and stability in New Gambia**

Along with other national documents, such as the National Development Plan (NDP), and the Constitution, it is expected that the NSP will deliver to the Gambian public a responsive, transparent and secure national environment that is conducive to promoting national economic development under legitimate civilian control.

## Implementing the Women, Peace and Security Resolutions in Security Sector Reform



Gender inequalities are not only economic, but are also reflected in other ways that are difficult to measure and change. Ideas about appropriate behaviour, independence, and aptitudes are often grounded in gender stereotypes and vary for women and men. Ideas and practices tend to reflect and reinforce each other (the one providing the rationale for the other), which contributes to the complexity of achieving change.

Past experience has demonstrated that when gender equality is not considered in SSR, security sector institutions will continue with status quo arrangements, typically protecting the interests of the

more powerful, male-dominated political elites and overlooking the security needs of women, girls and minorities. Gender equality is a constituent part of national and local ownership of SSR. SSR is only successful when led by national authorities and widely supported at the community level. Legitimate ownership requires that women and men have equal opportunity to influence decisions about SSG and their implementation, including through public oversight. Participation may be direct (e.g. through diverse and representative elected or duly appointed bodies) or indirect (e.g. through consultations with civil society organizations, including those supporting marginalized groups of women, men and gender minorities).

Gender equality is a constituent part of a long-term, holistic approach to SSR. Excluding particular groups of women, men, girls and boys from the oversight, management and provision of security creates a deficit in accountability and effectiveness, placing many of them in vulnerable situations and undermining reform in the long term.

For all these reasons gender equality must be considered throughout the course of the SSR process, including in assessment, design and planning, implementation, monitoring and evaluation.

### FIVE PRINCIPLES OF GENDER MAINSTREAMING

#### GENDER SENSITIVE LANGUAGE

Texts referring to or addressing both women and men must make women and men equally visible.

#### GENDER SPECIFIC DATA COLLECTION AND ANALYSIS

Data must be collected, analysed and presented by gender.

#### EQUAL ACCESS TO AND UTILIZATION OF SERVICES

Services and products must be assessed as to their different effects on women and men.

#### WOMEN & MEN EQUALLY INVOLVED IN DECISION MAKING

Balanced gender ratio at all levels of decision-making

#### EQUAL TREATMENT IS INTEGRATED INTO STEERING PROCESSES

- Quality management
- Gender budgeting

## What's it like to be a woman in the security sector in The Gambia?

The Geneva Centre for Security Sector Governance (also known as DCAF) is currently conducting a survey that may help answer part of this question. Since the launch of The Gambia's security sector reform (SSR) process in 2017, a National Security Policy was developed and a National Security Strategy and a SSR Strategy will follow. These are national efforts occurring at the same time as the Constitutional Review Commission and the Truth, Reconciliation and Reparations Commissions continue their work. Within this context, it's an ideal time for the Government of The Gambia (GoTG) to ensure that whatever reforms that take place within the security sector are those that take into consideration the impact of reform on the men and women working within the security sector, as well as the men, women, boys, and girls these institutions are meant to protect and serve. To accomplish this effectively, gender must be integrated in all SSR processes, both nationally and at the institutional levels.

One of the biggest challenges to integrating gender in SSR is the lack of up-to-date information about men and women in the security sector that is readily available to government officials, and national and international actors working in SSR. That is why DCAF is conducting the survey that will eventually be titled **Gender and the Security Sector in The Gambia**.

In May 2019, DCAF started collecting information from each of the following security institutions that have agreed to participate in the survey:

1. Gambian Police Force (GPF)
2. Gambian Armed Forces (GAF)
3. Gambia Immigration Department (GID)
4. Gambia Fire & Rescue Service (GFRS)
5. Drug Law Enforcement Agency (The Gambia) (DLEA(G))
6. Gambia Prison Service (GPS); and
7. Justice System (through the Ministry of Justice).

Each chapter of the survey will be dedicated to one of the security institutions, and every chapter will provide information on the institutions' policies and procedures, its institutional structure, its personnel, the training it provides, and its internal and external oversight mechanisms. Data collection will continue through to the end of July and a validation process with each institution will take place in August of this year. The survey will be published in September 2019.

This survey is funded by the European Union as part of the project: **Support to the Security Sector Reform Process in The Gambia**.



*DCAF is an international organization dedicated to making people and the states they live in more secure, within a framework of democratic governance, rule of law and respect for human rights, including gender equality. DCAF assists partners in improving the security sector through inclusive, participatory reforms that are based on international good practices. DCAF is located at the Fajara Emporium III office and its headquarters are based in Geneva, Switzerland. For more information, please contact the Jonathan Marley ([j.marley@dcaf.ch](mailto:j.marley@dcaf.ch)) or Pansaw Nyassi ([p.nyassi@dcaf.ch](mailto:p.nyassi@dcaf.ch)).*

*Photo: Staff from the Child Welfare, Gender and Human Rights Unit of the Drugs Law Enforcement Agency of the Gambia (DLEAG) and DCAF staff at the Brusubi Police Station (May 2019).*

# PROFILES

## BLURRING THE LINES OF DUTY WITH AN ENDURING FRIENDSHIP THAT SPANNED 25 YEARS

At a closer look, they are fire service personnel bound by rules and working under strict instructions, but underneath the layers of service lies a friendship that has spanned more than 25 years.

