



Scoping Study on Gender Equality in The Gambia Immigration Department (GID)

The scoping study was conducted as part of the DCAF Project 'Supporting the SSR process in The Gambia: Strengthening the efficiency and accountability of the Gambia Immigration Department (GID).'

Author

Angelina Biriukova is a Programme Manager at the Gender and Security Division at DCAF, providing training, policy advice, and technical assistance on violence against women, sexual violence in armed conflict, and gender and security sector reform. Before joining DCAF, Angelina worked for different structures of the Organization for Security and Co-operation in Europe supporting projects in Central Asia and Eastern Europe in the areas of gender, rule of law, and human rights monitoring. Angelina holds a Masters in European Studies and International Relations from Aarhus University, and Masters in International Human Rights Law from the University of Oxford.

Acknowledgments

DCAF and the author would like to express their gratitude to the many individuals who contributed to this project. These include personnel from the Gambia Immigration Department (GID), who provided documentation and shared knowledge that constitutes the essence of the information contained in this publication and participated in the review and finalization processes of this gender survey.

DCAF and the author would also like to thank Bubacarr Jarju and Irving Vidal for their support in coordination of the survey; Sophie Frediani, Daniel Bertoli and Cristina Finch for collaboration and research support for the GID.

This publication was produced with the financial support of Switzerland. Its contents are the sole responsibility of the author and do not necessarily reflect the views of Switzerland.

DCAF – Geneva Centre for Security Sector Governance

DCAF – Geneva Centre for Security Sector Governance is dedicated to improving the security of states and their people within a framework of democratic governance, the rule of law, respect for human rights, and gender equality. Since its founding in 2000, DCAF has contributed to making peace and development more sustainable by assisting partner states, and international actors supporting these states, to improve the governance of their security sector through inclusive and participatory reforms. It creates innovative knowledge products, promotes norms and good practices, provides legal and policy advice and supports capacity-building of both state and non-state security sector stakeholders.

DCAF - Geneva Centre for Security Sector Governance
Maison de la Paix
Chemin Eugène-Rigot 2E
CH-1202 Geneva, Switzerland
Tel: +41 22 730 94 00
info@dcaf.ch
www.dcaf.ch
Twitter @DCAF_Geneva

Graphic design and layout: Alice Lake Hammond

Cover image: David Kujabi

© DCAF 2023. All rights reserved. DCAF encourages the use, translation and dissemination of this publication. We do, however, ask that you acknowledge and cite materials and do not alter the content.

CONTENTS

Acronyms	ii
Introduction	1
The GID: Overview	1
Institutional Structure	1
Institutional Policies and Procedures	4
Personnel	7
Institutional Capacity	12
Accountability	12
Recommendations	13
Annex 1. Organigram of the GID	18

ACRONYMS

A/COMM	Assistant Commissioner	KM	Kanifing Municipality
AICO	Assistant Immigration Control Officer	LRR	Lower River Region
ASI	Assistant Superintendent of Immigration	MoI	Ministry of Interior
BIA	Banjul International Airport	NAP	National Action Plan
BJL	Banjul	NBR	North Bank Region
C/ASI	Cadet Assistant Superintendent	NDP	National Development Plan
C/SUPT	Chief Superintendent	NGO	Non-Governmental Organization
CDT.	Cadet Inspector	NHRC	National Human Rights Commission
CII	Chief Inspector	NSP	National Security Policy
COMM	Commissioner	NWC	National Women's Council
CRR	Central River Region	OiC	Officer-in-Charge
D/COMM	Deputy Commissioner	PSEA	Protection from Sexual Exploitation and Abuse
D/SUPT	Deputy Superintendent	PSU	Professional Standard Unit
DCAF	Geneva Centre for Security Sector Governance	S/INSPT	Sub Inspector
DDG	Deputy Director General	SCDS	Standing Committee on Defence and Security
DFP	Designated Focal Person	SCR UN	Security Council Resolution
DG	Director General	SECT	Secretariat
GBV	Gender-Based Violence	SGBV	Sexual and Gender-Based Violence
GID	The Gambia Immigration Department	SICO	Senior Immigration Control Officer
GPF	the Gambian Police Force	SSIs	Security Sector Institutions
HQ	Headquarters	SSR	security sector reform
HRIS	Human Resources Information System	SUPT	Superintendent
IC	Implementation Committee	URR	Upper River Region
IDSP	Immigration Department Strategic Plan	WCR	West Coast Region
INSPT	Inspector		
IO	Immigration Officer		

