



**NATIONAL SECURITY STRATEGY**  
**OF**  
**THE GAMBIA**



## **FOREWORD**

On assuming office, we promised Gambians, economic, social and moral renewal. Thus, my government is committed to national reconstruction, built on the foundation of openness, honesty, and transparency. To this end, the government crafted a National Development Plan and the first ever National Security Policy 2019 which identifies Gambia's principles, beliefs and needs.

My government is committed to improving the standard of living by increasing employment, widening the social safety net, improving access to education and health, restore faith in the justice system as well as forge a new national partnership based on consultation, dialogue and consensus. Hence, the need for a National Security Strategy to implement the NSP 2019 in order to outline programmes for the safety of our citizens and protection of national values, sovereignty and territorial integrity.

The Gambia's National Security Strategy addresses all forms of threats to national security, taking into account traditional and non-traditional threats. The document views Security from a broad perspective to encompass protection against epidemics and infectious diseases, ensuring safe movement, reliable food supplies, countering climate change and initiatives for global peace and development.

Therefore, I believe that this strategy will transform The Gambia's national security landscape.

**H. E Mr. Adama Barrow**  
**President of The Republic of The Gambia**

**Date:**

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## LIST OF ACRONYMS

1. CBMS -Coordinated Border Management System
2. CED - Customs and Excise Department
3. DNA - Deoxyribonucleic acid
4. ECOWAS - Economic Community of West African States
5. FIU - Financial Intelligence Unit
6. FSIPI - Forestall Secure, Identify, Prepare and Implement
7. GAF - Gambia Armed Forces
8. GCS - Gambia Correction Service
9. GFRS - Gambia Fire and Rescue Services
10. GID -The Gambia Immigration Department
11. GPF- Gambia Police Force
12. GPS - Gambia Police Service
13. GRA - Gambia Revenue Authority
14. ICT - Information and Communication Technology
15. JOC - Joint Operations Centre
16. MoD - Ministry of Defence
17. MoI - Ministry of Interior
18. MoJ - Ministry of Justice
19. NDP - National Development Plan
20. NJIC - National Joint Intelligence Committee
21. NSA - National Security Adviser
22. NSC - National Security Council
23. NSP - National Security Policy
24. NSS - National Security Strategy
25. ONS - Office of National Security
26. SALW - Small arms and light weapons
27. SIS - State Intelligence Service
28. SSR - Security Sector Reform
29. GPS - Gambia Prison Service

## **EXECUTIVE SUMMARY**

National Security, for many countries, has become the cardinal point of policy making. In this field of security policy design and governance, the State remains the principal actor both in the regional and international affairs and is ultimately accountable of challenging and redressing myriad of possible threats confronting its sovereignty and integrity.

Notwithstanding external threats to this sovereignty and territorial integrity, national security encompasses all threats to the lives of The Gambian populace, ranging from public security and safety to governance, social welfare, economic wellbeing and environment.

There existed in The Gambia a legacy of authoritarianism, corruption, weak public institutions, limited capacity and poor governance. This resulted to economic instability, rural/urban as well as cross-border migration, illegal drug trade and deteriorating environmental quality. These situations have had great impacts on The Gambia's developmental processes. Therefore, the need to develop this strategy to support the implementation of the National Security Policy (NSP).

This strategy is segmented into five national security priorities/goals. The priorities/goals have been discussed under the following pillars:

1. Protection of National Sovereignty and Territorial Integrity
2. Good Governance, Respect for Human Rights and the Rule of Law
3. Cooperation and Collaboration amongst Security Forces
4. Nationalism, Positive Image and Prestige
5. Socio-Economic Development

In producing the strategy, an analysis of the various threats to national security was conducted. Focus was placed on strategic concepts and the actions required to implement them. The National Security Strategy also incorporates government's most urgent security policies, goals, responsibilities and activities into overall task matrix for achieving national security vision. This is with a view to maintain and ensure public security while consolidating civilian control over security. It further defines institutional mandates and frameworks within which the security sector will operate. It also defines how the oversight institutions will supervise security sector institutions and align them to stated goals in order to foster integrated and cohesive security services nationwide.

The National Security Strategy is intended to carry out in-depth systemic reforms in order to ensure that there is no vacuum which can be exploited to destabilize the country. Consequently, the NSS is designed to deal with the various complexities of security-development while underpinning security projects, seeking national, regional and international funding. The Office of National Security (ONS) is responsible for overseeing the implementation of the NSS and will report to the National Security Council for censoring and justification.



## CHAPTER 1: OVERVIEW

### INTRODUCTION

1. The NSS is the Gambia's first official publication which implements the NSP 2019. The NSP 2019 was developed on the principle that national security and economic development are closely intertwined and mutually reinforcing concepts. Therefore, the strategy has the broad theme of bringing about meaningful and lasting socio-economic and political change aimed at building a stronger nation and improving the lives of the people in The Gambia.

2. The NSS integrates the major national security policies, goals, responsibilities, and courses of action into a roadmap for the fulfilment of the National Security Vision. It seeks to foster better coordination, synchronization and cohesion of government functions in order to improve efficiency and maximize the use of limited resources.

### THE NATIONAL SECURITY FRAMEWORK

3. The development of a national security strategy is founded on several important tenets of nationhood and national identity. A full appreciation of these fundamental principles is crucial in any effort to put together national or sector specific strategies. The principles serve as the context against which all planning and decision-making matters affecting national security are undertaken.

4. **Purpose.** The national security strategy of a nation outlines a program for the security of citizens and the protection of national values and way of life. The Gambia's NSS addresses urgent national concerns and prescribes ways of dealing with the rapidly changing and complex nature of the national, regional and global security environment.

5. **National Security is defined as**

5.1. National Security is the protection of the national sovereignty and territorial integrity, wellbeing of the citizenry, promotion of good governance, social welfare, economic development, protection of the environment and its natural resources.

5.2. National security goes beyond the traditional state centric security but also focuses on the people. It thus encompasses internal and external dimensions. The internal issues include rule of law, ethnic and social relations as well as state economic wellbeing. The external issues are threats and challenges that originate outside the borders of The Gambia. In short, security encompasses, the territorial integrity of the nation, good governance, freedom from threats, intimidation and other pressures that undermine basic rights, welfare and property of the people.

6. In The Gambia, in order to address the key issues defining national security, the following should be considered:

- 6.1. that reform effort leading to a democratic society, where the rule of law is supreme and society functions according to the principles of freedom, justice and democracy is put in place;
- 6.2. that there should be political and economic stability so that the fabric and the infrastructures of society are able to meet the peoples' broader security needs.
- 6.3. that there should be a political environment where power is exercised by a civilian-led democratically elected leadership with the security forces under effective democratic civilian control and oversight.
- 6.4. that there should be active participation of Gambians in national security issues and policy-making, so that people are aware of government actions and decisions on security issues.
- 6.5. that The Gambia should participate in all the International fora for development.
- 6.6. that there should be a national security architecture that will provide adequate ability to respond to domestic and external threats.
- 6.7. that there should be environmental security which guarantees the sustainability of Gambia's natural resources and its consequential benefit to the people of The Gambia.

7. **The Gambia's National Security Strategy is anchored on Five pillars:**

- 7.1. Pillar One: Protection of National Sovereignty and Territorial integrity.
- 7.2. Pillar Two: Good Governance, Respect for Human Rights and Rule of Law.
- 7.3. Pillar Three: Co-operation and collaboration amongst Security Institutions.
- 7.4. Pillar Four: Patriotism, positive image and prestige.
- 7.5. Pillar Five: Socio- Economic development.

## **NATIONAL ASPIRATION**

8. To be a nation that will have a professional and apolitical security system able to protect the country and its people in line with fundamental human rights and rule of law, and a security system that will become empowered and motivated to defend national sovereignty against all forms of threats, committed to contributing to the building of peace, national unity, tolerance and social cohesion, and promoting respect for diversity and equal opportunities

irrespective of gender, age, ability, ethnicity and religion in the interest of socio-economic development and prosperity.

## **NATIONAL VALUES**

9. The national values of The Gambia as enunciated in the NSP 2019 are as follows:
  - 9.1. Faith in their creator
  - 9.2. Love of the family
  - 9.3. Integrity
  - 9.4. Internal peace, communal peace, self-respect, human rights and the dignity of persons
  - 9.5. National unity
  - 9.6. Religious and ethnic tolerance

## **GOALS OF THE NATIONAL SECURITY STRATEGY**

10. The overall goal of the National Security Strategy is to implement the broad strategic goals as enunciated in the NSP 2019. These include:
  - 10.1. Protection of The Gambia's sovereignty and territorial integrity.
  - 10.2. Presenting The Gambia's positive image and prestige regionally and globally.
  - 10.3. Promotion of socio-economic development and prosperity.
  - 10.4. Ensuring empowerment and equal participation of women in the decision-making processes, including at the strategic level.
  - 10.5. Conducting security sector reform to ensure efficient and effective governance and oversight of the security system as well as to ensure the definition of mandates and delineation of competencies of security forces, services and institutions.
  - 10.6. Enhance the cooperation, collaboration and coordination between the Security institutions and agencies for seamless interoperability through establishment of a National Joint Operations Centre for internal and external operations.
  - 10.7. Enhance the cooperation, collaboration and coordination between the Intelligence agencies for seamless interoperability through establishment of a

National Joint Intelligence Operation Centre for coordination of all intelligence activities.

- 10.8. Enhance the peace time role of the Security Institutions.
- 10.9. Participate and contribute to global peace and security.
- 10.10. To have a well defined, structured and professional Security Institutions that is proportionate to the security needs of The Gambia.

#### 11. **National Security Priorities**

- 11.1. Protect the Sovereignty and Territorial Integrity of The Gambia.
- 11.2. Reduce crime by dealing with local and trans-national criminal networks.
- 11.3. Strengthen the criminal justice system and ensure respect for the Rule of Law.
- 11.4. Ensure internal security and social cohesion.
- 11.5. Protect The Gambia from terrorism.
- 11.6. Provide the necessary environment for a stable and vibrant economy.
- 11.7. Strengthen the institutions for democratic governance.
- 11.8. Improve healthcare delivery at all levels and reduce the impact of health-related threats.
- 11.9. Reduce the risks associated with natural and human disasters.
- 11.10. Improve and expand access to quality education at all levels.
- 11.11. Protect The Gambia's natural resources.
- 11.12. Achieve energy and food security.

#### **NATIONAL SECURITY INTERESTS**

12. The Gambia's national security interests are defined in the NSP 2019 and outlined in the National Security Strategy pillars. It covers all aspects of the new definition of security ranging from the prosperity and wellbeing of her people to national sovereignty and territorial integrity. Furthermore, it includes commitment to global peace, peaceful co-existence and strengthening of the "Special Relationship" with its neighbours.

## NATIONAL SECURITY ENVIRONMENT

### GLOBAL SECURITY TRENDS

13. Global security trends indicate that most conflicts have arisen due to polarization along economic, ethnic, religious, regional, and other fault lines. This has often resulted in adverse effects on human, national and global security. Thus, leading to rising numbers of internally displaced populations, irregular migration, human-trafficking, terrorism and other global human security challenges.

14. Upsurge in insurgency, extremism and radicalized groups have occasioned a more violent society. This has altered the theatre and techniques of warfare significantly. Consequently, there is a preponderance of non-conventional warfare. Therefore, the concept of conflict resolution has shifted to constructing sustainable political and democratic institutions.

### CURRENT SECURITY SITUATION IN THE GAMBIA

15. **Effects of the Dictatorial Rule in The Gambia.** Twenty-two years of dictatorial rule in The Gambia eroded government capacity to protect the citizens, slowed down economic development efforts, and affected core national values. This is because the security sector was not properly developed to enhance professionalism and thus fulfil their mandates. There is thus the need to take steps to develop security sector institutions.