“We met on the day we both applied for a job in 1993 at the Gambia Fire and Rescue Services, GFRS, which was then called The Gambia Fire Service, GFS,” Binta Sanneh explained. “We started work on the same day,” she continued. “More than 25 years on, she is station officer and I am second in command at the Procurement Unit of the GFRS.”

### “Beyond the firefighter's uniform and running into burning buildings

... is a team dedicated to making our communities safer.”

What alerted me to these two dynamic service women was their closeness. Throughout my interaction with them at a workshop organized by UNDP on gender, they were either seated together on the same table or driving in the same car. And there is an explanation for that...

According to Binta Sanneh, driving all the way from the West coast region to Banjul for work everyday is pricey. They realized early on that it was prudent to cut back on fuel expenditure by sharing a car every week on a rotational basis.

“We both own a car, with which we drive to work everyday. For one week, I drive her to work and for the other week, she drives me to work and so on and so forth. This allows both of us to save on fuel costs,” Binta notes matter-of-factly.

Beyond the firefighter's uniform and running into burning buildings to help save lives, are people from all backgrounds who carry out a wide range of duties but working as one team dedicated to making our communities safer.

And whilst Binta's explanation definitely makes saving sense, female friendships rarely see the light of day, especially at the work place where competing egos and conflicting emotions burn out many relationships like wild fire in the harmattan before they are able to take firm root. So I asked the officers how? I mean how were they able to cultivate their enduring friendship, through all of lives' vagaries, over the course of many years?

**“Above all else, we are women with families. That in itself speaks volumes”**

“It is difficult to work with ones friend in the same unit, especial as head of unit and second in command,” said Sigga Jandi. “Yet we choose not to bend the line of duty to favor the other party. Rather, we seek always to perform our duties to the best of our abilities whilst remaining within the confines of our obligations. We opt to fraternize outside of work for both our sakes,” chipped in Binta.

“This is not always an easy task because conflict is inevitable. Sometimes I may err and vice versa. But through our mutual understanding and respect over the years, we are able to resolve our own issues without a third party involvement,” Sigga summarised.

Earlier on, we talked about safety and how susceptible service personnel were in that they were both duty bearers and right holders with vulnerable families back home. In that conversation, I chanced upon a peculiar dilemma that many service personnel encounter, which is, the anxiety they face as parents about their own families left back home, whilst they reach out to protect other communities.

“We go all out to protect other people, whilst leaving behind our own children back home at the mercy of the very security issues we seek to tackle,” she said calmly.

Historically, security personnel have always been men and this is one of the disadvantages for women, specifically the neglect of gender considerations in employment, promotion and deployment of female service personnel. Fundamental issues like marriage and motherhood are also key factors that continue to derail the advancement of women in the services as a result of our patriarchal society, where women continue to be regarded as home carers and men as providers/bread winners.

“And yes, I worry sometimes about my family. Above all else, we are women with families. We are bound by our gendered roles in our communities, which define our limits. This in itself speaks volumes,” Binta added wryly.

At an institutional level, asserting leadership in managing the security sector reform process involves establishing a gender management and coordination structure within the eight identified security sector institutions.

It is important for the SSR coordination structure or mechanism to be created by a high-level executive decision, such as a presidential decree, which gives it an explicit mandate and demonstrates the political support necessary for it to achieve its objectives of gender mainstreaming.

This will not only ensure equal access to opportunities for women but will also challenge prejudice and discrimination against women,

fostering an inclusive and trusting culture where the concerns of women are put centre stage; and finally, trigger down to guarantee recruiting and promoting staff is done in a fair and non-discriminatory manner irrespective of ones gender.

Recognising, respecting and listening to the varied needs of different people based on their gender, providing different solutions for different needs and requirements, valuing and encouraging better understanding of people’s differences and above all, treating everyone with dignity and respect is the hallmark of successfully integrating gender in Security Sector Reform.



**BINTA SANNEH**



**SIGGA JANDI**

# Letters To The Editor

Work place jealousy is old as life itself. This page is dedicated to responding to some issues encountered by our gallant men and women in uniform. In the security sector, promotions are validating. Typically there is some sort of announcement. Let it pay out if need be. Some will be happy for you and some may not - par for the course and focus on the work!

## I got promoted and now I am the boss of my colleagues. How must I behave so I will gain their respect and they won't try to fail me?