INTRODUCTION

Security Sector Reform (SSR) has been highlighted as a key Government priority in The Gambia since its political transition in 2017. The Gambia Immigration Department (GID) was identified as one of the Security Sector Institutions (SSIs), which had to comply with, and implement, several recommendations put forward by the National Development Plan (NDP) of 2018-2021, which is in line with the on-going SSR. Based on these recommendations, the GID developed an Immigration Department Strategic Plan (2019-2024), which contains specific targets and timelines, including developing a gender policy and other gender-related activities. In order to assist the GID in its commitments, DCAF developed this report on gender equality within the institution.

The production of this report is part of DCAF overall programme in The Gambia, funded by the European Union and the Confederation of Switzerland, aimed at improving the effectiveness, efficiency, and accountability of the Gambian Police Force (GPF) and the Gambian Immigration Department (GID). The programme focuses on the legal and policy framework governing both institutions, human resources and performance management, leadership, internal and external oversight, and gender mainstreaming. The overall objective of the programme is to ensure that the GPF and GID are more effective at ensuring human security at individual and community levels, with due regard to international human rights standards, including gender equality.

This report has been developed following a scoping study conducted from 31 May to 4 June 2022 with the aim of understanding gender-related challenges female personnel faces in the GID concerning recruitment, promotion, deployment, and experience within the institution. The thematic areas of the study included the following: 1. institutional structure; 2. institutional policies and procedures (including institutional culture); 3. personnel; 4. institutional capacity; and 5. accountability. To collect data against these indicators, DCAF interviewed key personnel of the GID and conducted desk research, which included a review of the documents to relevant national and institutional policies and procedures.

The study provides recommendations for each set of indicators, which identify key gender-related areas that should be addressed to enhance the GID's performance effectiveness. The scoping study adds to the Survey of the Security Services of The Gambia conducted by DCAF in 2019 and published in 2020, which assesses a number of justice and security institutions.¹

THE GID: OVERVIEW

The GID was established by an Act of Parliament in 1965 to control, monitor and facilitate the movement of people into, within, and out of the country, and to engage with other related matters pertaining to migration.² The GID has been a unit under The Gambia Police Force since 1965, which became autonomous by a Cabinet Memorandum in 1990.³ The Department is mandated by the 1997 Constitution and the laws of The Gambia and is mandated to carry out the following functions (*the wording has been kept*):⁴

- Control and regulate entry, residence, and exit of all persons at entry points and localities within the country.
- Control and regulate residency through issuance of residence and work permits as prescribed in the Immigration Act and other international legal instruments relating to Migration.
- Interpret and enforce the Citizenship and Nationality Act 1965 and its amendments
- Interpret and enforce the Registration of Aliens Act 1977 and its amendments.
- Interpret and implement the various sub-regional, regional, and international treaties which regulate movement and identification of persons
- Liaise with other government Ministries, Departments and International Organizations on matters pertaining to migration management
- Enforce the procedure for the issuance of passports and other travel documents
- Control irregular migration activities and facilitate the return and reintegration of Gambian deportees and those repatriated from overseas
- Conduct border patrols to detect, deter and apprehend all irregular and prohibited migrants attempting to circumvent the legal entry points
- Enforce the Diplomatic Immunity and Privileges Act Cap 48 and the Official Secret Act Cap 133.
- Deploy officers to Embassies and Consular offices of The Gambia to enhance accurate visa issuance and other national documents as well as offer technical advice.

INSTITUTIONAL STRUCTURE

1. Organizational Structure:

The GID is headed by the Director General of Immigration and assisted by the Deputy Director General.⁵ The Director General and the Deputy are responsible for the overall administration and supervision of the Department, and also serve as key technical advisers to the Minister of Interior (Mol) on policies pertaining to immigration matters.