16. **Nascent Democracy.** The current form of democracy in The Gambia is still relatively young and at a very early stage of development. This is because the concept and practice of good governance are still in their formative stages. There is therefore the need to build on the existing structures and introduce new methods to enhance ability to deal with security challenges.

17. **Dependent Economy.** The country has been dependent on agricultural produce and tourism. It is also an import dependent economy. Like other primary-commodity dependent economies, the Gambian economy is vulnerable to external shocks. This has strong implications for food security and employment. There is the need to diversify the economy and ensure value addition to its produce.

18. **Youth vulnerability and exclusion.** The dearth of mechanized agriculture has made the major employment provider unattractive to the youths. Youth vulnerability and exclusion is worsened by low literacy level and inadequate skills development. Consequently, it is difficult for many young people to find employment. High levels of unemployment and under-employment are a major cause of insecurity. There is therefore the need for government to take deliberate action for youth development.

19. **Restructuring of the Security Institutions.** The security institutions are not properly structured to adequately perform their roles and responsibilities. This is due to inadequate infrastructure, equipment, training, institutional regulations and guidelines.

Consequently, there is a need to restructure, equip and provide regulatory frameworks for the security institutions.

## **KEY NATIONAL SECURITY CHALLENGES**

### 20. **Land and Border Disputes**

- 20.1. There has been massive distortion of the demarcation of the Senegal-Gambia borders. Residents of the affected areas repeatedly disagree on land ownership and possession rights. This poses a potential threat to the territorial integrity of the country. It is worthy to note that there exist modalities for addressing some of these challenges such as the Senegalo-Gambia Boundary Commission. However, the non-implementation of the recommendations of the commission has a tendency to undermine the harmonious relationship between the two countries.
- 20.2. There exists vast and sparsely monitored border between the Gambia and Senegal. The inadequate capacity of the security institutions to effectively monitor these expanses of area presents a challenge to curb cross border crimes.
- 20.3. Communal land dispute has been a prevalent national security concern due to absence of a comprehensive national land policy. This has led to lots of community disputes that threaten peace and security.

21. **Political Threat.** Political violence is one of the political threats which The Gambia faces. This is caused by political intolerance and inadequate political awareness amongst others. Another political threat is the process of selection of traditional leadership institutions. Traditional institutions are expected to be carriers of the trust and confidence of the people. However, the current mechanism of selecting traditional leaders is eroding the trust and confidence in the institutions. There is the need to address these threats.

22. **Transnational Organized and Cross-border Crimes.** Organized transnational and cross-border crimes such as terrorism, human and drug-trafficking, smuggling and money-laundering are emerging challenges to the Gambia's security. The prevalence of these crimes within the sub-region indicates that Gambia should consider them as a real threat to the country's security.

23. **Human Rights and Justice.** Failure to protect human rights of the people and ensure speedy dispensation of justice could lead to insecurity in the country. This is because the slow dispensation of justice and abuse of human rights create an aggrieved citizenry. Efforts should be made to guarantee human rights and ensure speedy dispensation of justice. Furthermore, security institutions should be careful in the handling of disaffected groups in order not to violate human rights and justice.

## 24. **Gender Discrimination and Violence**

- 24.1. Gender discrimination refers to acts, policies and traditions that exclude a particular gender from benefitting and participating in certain spheres of society. This practice of discrimination leads to disaffection and if not addressed could lead to unlawfulness and violence.
- 24.2. Gender violence on the other hand refers to physical and non-physical actions which could lead to abuse of a particular gender. These can also lead to unlawfulness and indeed is a crime. All situations of unlawfulness and crimes are threats to security.

25. **Health.** The incidence of communicable diseases could constitute threats to the nation if not properly handled. The experiences of Ebola outbreak within the sub-region has shown that communicable diseases could constitute serious threats to a nation. Furthermore, child/infant and maternal mortality and the scourge of diseases such as malaria, cholera, as well as HIV/AIDS constitute threats to life in nations. The upsurge of life-threatening diseases such as cancer, diabetes and hypertension also pose serious challenges to the lives and productivity of the work force. These threats could have negative impact on the socio-economic development of the country. There is therefore the need to put in place appropriate robust health management response system.

26. **Environment.** The massive deforestation of The Gambia's flora coupled with unregulated and uncontrolled fishing as well as mining of sand and gravel has resulted in the destruction of the environment. Additionally, improper waste management leads to environmental degradation. This contributes to climate change, floods and erosion which could pose threats to life, food security and socio-economic development. There is thus the need to put in place appropriate mechanisms to deal with threats to the environment.

27. **Maritime Security.** The maritime environment provides a source for transportation of goods and persons as well as economic resources for the nation. The inability to properly police and monitor the maritime environment constitutes a great threat to the nation's maritime resources and activities. Therefore, there is a need to review The Gambia's Maritime Policy and formulate a strategy for its implementation.

28. **Unemployment.** Massive unemployment is a threat to a nation's security. This situation is worsened if majority of the unemployed are the youths. Levels of unemployment are often directly linked with high levels of illiteracy, lack of skills and poor economic growth. There is therefore the need to address the causes of unemployment in order to guarantee national security.

29. **High Rate of Illiteracy.** A literate society is a society that is easy to lead because comprehension is high. Consequently, high illiteracy indicates majority of the people are unable to comprehend and actively participate in governance. High illiteracy is a product of lack of access to education. This constitutes a threat to national development and participatory democracy. There is therefore the need to ensure access to education.

30. **Food Insecurity.** Food insecurity refers to the inability of a nation to feed its population. In spite of favourable conditions for food production in The Gambia, the country is still dependent on imports for its food needs. Food insecurity could erode the sovereignty of a nation, cause hunger and starvation as well as create health challenges. This makes a nation vulnerable to internal and external threats. There is the need to put in place appropriate measures to increase domestic food production and reduce imports.

31. **Migration.** There are two types of migration, rural to urban migration and cross border migration. Whereas rural to urban migration is the internal movements of people in search of better living conditions such as employment, education and other social amenities, cross-border migration is the movement of persons from one country to another. Rural –urban migration leads to overcrowding with implications for safety and security. Cross-border migration is often caused by people fleeing from insecurity and the search for better living conditions. Consequently, it leads to the depletion of human resources and the influx of people into the country. This has implications for national security, hence the need for the government to address all forms of migration.

## **EFFECTIVE USE OF THE INSTRUMENTS OF NATIONAL POWER**

32. The Gambia's national power include: Diplomacy, Economy, Military, Information and Communication Technology. These are fundamental to defending the country's national interests. These instruments serve as vehicles for achieving national goals and interests both internally and externally.

33. **Diplomacy.** Diplomacy is essential for The Gambia as tool for influencing other states to advance its values, interests, objectives and to solicit foreign support for socio-economic advancement. This will cover both traditional bilateral diplomacy and the complex multilateral diplomacy. Diplomacy would enable The Gambia to act as a facilitator within the sub-region and globally in areas of negotiation and conflict resolution. Also, diplomacy could be used as a tool for addressing transnational threats such as terrorism, proliferation of small arms and light weapons, environmental degradation, human/drug trafficking, and organized crime.

34. **Economy.** The Gambia is a part of the global economy. Due to its small size and its external dependence, the country's economy may be more effective when used in combination with other instruments of national power. It is worthy to note that other instruments of power depend on the economy for their effectiveness. There is therefore the need to diversify the economy to make it more vibrant and to be able to influence other states.

35. **Information and Communication Technology.** Information and Communication Technology enables countries to harness, protect, and promote vital national security interests both internally and globally. The Gambia as a developing country has limited capacity in the use of this vital instrument of national power and should strive to enhance its capability.

36. **Military.** Military capability is an important instrument of national power. It refers to the military posture capable to successfully resist and repel hostile or destructive action



against the state and be able to influence peace and stability globally. A well-structured and equipped military will command respect and act as deterrence. There is thus the need for The Gambia to have a compact, modern and effective military.

## CHAPTER 2. NATIONAL ACTION PLAN

37. To protect and promote national security interests, the state must address the various threats and challenges that characterize the evolving strategic security environment. The NSS presents the guiding principles in preparing the strategic action plans to address these challenges. The Office of National Security (ONS) on behalf of the NSC shall coordinate and oversee the execution of the on-going security agenda. The NSA is responsible for the monitoring of the implementation of the strategy and reporting progress to the President and NSC.

38. The NSS also identifies actions for the security institutions to support NDP objectives.

39. Below is a set of specific action areas, the fulfilment of which will contribute to National Security Interests as enshrined in the NSP 2019. These actions are aimed at the proactive countering or reducing the country's exposure to the threats. They are addressed under the five pillars.

### **PILLAR 1: PROTECTION OF NATIONAL SOVEREIGNTY AND TERRITORIAL INTEGRITY**

40. This strategy determines the requirements for the protection of Gambia's sovereignty and territorial integrity against a wide range of threats that directly impact on its security. These threats include proliferation of small arms and light weapons, terrorism, extremism, insurgency and radical groups.

#### **41. Protection of National Sovereignty and Territorial Integrity.**

##### **41.1. Strategic Concept.**

41.1.1. The Gambia is a sovereign nation that should be able take decisions without being coerced. It should be able defend its territorial integrity in the face of any form of aggression. The Gambia shall place emphasis on the implementation of a strong independent foreign policy (national power of diplomacy) in order to guarantee its sovereignty and territorial integrity. It must continuously engage regional and sub-regional partners to promote global security. To achieve this, the GAF shall have a primarily defensive orientation and posture. However, The Gambia needs to project a sizeable and modern credible defence capability to fulfil its mandate.

41.1.2. In view of limited capabilities and resources, the respective roles and mandates of the military and other security institutions ought to be synchronized and aligned with the country's national security goals and objectives.

41.1.3. To support this initiative there is a need to maintain a modern, professional, balanced military that are properly equipped, proficient and technologically prepared to cooperate and contribute to national and regional security.

41.1.4. Currently, The Gambia has limited capability to protect and defend The Gambia's coastline and airspace. Therefore, there is need to develop modern and adequate capability to ensure maritime and air space security.

41.2. **Strategic Actions.**

41.2.1. Restructure the Gambia Armed Forces to become a more professional and sustainable force with land, air and maritime capability; in order to enhance deterrence and self-defence capability of the land, maritime and airspace.

41.2.2. Provide a sustainable but credible force, through the combination of a full-time component, reserve capability and youth voluntary service. The full-time component will form the core of the military that will be strengthened by the reserve capability and a youth voluntary service.

41.2.3. Strengthen the intelligence capability in the armed forces.

41.2.4. Develop Special Forces capability as force multiplier.

41.2.5. Strengthen diplomatic engagement with regional and sub-regional partners to promote peace, security, rule of law and peaceful resolution of disputes. This will require the enhancement and professional development of Foreign Service personnel as well as members of defence and foreign attaches.

41.2.6. Develop and implement a coordinated border management system in the land, maritime and air domains.

41.2.7. Develop and implement an integrated sensor strategy to provide all round awareness to effectively manage and control Gambia's land, air and maritime borders.

42. **Proliferation of Small Arms and Light Weapons, Ammunition and other related materials.**

42.1. **Strategic Concept.**

42.1.1. The objective of this Strategy is to prevent, combat and eradicate the proliferation, illicit possession, circulation and trafficking of small arms, light weapons, ammunition and other related materials in an integrated and holistic manner. The Gambia must support and promote the coordination and implementation of regional and continental agreements on the control of small arms and light weapons. The Gambia will enhance inter-regional cooperation through, among others, exchange of information and experiences, and sharing of best practices.