First, **congratulations on the promotion!** That means that your performance has been strong and you've demonstrated the potential for additional leadership. **Well done!** Now, a word of caution. You don't need to tell them that you're the boss. They know it. Don't remind them. Unnecessarily reminding them that you're the boss may very well breed resentment.

**So what should you do?** Start by being the boss that you would want to have. Reflect back on your previous bosses. What made them good or bad? I imagine that the good ones shared traits such as:

- Being respectful
- Listening to team members
- Appropriately praising team members when deserved and correcting actions that needed it
- Developing team members
- Challenging team members through tough assignments that forced growth
- Getting results
- Passing praise on to the team and accepting responsibility for failures

Ok, so we have a fairly decent list of the things that we generally like to see in a

boss, but how do we actually achieve it?

### **One-on-one Meetings.**

This will become your most important meeting of your week. Start having a one-on-one with your directs. Find a 30-minute time slot in 3 weeks that works for the individual and start meeting with them weekly from then on. Turn off your computer monitor and ignore any incoming distractions (phone calls, emails, etc) during this time. Protect it so they know that you value their time.

Structure the meeting so that the first 10–15 minutes is an opportunity for them to update you. Start with the question "How are things going?" and let them give an update. If they want to talk about work, great. If they want to talk about family, hobbies, or anything else, it's just as good.

This is their time. The next 10–15 minutes is your chance to give them updates. Let the individual know about what you're hearing from higher in the organization. Use this time to give feedback. Use this time to delegate and assign work. Any remaining time can be focused on development and growth based on the individuals needs. In my experience, most of the meetings will only be 2x 15-minute blocks.

The one-on-one conveys several messages to your team member. It tells them that you care enough about them to spend time with them isolated from distractions.

It tells them that you are approachable. You learn more about them. You get opportunities from it to build the relationship while they also see you as the boss.

### **Performance feedback.**

I recommend using a 4-step performance feedback model by [Andrew Glenn](#), Owner at The Unnatural Leader.

#### **Step 1: Ask "Can I give you some feedback?"**

The first thing we want to do when we give feedback is ensure that our team member is in a mindset to be receptive to the feedback. If we give feedback when they are not, it may feel great to us but it won't be effective.

#### **Step 2: Mention the behavior "When you help Sainey with coding..."**

We want to focus on observable and concrete behaviors. We can physically know that the officer helped because we witnessed it or it was reported to us. We don't talk about attitudes, because those are inferred. Focus on actions and not the mindset.

#### **Step 3: Discuss the consequences of the behavior "...here's what I think happens..."**

Pile on the consequences here. Oftentimes, we're oblivious to the effects that our behaviors have on others, so feel free to mention several. This forces the person to really think about how he or she is impacting the team, the company, their own reputation, etc. When someone is frequently late, some of the consequences may be:

It makes me think you're a team player  
Projects get done quicker

You don't necessarily need all of them. Sometimes one consequence is enough, but sometimes you can throw on a few to really drive the point home.

**Step 4: State “Good work, keep it up” for positive feedback or ask “How can you do this differently?” for negative feedback**

Because feedback is focused on behaviors, we want to either reinforce or alter those behaviors. For positive feedback a quick “good job” is often sufficient to let the individual know that you know about their performance. For most of the things, for which we give feedback, we don't want to make a big deal about it. We also want to get their buy-in on solutions when we are seeking to alter behavior. By asking an employee how they can adjust their behavior, they take ownership in the solution and will be more likely to actually fulfill the changes they promise.

**Coaching.**

Invest your time in helping your employees to grow by coaching them. Use the last few minutes of your one-on-ones to identify where they want to go professionally, and then coach them on getting there. You'll demonstrate that you're interested in their growth as a person and not petty.

**Delegate.**

I firmly believe that the best way to achieve outstanding results is through delegating to your directs. Developing them and achieving more, that's a win-win. Plus it frees you up to have more time to focus on managerial things.

**Listen.**

You've worked with your team for a while. You know they have good ideas. Listen to their advice and take their input seriously. You're trying to build a climate where they feel valued and where they want to follow you.

You're the boss now. There's no need to flex your management muscles to prove it. They already know, all too well. What you need to do, is start being an effective manager and they will still respect and like you. **Good luck!**



## INTERNATIONAL ADVISORY GROUP (IAG)



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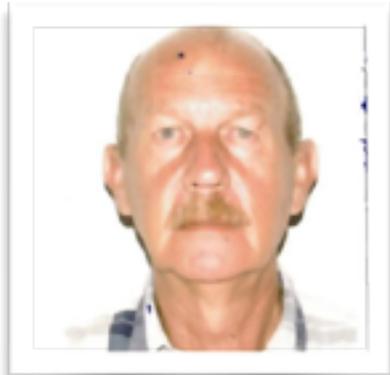
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**Positioning the country and its security services to meet the changing human security needs of Gambians**

## **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)

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