The GID comprises 42 units that fall under the following four pillars: Administration, Operations, Finance, and Processing. The rest of the Units are either under the purview of the Director General or the Deputy Director General of the Department. The Commissioners for Administration, Operations, Finance, and Processing form part of the core command at the Headquarters, while all other Commissioners are part of the senior leadership and management team.⁶

Structure⁷ of the GID includes the following⁸:

1. Office of the Director General (DG)

- Personal Assistant to the DG
- Secretary/Support Staff to DG
- Public Relations Unit
- Protocol Office
- Gambia Commission for Refugees Secretariat
- Procurement Unit
- Fleet Management Unit
- Stores
- Overseas Liaison Office
- Legal Affairs
- Intelligence

2. Office of the Deputy Director General (DDG)

- Support Staff
- Banjul International Airport (BIA)
- Statistics and Internal Audit
- Research and Planning Unit

3. Administration pillar

- Administration Assistant
- Support staff
- Administration and records
- Human Resources Officers
 - » Personnel Deployment
 - » Engineering
 - » Sports
- Training school
 - » General Recruitment
 - » In-service trainings
 - » Training needs and assessment analysis
 - » Curriculum development
- Clinical services
 - » Personnel Welfare
- Information Technology Unit
 - » Web Development and Management
 - » Data Base Record Management
- Gender Unit⁹

4. Operations Pillar

- Personal Assistant
- Support staff
- Community engagement
- Migration Management Unit
 - » Border Patrol & Enforcement Unit
 - » Deportation and Repatriation
 - » Risk Analysis Cell (FRONTEX THE GAMBIA)
- Child Protection Unit¹⁰
- Inspectorate Unit
 - » Professional Standard Unit
- Local Attaché (Joint Operation Centre -JOC)
- Reporting

5. Finance Pillar

- Personal Assistant to Commissioner for Finance
- Support staff
- Pay master
- Account clerk

6. Processing Pillar

- Personal assistant
- Support staff
- Passport unit
- National Identity Card Unit
- Aliens registration
 - » Clearance, Naturalization and Registration
 - » Visa Entry, Residential Permit/ Non-Gambian Identity Card
- Expatriate Quota Secretariat

7. Regional Commissioner

- Personal assistant
- Support staff
- Regional Area Commander
- Station Officer
- Regional Station Cashier

The updated version of the GID Job Description identifies the mandate, duties, and functions of each of the GID Units.

2. Ranks & Positions:

The Human Resources Office of the GID introduced the Human Resources Information System (HRIS) in 2020, which captures the total number of the GID by Rank, Gender, and Region.¹¹ According to the conducted interviews, the system is not fully operational yet.¹²

Table 1: GID rank structure¹³

DGI	Director General of Immigration
DDGI	Deputy Director General of Immigration
COMM	Commissioner
D/COMM	Deputy Commissioner
A/COMM	Assistant Commissioner
C/SUPT	Chief Superintendent
SUPT	Superintendent
D/SUPT	Deputy Superintendent
ASI	Assistant Superintendent
C/ASI	Cadet Assistant Superintendent
CII	Chief Inspector
INSPT	Inspector
S/INSPT	Sub Inspector
CDT.	Cadet Inspector
SICO	Senior Immigration Control Officer
AICO	Assistant Immigration Control Officer
IO	Immigration Officer

3. Internal Gender Structures:

The GID has a Gender and Child Welfare Unit. The GID developed a Child Welfare Unit in 2011, which was then transformed into the Gender and Child Welfare Unit in 2018¹⁴. Some internal documents refer to the Gender and Child Welfare Unit (sometimes Gender and Child Protection Unit) as a joint Unit under the Operations Pillar,¹⁵ while other internal documents refer to the Gender Unit as a separate structure under the Administration Pillar.¹⁶ In the latest GID organigram, developed as part of DCAF GID project and validated by GID in 2022, the Gender Unit is included as a separate entity under the administration pillar; in practice however, it does not exist as such and is usually referred to as Gender and Child Welfare Unit. The same issue occurs with the mandate of the Gender and Child Welfare Unit, which contains different duties and tasks depending on the internal documents and the way it is referred to there (Gender Unit or Gender and Child Welfare Unit).