42.1.1.1 Gender dimension: To promote and enhance the participation of all gender groupings, especially women, in the design and implementation of initiatives to fight proliferation of illicit SALW at all levels.

42.1.1.2 Partnerships: To institute appropriate measures to engage and enhance the capacity of civil society to effectively participate in the design and implementation of initiatives to fight illicit proliferation of SALW at all levels.

42.2. **Strategic Actions.**

42.2.1. Strengthen the National Commission for the proliferation of small arms and light weapons in compliance with the ECOWAS Treaty on small arms, light weapons, ammunition and other related materials.

42.2.2. Implement all provisions of the ECOWAS Treaty on small arms, light weapons, ammunition and other related materials.

42.2.3. Develop and implement a coordinated border management framework.

42.2.4. Enhance the maritime capability of GAF to patrol The Gambia's territorial waters.

- 42.2.5. Strengthen the intelligence capability of the country to detect activities regarding the proliferation of small arms and light weapons.
- 42.2.6. Review existing laws to regulate the procurement, possession, use, and sale of light weapons to civilians.
- 42.2.7. Establish national computerized registers and databases of SALW.
- 42.2.8. Regulate the transfer of SALW into, from or through The Gambia.
- 42.2.9. Ensure effective management, storage and security of all SALW by institutions in the country in accordance with international standards.

43. **Terrorism, Extremism, Insurgency and Radical Groups.**

43.1. **Strategic Concept.**

- 43.1.1. Acts of terrorism would undoubtedly have a serious negative impact on national security and economy of the country. Therefore, it is important to deal with all the different forms of terrorism. A national counter-terrorism strategy is necessary along with relevant legislation to improve the capabilities to respond to this threat. The gathering and sharing of intelligence with regional and international partners in the fight against terrorism assists in deterrence and consequently improves preparedness and response capabilities. The revision and strengthening of Immigration and Customs laws to aid in detection of possible threats at entry points will improve security and reduce vulnerability to terrorism. Besides revising and strengthening laws, data management systems must be acquired to improve security at border points. Adequate equipment and human resources are indispensable assets in the fight against terrorism.
- 43.1.2. Prevention is part of strategy. It aims to stop people becoming terrorists or supporting terrorism. Prevention will proactively address all forms of terrorism. It is important that resources and efforts are devoted to preventing people from joining or supporting any terrorist, extremist, insurgency and radical groups.

43.1.3. While efforts should be made to uphold freedom of speech, care must be taken to ensure extremist ideas that are also part of a terrorist ideology are adequately monitored and discounted in order to prevent terrorism.

43.1.4. There must be deliberate policies and programs to deal with extremism.

43.2. **Strategic Actions.**

43.2.1. Develop and implement a Counter-terrorism Strategy.

43.2.2. Update Counter-Terrorism legislation in accordance with existing international instruments and standards.

43.2.3. Establish a Counter-terrorism Committee to provide strategic guidance on appropriate counter-terrorism measures.

43.2.4. Counter violent extremism by addressing the environment conducive for extremists to spread their ideologies and recruit supporters. measures of dealing with violent extremism include:

43.2.4.1 Providing education to all in an effort to address the root causes of violent extremism. These include issues to do with marginalization, inequality, unemployment, etc.

43.2.4.2 Target location-specific counter violent extremism programming focusing on populations that have a higher probability of being attracted to violence.

43.2.5. Promote cooperation and information sharing between public and private sectors, especially between financial institutions and counter terrorism authorities, with respect to individuals, entities, and organizations that could be related to money laundering activities and financing of terrorist groups and/or activities.

43.2.6. Improve coordination of the intelligence gathering of the security institutions in disseminating their intelligence to the Joint Intelligence Centre to ensure better flow of intelligence.

44. **Enhance the Capacity of Security Institutions.**

44.1. **Strategic Concept.** To have a trained, motivated and professional members of the security institutions to enable effective and efficient execution of mandates.

44.2. **Strategic Actions.**

44.2.1. Conduct regular security sector needs assessment to identify gaps, deficiencies and proffer appropriate and timely solutions.

44.2.2. Maximize professional and academic training opportunities.

44.2.3. Formulate and implement policies, strategies and programs to guide the fulfilment of mandates.

45. **Properly Structured Security Institutions.**

45.1. **Strategic Concept.** Restructuring involves the provision of all necessary structures for command, control, administration and operations. It also involves removal of redundant or bloated structures.

45.2. **Strategic Actions.**

45.2.1. Provide appropriate command and control structures for the security institutions.

45.2.2. Ensure efficient administrative, logistics and operations structures within the security institutions.

45.2.3. Provide required resources for security institutions.

45.2.4. Ensure proper financial management and accountability within the security institutions.

**PILLAR 2: GOOD GOVERNANCE, RESPECT FOR HUMAN RIGHTS AND RULE OF LAW**

46. The Government is the custodian and regulator of national interests, but should be open to civil society participation. This will ensure transparency and accountability. Government should have the capacity to listen, perceive, build and allow contribution from stakeholders to issues of national interest in order to effectively play its leadership and decision-making role. Government should also support the strengthening of civil society, in terms of access to citizens, participatory processes through education, training and access to information.

47. **Good Governance, Respect for Human Rights and Rule of Law.**

47.1. **Strategic Concept.**

- 47.1.1. Transparency and accountability are keys to good governance. Political, financial and legal reforms which involve the participation of the population and business community will create an atmosphere of confidence in government affairs. The use of information technology, that is accessible to the public and business community in routine government procedures, will facilitate efficiency and promote good governance.
- 47.1.2. An independent judiciary is the cornerstone of the justice delivery system and serves as a guarantor of individual freedoms and equal treatment of all. The relationship between law enforcement agencies and the Office of Public Prosecution ought to be strengthened in order to improve investigation and successful prosecution. This will foster public confidence in the judicial system and ensure compliance with the rule of law.

47.2. **Strategic Actions.**

- 47.2.1. Provide legislations to replace or reinforce existing human rights instruments.
- 47.2.2. Strengthen the National Human Rights Commission.
- 47.2.3. Establish witness protection programs and develop victim support services in conformity with international best practices.
- 47.2.4. Ensure the Police Force is properly resourced, trained and motivated.
- 47.2.5. Develop Forensic and Ballistics Identification Capability.
- 47.2.6. Promote respect for the rule of law through Public Awareness Campaign and continuous education of the general Public.
- 47.2.7. Enhance understanding of the citizenry on the roles and responsibilities of statutory bodies, senior public officials through training and civic education.
- 47.2.8. Promote and sustain the independence of the judiciary.
- 47.2.9. Take advantage of advances in information technology to enhance effective justice delivery system.



- 47.2.10. Enact a Freedom of Information Act to encourage the provision of information to all citizens.
- 47.2.11. Ensure transparency and accountability in all government activities.
- 47.2.12. Ensure proper recruitment and appointment processes in line with relevant legal and regulatory frameworks.

48. **Corruption.**

48.1. **Strategic Concept.**

- 48.1.1. Corruption is legally and morally wrong and greatly impedes economic growth. Therefore, governments ought to fight corruption in all its forms. Corruption includes abuse of public office and misuse of public resources. Government ought to fight corruption to ensure that national resources are judiciously utilized to enhance economic growth and minimize loss of resources.
- 48.1.2. Curbing corruption will involve building institutional resilience, leadership, impartiality, honesty and transparency. This will help reduce all forms of bias and ensure equal treatment of all.

48.2. **Strategic Actions.**

- 48.2.1. Provide effective administrative frameworks for public resource management.
- 48.2.2. Review the Anti-Corruption Act.
- 48.2.3. Develop and implement a National Anti-Corruption Policy and Strategy.
- 48.2.4. Develop strong leadership and human resource capacity-building mechanisms.
- 48.2.5. Review the Public Financial Information Management framework.
- 48.2.6. Create vibrant and clear-cut financial framework and regulations to avoid individual economic malpractices or rent seeking attitudes or behaviours.

48.2.7. Enact a Vetting Act.

49. **Gender.**

49.1. **Strategic Concept.**

49.1.1. Gender refers to ensuring empowerment and equal participation of all in decision-making processes. Government has an important role to play in setting standards for acceptable behaviour and modelling good practice. Consequently, government needs to apply all necessary measures to achieve gender equality and prevent violence against vulnerable groups.

49.1.2. An important part of building gender equality will involve strategic alliances with industry, philanthropists, local councils, non-profit organizations, health organizations, sporting bodies and education providers.

49.2. **Strategic Actions.**

49.2.1. Review and implement the Gender Policy.

49.2.2. Develop a Gender Act

49.2.3. Establish gender units in all governmental institutions.

49.2.4. Conduct awareness on gender related issues.

49.2.5. Ensure equal opportunities for training and appointments.

50. **Security Sector Reform.**

50.1. **Strategic Concept.**

50.1.1. SSR enables governments to restructure and properly manage the security sector. It provides a basis for clear delineations of competencies and mandates. It also ensures that security institutions are placed under democratic civilian control thus enhancing good governance and adherence to rule of law.

50.1.2. The government inherited a security sector that was not responsive to the security needs of the nation. There is thus the need to conduct Security Sector Reform in order to ensure efficient and effective governance, management and oversight

of the security sector. This will ensure clear delineation of mandates and competencies of security sector institutions.

50.2. **Strategic Actions.**

- 50.2.1. Restructure line ministries, to enable them execute their oversight functions over their respective security institutions.
- 50.2.2. Strengthen and empower the Office of National Security to enable it adequately coordinate national security.
- 50.2.3. Develop synergy between security sector institutions through building and maintaining institutional and multi-agency cooperation.
- 50.2.4. Establish and strengthen a Joint Operations Centre to coordinate multi-agency operations.
- 50.2.5. Establish a framework to promote information and intelligence sharing among security sector institutions.
- 50.2.6. Ensure continuous training of security sector personnel and provision of resources/infrastructure/equipment.

**PILLAR 3: COOPERATION AND COLLABORATION AMONGST SECURITY INSTITUTIONS**

51. **Cooperation and Collaboration Amongst Security Institutions.**

51.1. **Strategic Concept.**

- 51.1.1. No institution has the ability to provide security on its own. Security is a collective responsibility and not that of one particular institution. Cooperation amongst security institutions helps to promote synergy and provide institutions with the opportunity to pool resources for national security.
- 51.1.2. Armed forces have secondary roles of assisting in internal security. Internal security roles are classified as Aid to Civil Power and Aid to Civil Authority. Contemporary threats to internal security as well as the changing dimension of internal conflicts indicate that armed forces are increasingly called upon in situations where their capabilities are well suited to supplement a primarily civilian operation.

51.1.3. Intelligence is the product of the collection, evaluation, integration and interpretation of available information. No institution can on its own collect all needed intelligence. There is therefore the need for an integrated intelligence capability at all levels.

51.2. **Strategic Actions.**

51.2.1. Build and maintain institutional and multi-agency cooperation.

51.2.2. Strengthen the National Joint Operations Centre to enhance operational efficiency, discourage institutional rivalry and promote institutional cooperation.

51.2.3. Establish a framework to promote information and intelligence sharing among security institutions to enhance coordination of efforts.

51.2.4. Establish a body to ensure coordination between the courts, investigation authorities, prosecution and detention authorities to enhance the justice delivery and facilitate the rehabilitation process.

51.2.5. Train GAF to perform the following secondary roles:

51.2.5.1 Aid to civil authority, including responding to national emergencies and natural disasters.

51.2.5.2 Aid to civil power, including protection of critical infrastructure and large-scale public events.

52. **Organized Crime.**

52.1. **Strategic Concept.**

52.1.1. Criminal activities undermine socio-economic well-being of a nation. In order to bring crime under control and dismantle criminal networks, there is the requirement for improved intelligence capability through coordination of the intelligence gathering systems of the security institutions.