The mandate of the *Gender and Child Welfare Unit*, which has been mostly referred to by its staff members, includes the following (*the wording has been kept*):¹⁷

- The focal point for all matters regarding gender and child protection issues
- Acting as the first point of contact for leaving a spot in issues of child protection
- Screen and establish the legibility of any person travelling with minors within the country or across borders to avoid the phenomenon of child trafficking
- Intercept any unaccompanied minor entering or leaving the country to ascertain their country of origin, transit and destination

- Identify, inspect and monitor children undergoing abuses and exploitation in their respective communities
- Receiving and acting upon any reported case of child protection issue
- Provide support and counseling services to victims of abuses (children) and contact the stakeholders/actors whilst their cases are under investigation
- Provide travelling certificate to minors intending to travel within the country and cross borders
- Provide escort to children during repatriation and reintegration of Non-Gambians children to their families in their countries of origin
- Receive underage returnees in collaboration with Irregular Migration Unit and relevant stakeholders/actors on arrival
- Promoting best guiding practices across wider partnership network
- Conduct sensitization and community outreach programs on child protection issues
- Make follow-ups on implementation and monitoring of sensitization programs
- Conduct a nationwide tour at least once every three months (quarterly) to visit Child Protection personnel and institutions/centers accommodating children for updates
- Keep a proper filing system of documents regarding issues of children in both soft and hard copies

According to the latest general GID's Job Description document, the tasks of the *Gender Unit*, which, as noted above, does not exist in practice, include the following (*the wording has been kept*):¹⁸

- To facilitate the implementation of gender mainstreaming in the department
- Collaborate with stakeholders to incorporate gender mainstreaming activities in all immigration policies/programs
- Share information on gender-related issues with all immigration officers and other stakeholders across the country
- Facilitate training programme to enhance the capacity of immigration officers to ensure a gender-balanced institution
- Perform gender analysis and compile all gender-related reports
- Make follow ups on the implementation and monitoring of sensitization programs
- Assessment and field monitoring
- Keep proper filling of all relevant documents in both soft and hard copies

According to the GID, it is planned to perform this mandate described in the Job Description in the future once there is a Gender and Child Welfare Policy in place.¹⁹

The Gender and Child Welfare Unit is based at GID Headquarters in Banjul but also includes staff in each of the GID's stations across the country. The Unit in Banjul has six staff members (four women and two men); however, this number is not static due to the staff re-deployment.²⁰ The Unit in Banjul is located in a separate room in the GID Headquarters. The total staff of the Unit comprises about 40 Immigration Officers, who are based in the regional offices. The Unit is led by the Assistant Superintendent of Immigration (ASI), who is a woman and is also appointed as the GID's Gender Focal Point.²¹

In practice, the Unit is mostly responsible for the tasks and activities related to child welfare and protection in Banjul and the regions. Staff members primarily conduct external campaigns for community members and community sensitizing initiatives on children's issues, particularly in relation to children on the move. Occasionally, they also conduct internal campaigns within the GID on the issues of child protection. More recently, the Unit developed an advocacy plan to initiate a radio talk on children's protection. The Unit has not conducted any internal or external trainings on gender mainstreaming or gender-related issues so far.²² Staff of the Gender and Child Welfare Unit in Banjul attend some trainings and capacity-building activities (mostly on an ad-hoc basis), including on the issues of child protection, trafficking in human beings, national referral mechanisms, development of a hotline for children, etc.²³

The Gender and Child Welfare Unit can also receive complaints from the community regarding gender-based violence against GID staff related to immigration matters. Together with the Professional Standard Unit (PSU), the Unit can decide to bring the case before an internal disciplinary committee comprised of the GID's selected staff members to decide on a particular case using administrative sanctions.²⁴ If the Gender and Child Welfare receives complaints regarding gender-based violence, they are referred to the Police for redress²⁵. The Gender and Child Welfare Unit occasionally cooperates with the Directorate of Gender Equality and Women's Empowerment under the auspices of the Ministry of Gender, as well as with several Non-Governmental Organizations (NGOs), including Gambia Female Lawyers Association, Women's Bureau, Network of Young Women Leaders (ROAJELF).²⁶

4. Coordination Mechanisms:

The Officer-in-Charge (OiC) of the Gender and Child Welfare Unit (Assistant Superintendent of Immigration (ASI) reports to the Commissioner for Operations on a quarterly basis or more often depending on the need.

The Unit also submits a yearly report to the Director General of the GID on the activities carried out by the Immigration Gender and Child Welfare Unit Officers.²⁷

The Gender and Child Welfare Officers based in the regions are under the supervision of a command. Their regular reports are shared with their immediate supervisors, while hard copies of the reports are sent to the OiC of the Gender and Child Welfare unit and further to the Director General. Accordingly.²⁸ The reports are then filed for the record keeping.²⁹ According to the interviews, however, the coordination of the staff members based in the regions with their colleagues and supervisors in the same branch/office seems to be limited.³⁰ Staff members seem to directly report to the OiC of the Gender and Child Welfare Unit in Banjul bypassing internal reporting in the regional offices. Based on the interviews, there also seems to be a low level of awareness across the GID around the responsibilities and activities of the Gender and Child Welfare Unit.³¹

INSTITUTIONAL POLICIES AND PROCEDURES

5. Institutional Gender Policy:

There is no gender policy within the GID. In line with the National Development Plan of 2018-2021 and the Security Sector Reform, the GID is one of the Security Sector Institutions identified to comply with, and implement, a number of recommendations. Based on the recommendations from the NDP and the SSR, the GID developed an Immigration Department Strategic Plan (2019-2024), which includes specific targets and timelines.³²

One of the priorities of the Strategic Plan includes the development of a gender policy, which is part of Goal No 1 (out of 10) related to the 'Development of legislation and policy framework'.³³ Internally, a new gender policy is expected to be launched in December 2023 with support from the Research and Planning Unit and Gender and Child Welfare Unit and presented by the Deputy Director General of the GID.³⁴ An internal Concept Paper on Gender Mainstreaming in the GID was drafted by the Research and Planning Unit at the end of 2021, which was later approved by senior leadership. The approved concept paper suggests the following activities (*wording has been kept*):³⁵

- Consultative women's retreat;
- Survey of the GID gender equality needs and gaps;
- Restructuring and refurbishment of Child Welfare Unit into the Gender, Women, and Child Protection Unit;
- Outreach campaign for gender sensitization (Quantity: 6);
- Training / Capacity building of Gender Focal Points / Units (Quantity: 14).

The Concept Paper also highlights that the GID gender policy should 'promote the concept of gender mainstreaming and provide a better understanding of how the imbalances and all other discrepancies that exist with specific reference to gender relations can be addressed'.³⁶

6. Code of Conduct:

The GID Code of Conduct is outdated (1965) and fails to be fully aligned with international standards regarding gender mainstreaming and gender equality.³⁷ Additionally, it does not seem to be applied in practice.³⁸ As part of the project, DCAF has conducted an in-depth review of the Code, including a gender review, and the formulation of recommendations for revision. A revised code is expected to be produced and adopted by the GID staff with DCAF support in the course of 2023.

Further, in line with the GID's commitment to improving its accountability, the Immigration Department Strategic Plan (2019-2024) includes among its key priorities the following: 'Monitor and report on breach of Immigration Code of Conduct' under the Goal No 10 'Enhancement of performance management frameworks'.³⁹

7. Human Resource Policies:

The GID refers to the Women's Act 2010 and the General Orders of the Civil Service Regulations, which apply to all servants, for the regulation of the issues listed below.

- Pregnancy, maternity leave, paternity leave, and breastfeeding

According to the Civil Service Regulations, women may take six months of paid maternity leave (three months before giving birth and three months after).⁴⁰ There is an informal arrangement in the GID that women who breastfeed may leave the office after 2 pm. There also appears to exist some informal flexible working hours for women during pregnancy.⁴¹

If a woman becomes pregnant soon after she is recruited to work for the GID, there is an informal procedure for her to return to the Training Academy following her maternity leave without the need to undertake the recruitment procedures again.

On paternity leave, any man whose spouse has delivered a baby is entitled to paternity leave with full salary for a period of ten working days.⁴²

The Child and Gender Welfare Unit have never received a complaint about personnel not accessing maternity leave benefits.⁴³

- Working hours

Working hours for personnel depend on specific duties and are stated in the respective description

for each post, irrespective of gender. However, there is a general exception to enable women to work shorter hours during Ramadan (usually they are allowed to leave after 2 pm) and during and after pregnancy while breastfeeding (allowed to leave after 2 pm). There are no general exceptions allowing men to work shorter hours.⁴⁴

8. Policy on Sexual Harassment:

None exists.