52.1.2. Addressing social issues such as poverty, unemployment, education, and housing, will provide viable alternatives to illegal activities. Deliberate efforts targeting causes of crime

will significantly reduce criminal activity and enhance rule of law.

52.2. **Strategic Actions.**

- 52.2.1. Develop strategies for combating Money-laundering and Financing Terrorism in line with international treaties/conventions.
- 52.2.2. Enact appropriate legislation for the use of technology to combat organized crimes.
- 52.2.3. Provide adequate resources for proper investigation and prosecution.
- 52.2.4. Create Centralized National Data-base for capturing criminal activities.
- 52.2.5. Develop a Multi-institutional Coordinating Structure for implementing measures for dealing with persons involved in organized crime.
- 52.2.6. Initiate socio-economic programmes such as reducing unemployment, provision of affordable health, education, housing and awareness creation to combat and prevent organised crimes.
- 52.2.7. Strengthen measures, including bilateral and multilateral cooperation, to deal with factors that predispose persons, especially women and children to trafficking.

53. **Cooperation, Collaboration and Coordination amongst the Intelligence community.**

53.1. **Strategic Concept.**

- 53.1.1. Cooperation, collaboration and coordination within the intelligence community imply having seamless interoperability. This can be achieved through the establishment of a National Joint Intelligence Committee for coordination of all intelligence activities.
- 53.1.2. The various intelligence capabilities available in The Gambia are not properly linked. Adequate intelligence for situations cannot be obtained by a single institution due to enormous resource requirements. There is therefore the need to for

cooperation among intelligence institutions to promote synergy and enhance effective resource utilization.

53.2. **Strategic Actions.**

- 53.2.1. Establish a National Joint Intelligence Committee.
- 53.2.2. Conduct regular national threat assessments to set national intelligence priorities.
- 53.2.3. Develop policy and legal frameworks to guide the operation of the National Joint Intelligence Committee.
- 53.2.4. Establish a Centralized National Data Management System for Intelligence.

**PILLAR 4: PATRIOTISM, POSITIVE IMAGE AND PRESTIGE**

54. A nation's image can significantly affect the instruments of national power. A positive image helps a nation to achieve policy goals in the international environment. The image of a nation is determined by its culture, institutions, health, economy and infrastructural development. A positive image guarantees legitimacy and positive reputation thus helping a nation to achieve leadership position within the international community.

54.1. **Strategic Concept.**

- 54.1.1. Patriotism and prestige contribute to the strengthening of peace, security and economic prosperity of a nation. This in turn will enhance the image of a nation within the global environment.
- 54.1.2. Nations take steps to develop the attitude of its citizens towards national identity, culture, norms and values. This serves as a bond to strengthen statehood and national development. Nationalism also reduces incidences of radicalized groups and other forms of insecurity.
- 54.1.3. Portraying and promoting positive national image and prestige is an indispensable element for achieving relevance in the international environment. This will play a significant role in addressing international or cross border issues.

54.2. **Strategic Actions.**

- 54.2.1. Entrench strong and effective governmental structures through proper implementation of SSR.
- 54.2.2. Promote patriotism through civic education programs.
- 54.2.3. Strengthen inter-cultural tolerance.
- 54.2.4. Transform the economy from dependence to independence.
- 54.2.5. Boost manufacturing and industrial growth through technological development.

55. **Global Peace and Security.**

55.1. **Strategic Concept.** Nations deploy personnel from their security institutions to support global peace efforts/initiatives. This enables them to contribute to global peace and security. Nations also enter into defence and security agreements in order to boost ability to sustain national security. Furthermore, nations accede to international conventions and obligations in order to boost international acceptance. Participation in the international environment creates opportunities to enhance professionalism, training and expertise for its security personnel.

55.2. **Strategic Actions.**

- 55.2.1. Prepare and equip security institutions to effectively participate in global peace and security.
- 55.2.2. Accede to and implement international conventions and obligations.
- 55.2.3. Strengthen diplomatic resources for global peace initiatives.

**PILLAR 5: SOCIO-ECONOMIC DEVELOPMENT**

56. Sustainable socio-economic development is achieved through the development of a just and ethical society. This implies that competition is fair, healthy and mediocrity is avoided. It also implies the elimination of corruption and cronyism.

57. **Socio Economic Development and Prosperity.**

57.1. **Strategic Concept.**

- 57.1.1. Socio-economic development and prosperity, refers to the process of improving investment, encouraging alternative sources of employment and wealth creation. It also involves the development of efficient economic and financial policies.
- 57.1.2. Economic prosperity requires a strong market-based economy that is free of corruption and supported by favourable trading relationship. It also requires job creation, improved economic opportunities, promotion of growth and financial independence.

57.2. **Strategic Actions.**

- 57.2.1. Develop and implement a national economic strategy that would enhance development and growth.
- 57.2.2. Implement the National Development Plan.
- 57.2.3. Develop and implement a national debt management strategy that will direct the management of both local and international borrowing.
- 57.2.4. Develop and implement a national information & communication infrastructural development strategy.
- 57.2.5. Modernize agriculture, manufacturing and industry.
- 57.2.6. Review the educational system to enhance entrepreneurship and skills development.
- 57.2.7. Direct national resources towards national development efforts.
- 57.2.8. Develop and implement a small and medium enterprises support strategy to assist start-up enterprises.
- 57.2.9. Develop and implement a National Infrastructural Development Strategy.
- 57.2.10. Develop security sector support plans for the National Development Plan.
- 57.2.11. Strengthen the National Youth Development Program.



58. **Unemployment and Underemployment.**

58.1. **Strategic concept.**

- 58.1.1. Unemployment refers to the inability of persons to secure gainful employment. Underemployment on the other hand refers to people taking up lower jobs than their qualification. Both reduce the effective participation of human resources in national development and growth. Nations always take steps to reduce unemployment due to its adverse effects on the economy and security.
- 58.1.2. One major way of dealing with the problem of unemployment and underemployment is to identify its root cause/causes. Some of these causes include economic stagnation, illiteracy and an unskilled labour force.
- 58.1.3. Solving the problem of unemployment and underemployment often requires the redirection of government spending to infrastructural investment. It also requires the implementation of reforms which foster innovation and entrepreneurship. It further involves the encouragement of skills development to meet employers' needs through a review of the education system.

58.2. **Strategic Actions.**

- 58.2.1. Review the Youth Development Policy and Strategy to address the skills gap amongst the youths.
- 58.2.2. Establish more technical colleges and polytechnics.
- 58.2.3. Encourage the development of small and medium enterprises.
- 58.2.4. Encourage private sector participation to support skills development through the provision of incentives.

## 59. **Environmental Protection**

### 59.1. **Strategic Concept.**

- 59.1.1. The destruction of the environment affects the ecosystem and creates challenges for nurturing nature. The environment could be destroyed by massive and uncontrolled deforestation, improper waste management, improper and uncontrolled use of fossil fuel as well as poor agricultural practices. This ultimately affects human endeavours. Consequently, nations pursue environmental risk management in order to reduce the impact of environmental destruction.
- 59.1.2. Global warming can be defined as an increase in the earth's atmospheric, oceanic temperatures and an overall change in earth's atmosphere including a rise in sea levels and variable rain falls. Climate change and associated impacts result from increase in the greenhouse effect due to pollution, industrial processes, transportation and other activities.