According to the representatives of the Gender and Child Welfare Unit, it has not received any reports or complaints on sexual harassment since the development of the Women's Act in 2010 and its Amendments and the Sexual Offences Act in 2013 and its Amendments.⁴⁵

However, the Office of the Ombudsman created a National Human Rights Commission (NHRC) with a mandate to promote and protect human rights and support vulnerable groups, which addresses the complaints in relation to, among others, unfair treatment.⁴⁶ The NHRC- an independent government body responsible for improving human rights standards - investigates allegations of human rights abuses by both governmental and non-governmental actors, issues findings intended to hold wrongdoers responsible and prevent further abuses, and conducts outreach to raise awareness of human rights topics.⁴⁷ In March 2021, the NHRC presented its Sexual Harassment in the Workplace Policy. This Policy sets a minimum standard for all employers to safeguard the rights of their employees and obliges institutions or employers to immediately identify a Designated Focal Person (DFP) and establish a Sexual Harassment Implementation Committee (IC) that will receive complaints of sexual harassment at their institutional level and make appropriate recommendations.⁴⁸ The Policy is intended 'as a guide that can be tailored to institutional needs and circumstances to realize its maximum impact'.⁴⁹

9. Policy on the Protection from Sexual Exploitation and Abuse (PSEA):

None exists.

However, personnel and the public can report their cases to the Police without any internal procedure but in line with the laws in The Gambia.⁵¹

10. Policy on Gender Mainstreaming:

None exists.

According to the staff members of the Research and Planning Unit, despite the lack of a formal policy or document on gender mainstreaming, some other policies include references to gender, such as the policy on recruitment.⁵²

11. Procedures for Responding to Sexual and Gender-Based Violence (SGBV) Perpetrated by the GID Personnel against the Public:

None exists.

The Research and Planning Unit is currently drafting the GID Disciplinary Instructions, which should include an external complaint mechanism for the public, along with the set procedure for internal complaints.⁵³ This document might be included as a reference in the updated Code of Conduct or within the framework of the new oversight mechanism.⁵⁴ The initial draft of the Instructions defines misconduct; however, it does not include any references to harassment. The Professional Standard Unit is tasked as the main unit to record misconduct and undertake initial assessments and investigations.⁵⁵

There is no policy or internal document describing the responsibilities of the Gender and Child Welfare Unit or any other entity in the GID in relation to complaints from the GID personnel or community members alleging SGBV involving GID personnel. The NHRC's *Sexual Harassment in the Workplace Policy* states that it is 'aware of the absence of a national sexual harassment policy in the Gambia and resolved to initiate a national process for the development of a comprehensive national anti-sexual harassment in the workplace policy'.⁵⁶ It provides the guidance and procedures for responding to SGBV and states that incidents should be reported to the Designated Focal Point and an Implementation Committee in the institution. The NHRC Policy also provides templates for the development of the institutional Sexual Harassment Policy, incident reporting form, case register template, and other institutional templates.⁵⁷

It remains to be clarified which implementation body or committee within the GID is responsible for receipt of the sexual harassment complaints.

According to the interviews, representatives of the Gender and Child Welfare Unit never received any complaints for acts of SGBV involving the GID personnel from either the public or the GID staff internally.⁵⁸ However, the Unit has received complaints for acts of SGBV against members of the community in Banjul and the regions despite the lack of a mandate or internal procedures in this area. The complaints do not involve GID personnel and seem to be filed through the Public Relations Unit. Upon receipt of such complaints, representatives of the Gender and Child Welfare Unit may decide whether to gather a disciplinary committee together with the Professional Standard Unit which comprises selected members in order to decide on a particular case.⁵⁹ The Gender and Child Welfare Unit in Banjul has a hard copy of the book where staff members have handwritten such types of complaints received from the community members since 2011 (a total of 226

cases). The book does not describe the actions taken by the disciplinary committee. The latest annual report of the Gender and Child Welfare Unit does not have any references to this procedure.⁶⁰

12. Procedures for Responding to Gender-Based Discrimination (and other forms of discrimination):

None exists.