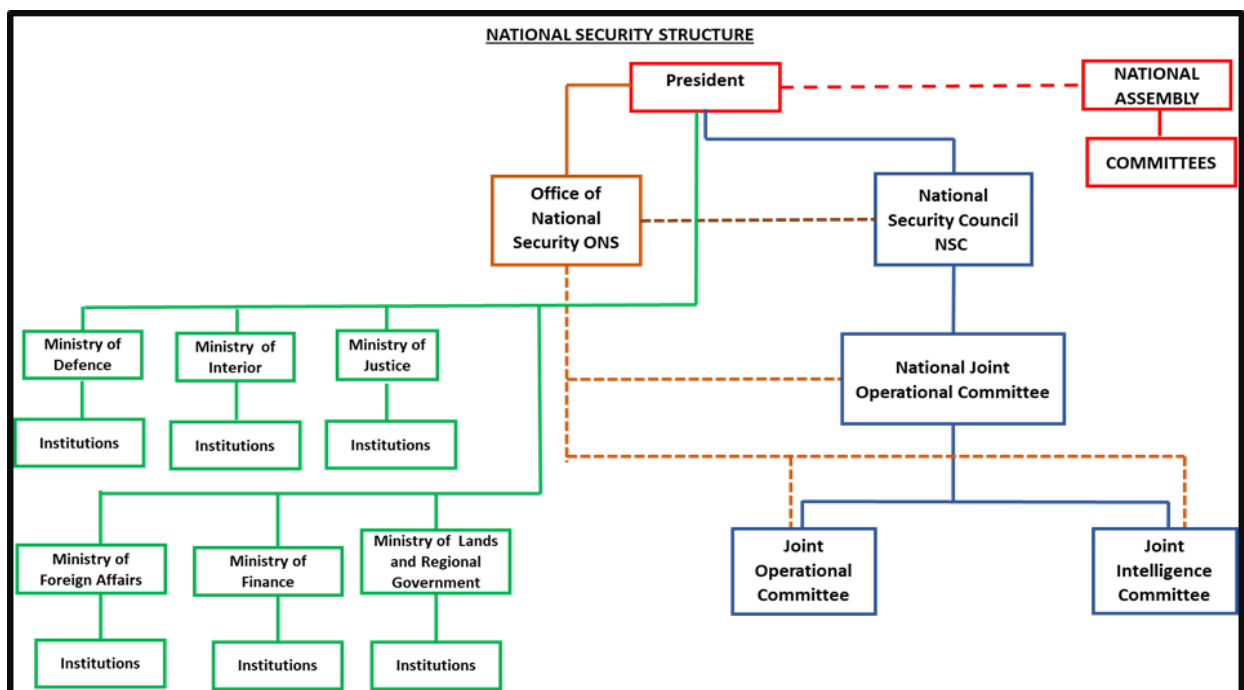
### 59.2. **Strategic Actions.**

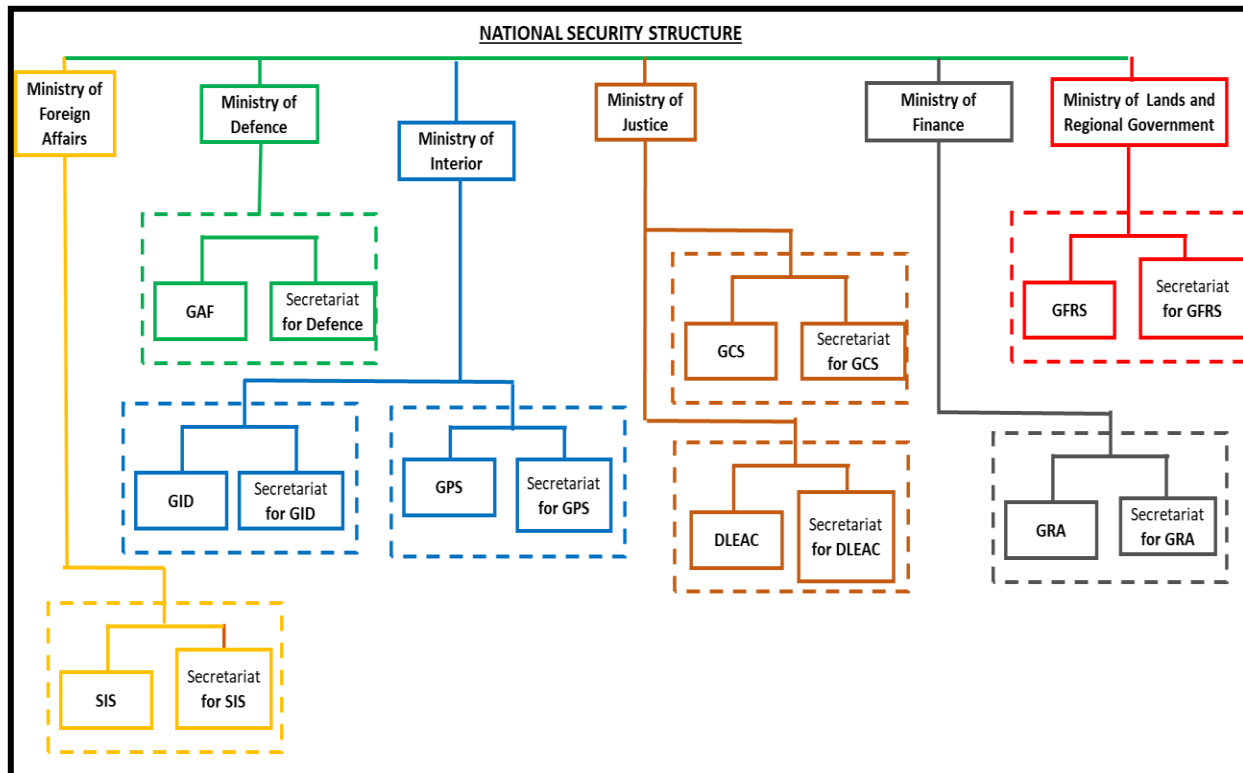
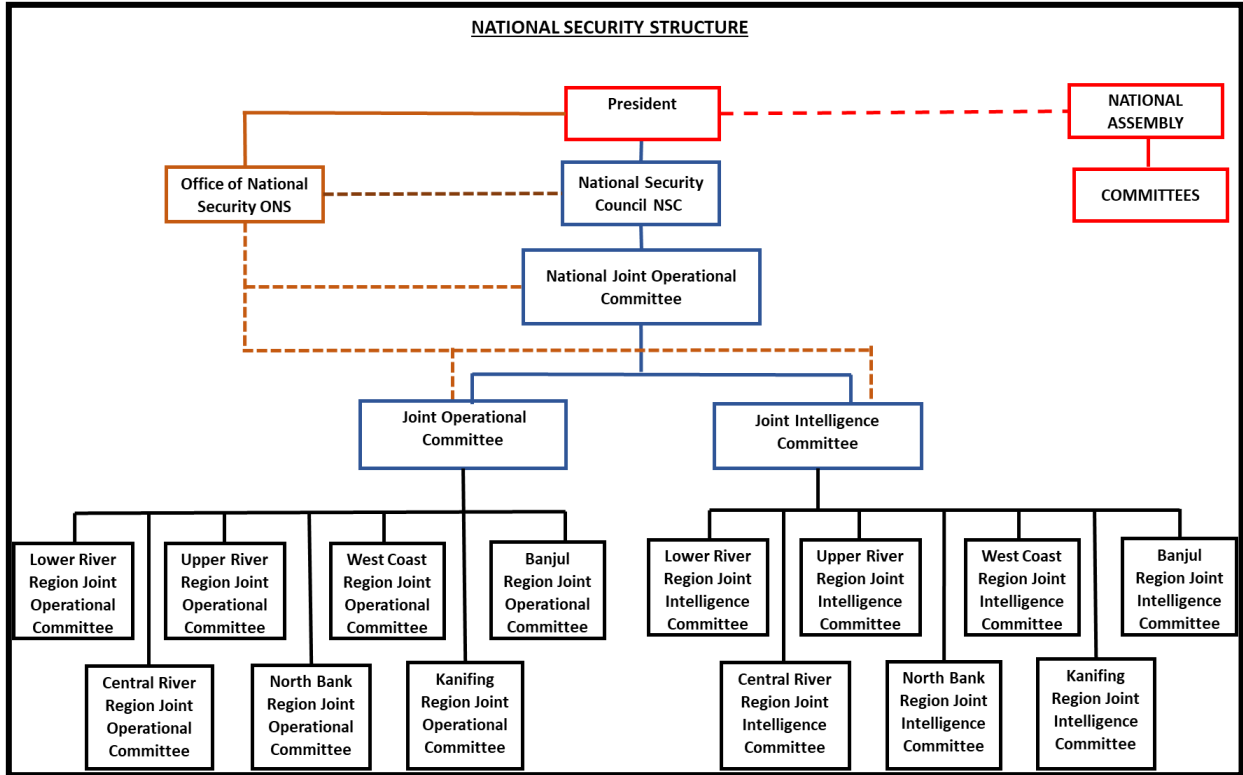
- 59.2.1. Transform the economy into a low carbon economy through legislation against high carbon emission activities.
- 59.2.2. Stop deforestation and ensure afforestation programmes.
- 59.2.3. Implement a National Climate Change Policy and National Climate Change Response Strategy.
- 59.2.4. Develop legislation and ensure implementation of eco-friendly waste management processes.
- 59.2.5. Develop and implement erosion control mechanisms through provision of drains in existing and future urban and rural developments as well as encouraging environmentally friendly agricultural practices.

### CHAPTER 3. NATIONAL SECURITY ARCHITECTURE

60. Owing to the security dynamics and potential threats within the domestic, regional and the global arena there is the need for new security architecture in The Gambia to promote state, human and environmental security. The security institutions would therefore need to be reformed to meet these security challenges of the Gambia.

61. The development of security mechanisms at all levels across the country will provide effective security coordination, implementation of the rule of law and cooperation at all levels of governance. It will also enable participation of civil society and traditional institutions in the security sector. This will ensure that the wellbeing of all people in The Gambia is guaranteed.





62. **National Security Council.** The composition of the NSC is as contained in the Constitution of The Gambia. The National Security Council is the highest security coordinating body in the country. All issues of national security are ratified by this body.

63. **Office of National Security.** The Office of National Security is the secretariat for the NSC. It is thus responsible for administrative support, advising and informing the NSC on all security matters. It is the focal point for coordination, monitoring and evaluation of all activities in the security sector and provides strategic direction to the security institutions.

64. **National Joint Operations Committee.** The National Joint Operations Committee comprises the heads of security institutions. It is chaired by the IGP and co-chaired by the CDS. It is the implementing arm of the National Security Council responsible for the orchestration of national security operations and events of national interest. The National Joint Operations Committee provides operational direction to the Joint Operations Committee.

65. **National Joint Intelligence Committee.** The National Joint Intelligence Committee comprises all heads of the intelligence branches of the security institutions. It is chaired by the head of the SIS and provides the NSC and National Joint Operations Committee with intelligence as well as advice on threats and potential threats. The National Joint Intelligence Committee is also responsible for providing direction to the Joint Intelligence Committee.

66. **Joint Operations Committee.** The Joint Operations Committee comprises heads of operations of security institutions and representatives of all state institutions. It is chaired by the police and co-chaired by the military. It is responsible for the execution of national joint operations such as security, disasters, search and rescue and national events. This committee also exists at the regional level as Regional Operations Committee and at the local government level as Local Operations Committee.

67. **Joint Intelligence Committee.** The Joint Intelligence Committee comprises intelligence representatives at the regional and local government levels. It is chaired by the SIS representative. It is responsible for coordinating all intelligence activities and providing the Regional Operations Committee and Local Operations Committee with real time intelligence and advice on counter intelligence measures.

68. **Gambia Armed Forces.**

68.1. The mission, doctrine, character, size, functions and duties of the Gambia Armed Forces, will be determined and periodically reviewed through a comprehensive Defence Legislative Review and Defence Policy. The Defence legislative Review is the responsibility of the National Assembly Standing Committee on Defence and Security. The formulation, implementation and evaluation of a defence policy is the responsibility of the Ministry of Defence. The policy will form the basis for the development of a military strategy by the Gambia Armed Forces to meet current demands and realities.

- 68.2. GAF should prepare to support Civil Authority and Civil Power. It must also be subject to civil control. All deployment of the military in support of civil authority and power will be regulated by clear and legally accepted principles to ensure clear lines of command and control.
- 68.3. GAF should have a military Intelligence capability with the responsibility of providing actionable intelligence, and counter-intelligence. It should be able to complement other intelligence institutions/agencies and corroborate intelligence findings that will enable Government to make informed policies and decisions on broader national issues.
- 68.4. The GAF Maritime capability should be revitalized and designed to ensure the security of Gambia's maritime borders and the natural resources therein. This will constitute a significant contribution on the part of the military towards revenue generation and protection of the country's economy. It should operate within an integrated regional maritime security network.
- 68.5. GAF should have an Air component designed to ensure the security of The Gambia's airspace and to provide air support to the Land and Maritime Forces and other Government Institutions.
- 68.6. Defence of territorial integrity requires ability to control the land, maritime and air domains. There is thus the need to maintain Armed Forces.

69. **Gambia Police Force.**

- 69.1. To enhance good governance, the Gambia Police Force should focus on serving and protecting the public interests. Therefore, it is important to demilitarise the police by transforming it from a Force to a Service.
- 69.2. The Gambia Police Force shall be the primary operational agency responsible for internal security. It should be structured to ensure effectiveness and efficiency. It is responsible for protecting life and property within the confines of the rule of law. The Gambia Police Force shall be responsible for:
  - 69.2.1. Crime prevention and detection.
  - 69.2.2. Enforcement of road safety.
  - 69.2.3. Public Order.
  - 69.2.4. Provide protection services to senior government officials and dignitaries.
  - 69.2.5. Guard government institutions including State House and residences of senior government officials.

69.2.6. Counter Terrorism and high-risk activities.

69.3. The Gambia Police Force shall have an intelligence capability with the responsibility of providing crime intelligence and counter-intelligence. It should be able to complement other intelligence institutions/agencies and corroborate intelligence findings that will enable Government to make informed policies and decisions on broader national issues.

69.4. The Gambia Police Force should be trained and equipped to enable it function as part of the greater regional and sub-regional law enforcement effort.

70. **State Intelligence Service.**

70.1. There is the requirement for an appropriate intelligence structure that will sufficiently address all intelligence challenges. Consequently, intelligence and counter-intelligence shall be conducted through collaboration by members of the intelligence community. This will enable Government make sound and informed decisions. There is therefore the need to have a service that will be responsible for coordinating all intelligence efforts.

70.2. The State Intelligence Service has the responsibility to coordinate all internal and external intelligence activities.

70.3. SIS should be structured to foster cooperation and coordination amongst domestic agencies as well as international agencies. Efforts should be geared towards closer cooperation with the intelligence and national security services in the sub region and region.

71. **Gambia Immigration Department.**

71.1. There is a requirement for a coordinated border management system. This is to ensure that there are no gaps in border management that can be exploited. The GID is an essential part of the border management system. There is the need to ensure that the nomenclature of Gambia Immigration Department reflects its independence. GID should therefore change to Gambia Immigration Service (GIS).