Public Service Regulations and General Orders of the Civil Service reflect the different social contexts of employees by urging employees to 'deal fairly, professionally and equitably with other employees, irrespective of race, gender, ethnic or social origin, color, age, disability, religion, political persuasion, conscience, belief, culture or language'.⁶¹

According to some interviews, internal discrimination based on gender towards personnel exists, but no one is willing to report such instances to senior officers.⁶²

13. Procedures for Responding to Cases of Sexual Harassment:

None exists.

In cases that constitute a criminal offense, personnel may refer to the Police. The law in The Gambia prohibits sexual harassment and stipulates a one-year mandatory prison sentence for such abuses.⁶³

Institutional Culture

14. Information Provided at Recruitment about the Institution's Commitment to Gender Equality and Human Rights:

No such information is provided to personnel. Some of the staff members have not had any training or briefing on gender equality in 30+ years of their service in the GID.⁶⁴

15. Personnel's Perception of Gender and Women's Advancement:

Some of the interviewees stated that there was generally a lack of promotion of women compared to men, which is confirmed by the promotion data of 2021 (43 females were promoted out of the total number of 150 promotions – see Table 8).⁶⁵ This constitutes 28% of women being promoted against 72% of men (the ratio of men and women in the GID is 39% (women) and 61% (men). According to some responses, sometimes younger men with less experience are promoted instead of senior and more experienced women due to their higher education. Even if female officers are promoted, they mostly hold secondary positions or positions without 'decision-making' powers. This is supported by the data in Table 8, which shows that 69% of the promoted positions of women happen at the lower level (Assistant

Immigration Control Officer). If looking at the promotions at the higher level (from the level of Commissioner to Assistant Superintendent), five women were promoted in comparison with 23 men (17% (women) and 83% (men)).⁶⁶

To some interviewees, one of the biggest limitations for women was the refusal of men to take orders from female heads.⁶⁷ It was mentioned that 'a female head must be very strict because men do not like taking orders from women'.⁶⁸ According to some respondents, men also seem to be selected more often to attend various trainings, to study in some higher education institutions, as well as to go on secondment missions.⁶⁹

16. Senior Personnel's Commitment to, and Leadership, on Gender:

According to the Immigration Department Strategic Plan (2019-2024), the development of a gender policy is one of the main priorities for the senior leadership, which is also supported by the recent development of the concept note on gender policy.⁷⁰ Most of the respondents also stated that with the new Director General and the first-ever female Deputy Director, the commitment towards gender mainstreaming has increased, leading to an increase in the number of women in leadership positions.⁷¹

PERSONNEL

17. Total Strength:

As of 2021, there is a total strength of 1,676 personnel within the GID (659 women and 1017 men). Women consist of **39.3%** of the total GID workforce.⁷²

18. Ranks of personnel:

The number of personnel in each rank in the GID disaggregated by sex is shown in Table 4.

The current statistics of the GID show a total of women (39%) and men (61%). The majority of women are working in the Processing Unit.

Women are under-represented in senior positions. There are currently four women in senior positions, including one Deputy Director, one commissioner, and two deputy commissioners, in comparison with 22 men holding the same positions (one Director, 14 commissioners, and seven deputy commissioners).⁷⁴ This corresponds to 15% for women and 75% for men against the total statistics in the GID personnel being 39% against 61%. For the first time in the history of the GID, a woman was promoted to the position of Deputy Director in 2018.

Among the senior officers of the GID, women hold 26 positions in comparison to 106 held by men. This constitutes 19% of positions of this level held by women against 81% of positions held by men (out of the total statistics of the GID- 39% women and 61% men):⁷⁵

- Assistant Commissioner (women – 1; men – 4)
- Chief Superintendents (women – 2; men – 19)
- Superintendents (women – 4; men – 27)
- Deputy Superintendents (women – 0; men – 7)
- Assistant Superintendents (women – 19; men – 49)