71.2. Within the confines of border management, GID shall be responsible for:

71.2.1. Regulating entry, exit and residency of non-nationals in the Gambia.

71.2.2. Regulating exit and entry of Gambian nationals.

- 71.2.3. Intercepting, deterring, and denying unauthorised persons entry into The Gambia.
  - 71.2.4. Ensuring that wanted persons do not leave The Gambia.
  - 71.2.5. Issuance of National Identification Documents.
  - 71.2.6. Enforce Alien Registration Act and its Amendments
  - 71.2.7. Enforce The Refugees Act 2008
  - 71.3. The Gambia Immigration Department should be transformed to enable it operate as part of the Coordinated Border Management System (CBMS). There is need to train and equip the GID to work in close collaboration with all other security institutions.
  - 71.4. There is also the need to ensure that GID can effectively collaborate with governmental and non-governmental organisations.
72. **Drug Law Enforcement Agency, The Gambia (DLEAG).**
- 72.1. The incidence of drug trafficking through The Gambia necessitated the requirement for an independent agency for combating drug trafficking and abuse. DLEAG was established to deal with threats emanating from drug trafficking and abuse.
  - 72.2. DLEAG is responsible for:
    - 72.2.1. Enforcing all laws, rules, regulations and policies regulating or controlling the abuse and trafficking of illicit drugs
    - 72.2.2. Advising government through the ministry on drug related matters.
    - 72.2.3. Controlling the abuse and misuse of controlled drugs.
    - 72.2.4. Sensitizing the general public particularly the youth on the dangers of drug abuse.
  - 72.3. The agency shall form part of the Coordinated Border Management System. It will also be part of the crime prevention strategy. Therefore, it is important that DLEAG possess the capability to operate in collaboration with other national and international institutions/agencies.



- 72.4. DLEAG should be capacitated to enhance its demand reduction programmes particularly rehabilitation of victims of substance abuse.
- 72.5. Speedy dispensation of Justice and strict adherence to the rule of law are vital ingredients to combat drug trafficking and abuse. Therefore, DLEAG should be under the Ministry of Justice.

73. **The Gambia Fire and Rescue Services (GFRS).**

- 73.1. Natural and man-made disasters often occur without warning. Disasters include floods, fire outbreaks and diseases of significant magnitude. The effects of such disasters include loss of lives and properties, loss of revenue and wastages. There are daily occurrences that have the same effects as disasters hence the need to have institutions that will deal with such occurrences. GFRS was established to prevent, protect and respond to man-made and natural disasters.
- 73.2. The GFRS is responsible for:
  - 73.2.1. Saving life in fire and other disasters/incidents.
  - 73.2.2. Protecting life and property from destruction.
  - 73.2.3. Rendering humanitarian services.
  - 73.2.4. Assisting in the protection of the environment.
- 73.3. It is important to enhance the capability of GFRS to effectively coordinate and collaborate with other institutions for operational efficiency.
- 73.4. Incidents and disasters are often localised in nature. Furthermore, accessibility to areas of incidents and infrastructural developments often affects the operational efficiency of GFRS. Consequently, it is preferable to place GFRS under the Ministry of Lands and Regional Government.

74. **The Gambia Prison Service (GPS).**

- 74.1. The principle of correction recognises the fact that persons will break the law by commission or omission. Therefore, it provides opportunity for the rehabilitation of convicts. The prison is thus essentially a correction facility. The Gambia Prison Service was established not as punitive institution but for the reformation of persons who fall foul of the law.

- 74.2. The Gambia Prison Service is responsible for:
- 74.2.1. Maintaining the safety of inmates under custody including their welfare, shelter and food.
  - 74.2.2. Reformation and rehabilitation.
  - 74.2.3. Reintegrating inmates back to the society.
- 74.3. It is essential to build the capacity of the GPS to enable it fulfil its mandate. Therefore, GPS should possess the capability to effectively and efficiently operate and in line with the rule of law (Mandela Rules).
- 74.4. In order to reflect the principles of correction, there is the need to change the name from Gambia Prison Service (GPS) to Gambia Correctional Service (GCS). Furthermore, GPS is an integral part of the justice delivery system and should be under the Ministry of Justice.

75. **Gambia Revenue Authority (GRA).**

- 75.1. GRA was established through a merger of the Central Revenue with Customs and Excise department. This was aimed at enhancing synergy in government revenue collections.
- 75.2. The GRA has the responsibility of:
- 75.2.1. Collecting revenue on all taxable imports.
  - 75.2.2. Collection of trade statistics for GBOS and other stakeholders.
  - 75.2.3. Preventing illegal exports and imports.
  - 75.2.4. Processing cargo, including documentary checks and physical examination of imports.
  - 75.2.5. Surveillance of coastal and land borders to prevent smuggling activities in collaboration with other security institutions.
  - 75.2.6. Implementing and managing free trade agreements with International Customs Administration with a view to facilitating international trade and the free movement of persons and goods across national borders.
  - 75.2.7. Protecting intellectual property rights.

- 75.2.8. Collaborating with other security agencies to conduct joint security operations.
- 75.3. Based on the responsibilities of the GRA which include revenue collection, prevention of smuggling and illegal import and export, it is also part of the CBMS. There is thus the need to train and equip the GRA to enable it efficiently participate in the CBMS.
76. **Financial Intelligence Unit (FIU).**
- 76.1. The FIU is an independent unit mandated under the Anti- Money Laundering and Combating of Terrorist Financing Act, 2012. The FIU has the responsibility of:
- 76.1.1. Assisting in the identification of proceeds of criminal conduct.
- 76.1.2. Combating of money laundering.
- 76.1.3. Combating terrorist financing
- 76.1.4. Combating other financial criminal activities.
- 76.2. The FIU is a vital element in crime prevention and detection. It is thus essential to enhance the capability of FIU to execute its role in ensuring national security. FIU should therefore be a vital component of the JIC.

## **SECTORAL STRATEGIES**

77. The National Security Strategy will inform the development of appropriate national/sectoral policies and strategies. These policies and strategies will support the implementation of the NSS as they will be developed as responses to the identified national threats. The policies and strategies include:
- 77.1. **Defence Policy.** The Defence Policy of The Gambia shall be derived from the National Security Strategy. The Ministry of Defence is the lead in the development of the policy. It focuses on ensuring the security of The Gambia and Gambians at home and abroad. It prescribes the ways and means for protecting Gambia's sovereignty and the integrity of its assets. It also outlines the use of the military in Internal Security Operations and Military Operations Other Than War (MOOTW).
- 77.2. **Military Strategy.** The Military Strategy shall be derived from the Defence Policy. It prescribes the modalities for implementing the provisions of the Defence Policy by the military. It will be developed by the GAF.

- 77.3. **Internal Security Strategy.** The Internal Security Strategy is an inter-ministerial and inter-disciplinary initiative under the leadership of the Ministry of Interior. The principal goal is reduction and elimination of internal security threats. The strategy also addresses the socio-economic and mental well-being of Gambians, by addressing root causes of threats to internal security.
- 77.4. **Border Management Strategy.** The Border Management Strategy is developed through an inter-ministerial effort under the leadership of the Ministry of Interior. It addresses all threats along the border through a Coordinated Border Management System.
- 77.5. **Counter Terrorism Strategy.** The Counter Terrorism Strategy is to be developed by the Office of National Security. The overall objective of the strategy is to prescribe the modalities to forestall, secure, identify, prepare and implement counter terrorism initiatives.
- 77.6. **Cyber-Security Strategy.** The Cyber Security Strategy is to be developed through a coordinated effort by relevant security and non security stakeholders, under the leadership of the Ministry of Information and Communication Infrastructure (MOICI). It should provide a framework for addressing cyber security and other related matters. The strategy shall address cybercrimes, cyber terrorism, cyber espionage, and online children and women abuse and exploitation.
- 77.7. **Information and Communication Technology Strategy (ICTS).** The development of the ICTS will be an inter-ministerial responsibility under the leadership of the MOICI. The strategy will ensure appropriate regulation of data, information and intelligence management. It will also ensure proper integration of government institutions thus ensuring efficiency, effectiveness, speed and uniformity in public service delivery. Thus promoting accountability and transparency.
- 77.8. **Sensor Strategy.** The objective is the combination of advanced technologies to provide sensors/detectors in support of defence, security, and situational awareness. The aim of the strategy is to ensure a full integrated sensor capability at all levels with the aim of protecting the land, air and maritime borders against all threats. The State Intelligence Service will be the lead institution responsible for the development of the sensor strategy in collaboration with other stakeholders.

## CHAPTER 4. CIVILIAN OVERSIGHT AND DEMOCRATIC CONTROL

78. Democracy requires civilian oversight and democratic control of the security sector. This is carried out by the legislature, line ministries and civil society.

79. **Legislature.** The Committee for Defence and Security of the National Assembly is responsible for legislative oversight and control of Security institutions.

79.1. **Committee for Defence and Security.** The Committee for Defence and Security is composed of National Assembly Members. Section 109 (1-3) of the 1997 Constitution provides for the establishment, classification and powers of the Committee. The Committee for Defence and Security discharges its duties in collaboration with national security policymakers and other committees. The Committee on Defence and Security carries out the oversight function over the security institutions.

79.2. **Oversight Functions.** The oversight function of the committee is to monitor the activities of the ministries/departments/agencies responsible for defence and security and ensuring their accountability. Oversight aims to improve the efficiency and effectiveness of the ministries/departments/agencies.

80. **Ministries.** The ministries are the executive arm responsible for oversight and democratic control of the security institutions under them.

80.1. The ministries are responsible for:

80.1.1. Ensuring achievement of institutional objectives.

80.1.2. Ensuring implementation of security policies and strategies in a transparent and accountable manner.

80.1.3. Exercising overall management and supervision of the activities of the security institutions.

80.1.3.1 Human resources management.

80.1.3.2 Financial resources management.

80.1.3.3 Institutional programme management.

80.1.3.4 Institutional rules and procedures.

80.1.4. Serving as the primary level for interdepartmental coordination involving the security institutions.

80.1.5. Conducting security-related cooperation with allied, partner countries and security organisations.

81. **Civil Society.** Civil Society refers to governmental and non-governmental institutions and organisations that do not operate within the tiers of governance. They act as checks and balances to operations of security institutions. They ensure compliance with the Rule of Law and Human Rights.

## CHAPTER 5: RESOURCE MOBILIZATION, MONITORING AND EVALUATION

### FINANCING OF THE NATIONAL SECURITY STRATEGY

82. Expenditure should be based on the principle of timeliness and sustainability of interventions and project implementation. The National Security Strategy relies on a reliable financing model where the government would be the major source of funds. However, alternative sources of financing will also be explored. Therefore, the National Security strategy will be financed through, Government funds, external financing and public-private partnership.

- 82.1. **Government Funds.** These are annualized funds from government to all ministries, institutions and agencies. However, they are insufficient to implement all activities of the NSS. There is therefore the need to explore other means of financing the strategy.
- 82.2. **External Funding.** External funding refers to funds external to the budget. They include donations, grants, and gifts. External funding may be directed to support a specific institution. There is a need for government to explore external funding from bi-lateral partners and international organisations as a means of financing aspects of the NSS through.
- 82.3. **Public Private Partnership.** Public Private Partnership is a joint venture between public and private entities. These innovative ways of tapping non-conventional sources of financing through research and development initiatives. Therefore, there is the need to ensure collaboration between private and public sector in financing the NSS.

### MONITORING AND EVALUATION

83. Monitoring and Evaluation is an important element of strategy formulation and implementation. Monitoring of objectives and activities within the security sector is a continuous process requiring systematic data collection and analysis. Evaluation on the other hand entails a systematic and objective assessment of on-going or completed interventions.

84. Implementation of the NSS requires enhanced collaboration and coordination of all actors at all levels within and without the sector. Additionally, timely approval of sub-sector plans by relevant authorities would be critical in ensuring effective implementation of the NSS. It will also serve as a strategic control mechanism thus ensuring commitment to achieving set goals and objectives. The ONS is responsible for overseeing the implementation of the NSS through quarterly and annual reviews.

85. Monitoring and evaluation should:

- 85.1. Ensure that institutional interventions, strategies and plans are carried out in conformity with the NSS.

- 85.2. Ensure that results are aligned with the set objectives and activities.
- 85.3. Serve as an early warning and give opportunity for all implementers to give progress report.
- 85.4. Allow corrective action and fine tuning of the entire process.
- 85.5. Ensure accountability and transparency in project plans and execution.
- 85.6. Promote feedback and lessons learnt.
- 85.7. In monitoring and evaluating the NSS emphasis should be placed on monitoring of outputs, outcomes and impacts. Monitoring will thus focus on the following issues:
  - 85.7.1. Activities being implemented within set timelines and progress made.
  - 85.7.2. The extent to which the desired results are achieved in relation to set targets.
  - 85.7.3. Changes in the strategic security environment and whether the assumptions are still valid.

## **CONCLUSION**

86. The NSS provides the modalities for implementing the NSP 2019. It is hoped that the NSS would improve The Gambia's national security posture. Therefore, there is the need for all Gambians to support its implementation.



## NATIONAL SECURITY STRATEGY TASK MATRIX

PILLAR 1: PROTECTION OF THE NATIONAL SOVEREIGNTY AND TERRITORIAL INTEGRITY								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
1.	i. Protection of National Sovereignty and Territorial Integrity.	i. Restructure the Gambia Armed Forces to become a more professional and sustainable force with land, air and maritime capability.	MOD	HIGH	MOFEA	X	X	X
		i. Provide a sustainable but credible force, through the combination of a full-time component, reserve capability and youth voluntary service. The full-time component will form the core of the military that will be strengthened by the reserve capability and a youth voluntary service.	MOD	MEDIUM	MOFEA		X	X
		iii. Strengthen the intelligence capability in the armed forces.	MOD	HIGH	MOFEA	X		
		iv. Develop Special Forces capability as force multiplier.	MoD	MEDIUM	MOFEA MOFA	X		
		iii. Strengthen diplomatic engagement with regional and sub-regional partners to promote peace, security, rule of law and peaceful resolution of disputes. This will require the enhancement and professional	MOFA	HIGH	MOD, MOI	X		

PILLAR 1: PROTECTION OF THE NATIONAL SOVEREIGNTY AND TERRITORIAL INTEGRITY								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
		development of Foreign Service personnel as well as members of defence and foreign attaches.						
		iv. Develop and implement a coordinated border management system in the land, maritime and air domains.	MOI	MEDIUM	MOD, MOFEA, MOICI, SIS, MOJ	X		
		v. Develop and implement an integrated sensor strategy to provide all round awareness to effectively manage and control Gambia's land, air and maritime borders.	SIS	LOW	MOD, MOFEA, MOICI, MOI			X
	ii. Proliferation of Small Arms and Light Weapons, Ammunition and other related materials.	i. Strengthen the National Commission for the proliferation of small arms and light weapons in compliance with the ECOWAS Treaty on small arms, light weapons, ammunition and other related materials.	MOI	MEDIUM	MOD, MOFEA, MOICI, MOJ, SIS		X	
		ii. Implement all provisions of the ECOWAS Treaty on small arms, light weapons, ammunition and other related materials.	MOI	MEDIUM	MOD, MOFEA, MOICI, MOJ, SIS		X	
		iii. Develop and implement a coordinated border management framework.	MOI	MEDIUM	MOD, MOFEA, MOICI, MOJ, SIS	X		

PILLAR 1: PROTECTION OF THE NATIONAL SOVEREIGNTY AND TERRITORIAL INTEGRITY								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
		iv. Enhance the maritime capability of GAF to patrol The Gambia's territorial waters.	MOD	MEDIUM	MOFEA, MOJ, MOICI, SIS, GMA,		X	
		v. Strengthen the intelligence capability of the country to detect activities regarding the proliferation of small arms and light weapons.	SIS	HIGH	MOD, MOFEA, MOJ, MOI, GMA	X		
		vi. Review existing laws to regulate the procurement, possession, use, and sale of light weapons to civilians.	MOI	MEDIUM	NA, MOD, MOJ, MOICI, SIS,	X		
		vii. Establish national computerized registers and databases of SALW.	MOICI	LOW	MOD, MOI, MOFEA, MOJ, SIS			
		viii. Regulate the transfer of SALW into, from or through The Gambia.	MOFEA	LOW	NSC, NA, MOJ, MOI, SIS	X		
		ix. Ensure effective management, storage and security of all SALW by institutions in the country in accordance with international standards.	MOI	HIGH	MoD, SIS, Public and Private Institutions	X		
	iii. Terrorism, Extremism, Insurgency and Radical groups.	i. Develop and implement a Counter-terrorism Strategy.	ONS	HIGH	MOD, MOI, MOTC, MOJ, MOICI, SIS	X		
		ii. Update Counter-Terrorism legislation in accordance with	MOJ	HIGH	NA,MOD, MOI, MOTC, MOICI,	X		

PILLAR 1: PROTECTION OF THE NATIONAL SOVEREIGNTY AND TERRITORIAL INTEGRITY								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
		existing international instruments and standards.			MOBSE ONS			
		iv. Counter violent extremism by addressing the environment conducive for extremists to spread their ideologies and recruit supporters. measures of dealing with violent extremism include:  (1). Providing education to all in an effort to address the root causes of violent extremism. These include issues to do with marginalization, inequality, unemployment, etc.  (2). Target location-specific counter violent extremism programming focusing on populations that have a higher probability of being attracted to violence	MOHERST  MOHERST  MOHERST	LOW  LOW  MEDIUM	MOBSE, MOTC, MOFEA, MOD, MOICI, MOI, SIS  MOBSE, MOTC, MOFA, MOD, MOICI, MOI  MOBSE, MOTC, MOFEA, MOD, MOICI, MOI, MOYS		X  X  X	
		iii. Promote cooperation and information sharing between public and private sectors, especially between financial institutions and counter	MOFEA	MEDIUM	MDA'S, FIU, BANKS, INDUSTRIES AND CORPORATIONS			X

PILLAR 1: PROTECTION OF THE NATIONAL SOVEREIGNTY AND TERRITORIAL INTEGRITY								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
		terrorism authorities, with respect to individuals, entities, and organizations that could be related to money laundering activities and financing of terrorist groups and/or activities.						
		iv. Improve coordination of the intelligence gathering of the security institutions in disseminating their intelligence to the Joint Intelligence Centre to ensure better flow of intelligence.	SIS	HIGH	MOD, MOI, MOJ, MOFEA, FIU	X		
	iv. Enhance the Capacity of Security Institutions.	i. Conduct regular security sector needs assessment to identify gaps, deficiencies and proffer appropriate and timely solutions.	ONS	HIGH	MOI, MOD, MOJ, MOFEA, SIS	X		
		ii. Maximize professional and academic training opportunities.	MOFA	HIGH	MOI, MOD, MOJ, MOFEA, MOHERST, PMO, ONS, SIS	X		
		iii. Formulate and implement policies, strategies and programs to guide the fulfilment of mandates.	ONS	HIGH	MOD, MOI, MOJ, MOFEA, SIS, DSPD	X		
	v. Properly Structured	i. Provide appropriate command and control structures for the	LINE MINISTRY	HIGH	MOD, MOI, MOJ, MOFEA,		X	

<b>PILLAR 1: PROTECTION OF THE NATIONAL SOVEREIGNTY AND TERRITORIAL INTEGRITY</b>								
<b>Serial No</b>	<b>Activity</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Priority</b>	<b>Key Stakeholders</b>	<b>5 Year</b>	<b>10 Year</b>	<b>15 Year</b>
	<b>a.</b>	<b>b.</b>	<b>c.</b>	<b>d.</b>	<b>e.</b>	<b>f.</b>	<b>g.</b>	<b>h.</b>
	Security Institutions.	security sector institutions.			SIS			
		ii. Ensure efficient administrative, logistics and operations structures within the security sector institutions.	LINE MINISTRY	HIGH	MOD, MOI, MOJ, MOFEA, SIS		X	
		iii. Provide required resources for security institutions.	LINE MINISTRY	HIGH	NA, MOD, MOI, MOJ, MOFEA, SIS, GPPA			X
		iv. Ensure proper financial management and accountability within the security institutions.	LINE MINISTRY	HIGH	NA, MOD, MOI, MOJ, MOFEA, NAO, ONS, SIS	X		

<b>PILLAR 2: GOOD GOVERNANCE, RESPECT FOR HUMAN RIGHTS AND RULE OF LAW</b>								
<b>Serial No</b>	<b>Activity</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Priority</b>	<b>Key Stakeholders</b>	<b>5 Year</b>	<b>10 Year</b>	<b>15 Year</b>
	<b>a.</b>	<b>b.</b>	<b>c.</b>	<b>d.</b>	<b>e.</b>	<b>f.</b>	<b>g.</b>	<b>h.</b>
2.	i. Good Governance, Respect for Human Rights and Rule of Law.	i. Provide legislations to replace or reinforce existing human rights instruments.	MOJ	HIGH	NA, NHRC, OMBUDSMAN, CSO	X		
		ii. Strengthen the National Human Rights Commission.	MOJ	LOW	NA, NHRC, CSO		X	
		iii. Establish witness protection programs and develop victim support services in conformity with international best practices.	MOJ	MEDIUM	JUDICIARY, MOI, MOFEA, SIS			

PILLAR 2: GOOD GOVERNANCE, RESPECT FOR HUMAN RIGHTS AND RULE OF LAW								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
		iv. Ensure the Police Force is properly resourced, trained and motivated in accordance with international best practices.	MOI	HIGH	MOFEA, GPPA	X		
		v. Develop Forensic and Ballistics Identification Capability.	MOI	LOW	MOFEA, MOICI			X
		vi. Promote respect for the rule of law through Public Awareness Campaign and continuous education of the general Public.	NCCE	MEDIUM	MOBSE, MOHERST, MOICI	X		
		vii. Enhance understanding of the citizenry on the roles and responsibilities of statutory bodies, senior public officials through training and civic education.	NCCE	HIGH	MOBSE, MOHERST, MOICI		X	
		viii. Promote and sustain the independence of the judiciary.	MOJ	HIGH	NA, JUDICIARY, CSO	X		
		ix. Take advantage of advances in Information Technology to enhance effective justice delivery system.	MOICI	HIGH	MOJ, MOFEA, JUDICIARY		X	
		x. Enact a Freedom of Information Act to encourage the provision of information to all citizens.	MOJ	MEDIUM	NA, MOICI, MOFEA, CSO		X	
		xi. Ensure transparency and accountability in all government activities.	NA	HIGH	JUDICIARY NAO, LINE MINISTRY, CSO, OMBUDSMAN	X		

PILLAR 2: GOOD GOVERNANCE, RESPECT FOR HUMAN RIGHTS AND RULE OF LAW								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
		xii. Ensure proper recruitment and appointment processes in line with relevant legal and regulatory frameworks.	PMO	HIGH	LINE MINISTRY	X		
	ii. Combat Corruption.	i. Provide effective administrative frameworks for public resource management.	PMO	HIGH	LINE MINISTRY, GPPA, MOFEA	X		
		ii. Review the Anti-Corruption Act.	MOJ		NA, MDA's, CSO			
		iii. Develop and implement a National Anti-Corruption Policy and Strategy.	DSPD	HIGH	MDA's, CSO	X		
		iv. Develop strong leadership and human resource capacity-building mechanisms.	PMO	MEDIUM	MDA'S	X		
		v. Review the Public Financial Information Management framework.	MOFEA	HIGH	MOICI, DSPD	X		
		vi. Create vibrant and clear-cut financial framework and regulations to avoid individual economic malpractices or rent seeking attitudes or behaviors.	MOFEA	HIGH	NA, MDA's	X		
		vii. Enact a Vetting Act	MOJ	HIGH	NA, ONS	X		
	iii. Enhancing Gender.	i. Review and implement the Gender Policy.	MOWC&SW	HIGH	MDA's, CSO	X		
		ii. Develop a Gender Act.	MOJ	HIGH	NA, MOWC&SW			
		iii. Establish gender units in all government institutions.	MOWC&SW	HIGH	MDA's, CSO	X		
		iv. Conduct awareness campaigns	NCCE	MEDIUM	MOWC&SW,	X		



PILLAR 2: GOOD GOVERNANCE, RESPECT FOR HUMAN RIGHTS AND RULE OF LAW								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
		on gender related issues.			MOFEA, MOBSE, MOHERST,			
		v. Ensure equal opportunities for training and appointments.	PMO	HIGH	MDA's			X
	iv. Conduct Security Sector Reform.	i. Restructure line ministries, to enable them execute their oversight functions over their respective security institutions.	LINE MINISTRY	HIGH	MOD, MOI, MOJ, MOFEA,	X		
		ii. Strengthen and empower the Office of National Security to enable it adequately coordinate national security.	NSC	HIGH	NA, MOFEA, MOJ, PMO,	X		
		iii. Develop synergy between security sector institutions through building and maintaining institutional and multi-agency cooperation.	ONS	MEDIUM	LINE MINISTRY	X		
		iv. Establish and strengthen a Joint Operations Centre to coordinate multi-agency operations.	ONS	MEDIUM	LINE MINISTRY, SIS		X	
		v. Establish a framework to promote information and intelligence sharing among security sector institutions.	ONS	HIGH	LINE MINISTRY, SIS, FIU	X		
		vi. Ensure continuous training of security sector personnel and provision of resources/infrastructure/equipment.	LINE MINISTRY	MEDIUM	MOFA, MOFEA, MOW&I		X	

PILLAR 3: COOPERATION AND COLLABORATION AMONGST SECURITY FORCES								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
3.	i. Cooperation and Collaboration amongst Security Institutions.	i. Build and maintain institutional and multi-agency cooperation.	ONS	MEDIUM	LIINE MINISTRY, SIS	X		
		ii. Strengthen the National Joint Operations Centre to enhance operational efficiency, discourage institutional rivalry and promote institutional cooperation.	ONS	MEDIUM	LINE MINISTRY, SIS		X	
		iii. Establish a framework to promote information and intelligence sharing among security institutions to enhance coordination of efforts.	ONS	HIGH	LINE MINISTRY, SIS, FIU	X		
		iv. Establish a body to ensure coordination between the courts, investigation authorities, prosecution and detention authorities to enhance the justice delivery and facilitate the rehabilitation process.	MOJ	MEDIUM	JUDICIARY, MOI, MOLGL	X		
		v. Train GAF to perform its secondary roles.	MOD	MEDIUM	MOFA, MOI, MOJ, MOFEA, SIS		X	

PILLAR 3: COOPERATION AND COLLABORATION AMONGST SECURITY FORCES								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
	ii. Combat Organized Crime.	i. Develop strategies for combating Money-laundering and Financing Terrorism in line with international treaties/conventions.	MOFEA	HIGH	MOI, MOJ, MOFA, FIU, DSPD	X		
		ii. Enact appropriate legislation for the use of technology to combat organized crimes.	MOJ	HIGH	NA, MOI, MOICI, SIS			X
		iii. Provide adequate resources for proper investigation and prosecution.	MOFEA	HIGH	NA, MOJ, MOI, JUDICIARY	X		
		iv. Create Centralized National Data-base for capturing criminal activities.	MOICI	HIGH	MOFEA, MOJ, MOI, JUDICIARY, SIS	X		
		v. Develop a Multi-institutional Coordinating Structure for implementing measures for dealing with persons involved in organized crime.	MOJ	HIGH	MOI, MOFEA, MOFA, SIS, FIU	X		
		vi. Initiate socio-economic programmes such as reducing unemployment, provision of affordable health, education, housing and awareness creation to combat and prevent organised crimes.	MOFEA	MEDIUM	MDA's CSO			
		vii. Strengthen measures including bilateral and multilateral cooperation, to deal with	MOWC&SW	HIGH	MOFEA, MOFA, MOJ, MOYS, MDA's	X		

<b>PILLAR 3: COOPERATION AND COLLABORATION AMONGST SECURITY FORCES</b>								
<b>Serial No</b>	<b>Activity</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Priority</b>	<b>Key Stakeholders</b>	<b>5 Year</b>	<b>10 Year</b>	<b>15 Year</b>
	<b>a.</b>	<b>b.</b>	<b>c.</b>	<b>d.</b>	<b>e.</b>	<b>f.</b>	<b>g.</b>	<b>h.</b>
		factors that predispose persons, especially women and children to trafficking.						
	iii. Enhance the Cooperation, Collaboration and Coordination between the Intelligence Agencies.	i. Establish a National Joint Intelligence Committee.	NSC	HIGH	LINE MINISTRY, ONS, SIS, FIU,	X		
		ii. Conduct regular national threat assessments to set national intelligence priorities.	ONS	HIGH	LINE MINISTRY, SIS, FIU,	X		
		iii. Develop policy and legal frameworks to guide the operation of the National Joint Intelligence Committee.	ONS	HIGH	LINE MINISTRY, SIS, FIU	X		
		iv. Establish a Centralized National Data Management System for Intelligence.	SIS	HIGH	MOD, MOI, MOICI, FIU, SECURITY INSTITUTION	X		

PILLAR 4: PATRIOTISM, POSITIVE IMAGE AND PRESTIGE								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
4.	i. Portraying and promoting positive national image and prestige.	i. Entrench strong and effective governmental structures through proper implementation of SSR.	NSC	HIGH	MDA's	X		
		ii. Promote patriotism through civic education programs.	NCCE	HIGH	MOBSE, MOHERST, MOYS	X		
		iii. Strengthen inter-cultural tolerance.	MOTC	HIGH	MDA'S	X		
		iv. Transform the economy from dependence to independence.	MOFEA	HIGH	MDA's & PRIVATE SECTOR, CSO		X	
		v. Boost manufacturing and industrial growth through technological development.	MOTIE	HIGH	MDA's & PRIVATE SECTOR, CSO			X
	ii. Participate and contribute to Global Peace and Security.	i. Prepare and equip security institutions to effectively participate in global peace and security.	LINE MINISTRY	HIGH	MOD, MOI, MOFA, MOFEA,		X	
		ii. Accede to and implement international conventions and obligations.	MOJ	MEDIUM	NA, MDA's			X
		iii. Strengthen diplomatic resources for global peace initiatives.	MOFA	LOW	NA, MOD, MOFEA			X

<b>PILLAR 5: SOCIO-ECONOMIC DEVELOPMENT</b>								
<b>Serial No</b>	<b>Activity</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Priority</b>	<b>Key Stakeholders</b>	<b>5 Year</b>	<b>10 Year</b>	<b>15 Year</b>
	<b>a.</b>	<b>b.</b>	<b>c.</b>	<b>d.</b>	<b>e.</b>	<b>f.</b>	<b>g.</b>	<b>h.</b>
5.	i. Promote Socio-Economic Development and Prosperity.	i. Develop and implement a national economic strategy that would enhance development and growth.	MOFEA	HIGH	MDA's	X		
		ii. Implement the National Development Plan.	MOFEA	HIGH	MDA's	X		
		iii. Develop and implement a national debt management strategy that will direct the management of both local and international borrowing.	MOFEA	HIGH	MDA's	X		
		iv. Develop and implement a national information & communication	MOICI	HIGH	MDA'S	X		

<b>PILLAR 5: SOCIO-ECONOMIC DEVELOPMENT</b>								
<b>Serial No</b>	<b>Activity</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Priority</b>	<b>Key Stakeholders</b>	<b>5 Year</b>	<b>10 Year</b>	<b>15 Year</b>
	<b>a.</b>	<b>b.</b>	<b>c.</b>	<b>d.</b>	<b>e.</b>	<b>f.</b>	<b>g.</b>	<b>h.</b>
		infrastructural development strategy development strategy.						
		v. Modernize agriculture, manufacturing and industry.	MOA	HIGH	MDA'S	X	X	X
		vi. Review the educational system to enhance entrepreneurship and skills development.	MOHERST	HIGH	MOBSE, MOYS, MOTIE, MOTC, PRIVATE SECTOR, CSO	X	X	
		vii. Direct national resources towards national development efforts	MOFEA	HIGH	MDA'S	X		
		viii. Develop and implement a small and medium enterprises support strategy to assist start-up	MOTIE	HIGH	MDA'S, PRIVATE SECTOR		X	

<b>PILLAR 5: SOCIO-ECONOMIC DEVELOPMENT</b>								
<b>Serial No</b>	<b>Activity</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Priority</b>	<b>Key Stakeholders</b>	<b>5 Year</b>	<b>10 Year</b>	<b>15 Year</b>
	<b>a.</b>	<b>b.</b>	<b>c.</b>	<b>d.</b>	<b>e.</b>	<b>f.</b>	<b>g.</b>	<b>h.</b>
		enterprises.						
		ix. Develop and implement a National Infrastructural Development Strategy.	MOTWI	HIGH	MDA'S, PRIVATE SECTOR, CSO		X	
		x. Develop security sector support plans for the National Development Plan.	ONS	MEDIUM	MDA'S			
		xi. Strengthen the National Youth Development Programme.	MOYS	HIGH	MDA'S, PRIVATE SECTOR, CSO			
	ii. Unemployment and Underemployment	i. Review the Youth Development Policy and Strategy to address the skills gap amongst the youths.	MOYS	HIGH	MDA'S, PRIVATE SECTOR, CSO			
		ii. Establish more technical colleges and polytechnics.	MOHERST	MEDIUM	MOBSE, MOFEA, MOTWI, PRIVATE SECTOR			
		iii. Encourage the	MOTIE	HIGH	MDA'S, PRIVATE			



PILLAR 5: SOCIO-ECONOMIC DEVELOPMENT								
Serial No	Activity	Action	Lead Institution	Priority	Key Stakeholders	5 Year	10 Year	15 Year
	a.	b.	c.	d.	e.	f.	g.	h.
		development of small and medium enterprises.			SECTOR			
		iv. Encourage private sector participation to support skills development through the provision of incentives.	MOTIE	MEDIUM	MDA'S, PRIVATE SECTOR			
	iii. Environmental Protection	i. Transform the economy into a low carbon economy through legislation against high carbon emission activities.	MOFEN	MEDIUM	MDA'S, PRIVATE SECTOR, CSO			
		ii. Stop deforestation and ensure afforestation programmes.	MOFEN	HIGH	MDA'S, PRIVATE SECTOR, CSO			
		iii. Implement a National Climate Change Policy and	MOFEN	MEDIUM	MDA'S, PRIVATE SECTOR, CSO			

<b>PILLAR 5: SOCIO-ECONOMIC DEVELOPMENT</b>								
<b>Serial No</b>	<b>Activity</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Priority</b>	<b>Key Stakeholders</b>	<b>5 Year</b>	<b>10 Year</b>	<b>15 Year</b>
	<b>a.</b>	<b>b.</b>	<b>c.</b>	<b>d.</b>	<b>e.</b>	<b>f.</b>	<b>g.</b>	<b>h.</b>
		National Climate Change Response Strategy						
		iv. Develop legislation and ensure implementation of eco-friendly waste management processes	MOFEN	MEDIUM	MDA'S, PRIVATE SECTOR, CSO			
		v. Develop and implement erosion control mechanisms through provision of drains in existing and future urban and rural developments as well as encouraging environmentally friendly agricultural practices.	MOTWI	HIGH	MDA'S, PRIVATE SECTOR, CSO			