Table 3: Total GID strength⁷³

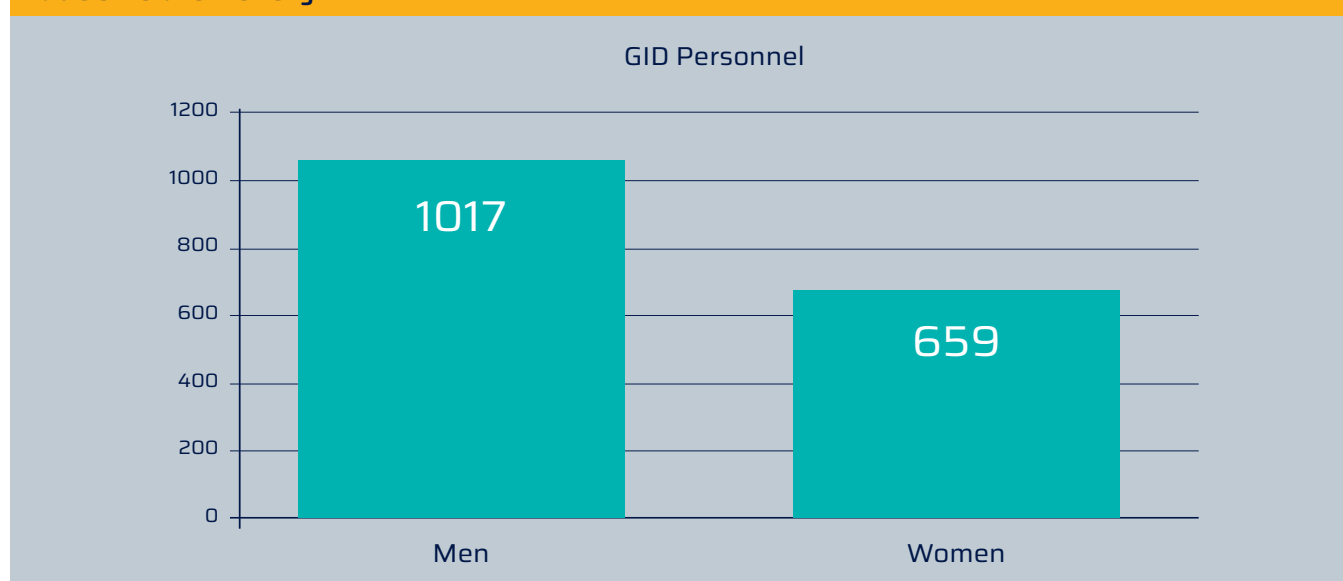


Table 4: Ranks of personnel disaggregated by sex

	Ranks	M	W	Total
1	DGI (DIRECTOR GENERAL OF IMMIGRATION)	1	00	1
2	DDGI (DEPUTY DIRECTOR GENERAL OF IMMIGRATION)	00	01	1
3	COMM (COMMISSIONER)	14	01	15
4	D/COMM (DEPUTY COMMISSIONER)	07	02	9
5	A/COMM (ASSISTANT COMMISSIONER)	04	01	5
6	C/SUPT (CHIEF SUPERINTENDENT)	19	02	21
7	SUPT (SUPERINTENDENT)	27	04	31
8	D/SUPT (DEPUTY SUPERINTENDENT)	07	00	7
9	ASI (ASSISTANT SUPERINTENDENT)	49	19	68
10	C/ASI (CADET ASSISTANT SUPERINTENDENT)	06	00	6
11	CII (CHIEF INSPECTOR)	60	15	75
12	INSPT (INSPECTOR)	95	31	126
13	S/INSPT (SUB INSPECTOR)	05	02	7
14	CDT. INSPT (INSPT CADET INSPECTOR)	06	00	6
15	SICO (SENIOR IMMIGRATION CONTROL OFFICER)	103	54	157
16	AICO (ASSISTANT IMMIGRATION CONTROL OFFICER)	221	110	331
17	IO (IMMIGRATION OFFICER)	389	398	787
18	CLEANERS	04	19	23
19	TOTAL	1017	659	1676

19. Distribution of Staff across the Country:

Table 5: The numbers of GID personnel across the GID locations⁷⁶

	Ranks	Regions										Totals
		HQ	BJL	KM	WCR	LRR	CRR	URR	NBR	BIA	SECT	
1	DGI	1										1
2	DDGI	1										1
3	COMM	5	1	1	1	0	0	1	1	1	0	11
4	D/COMM	5	1	0	0	1	0	0	1	0	0	8
5	A/COMM	0	0	0	2	0	1	0	0	1	1	5
6	CSI	9	2	2	2	1	0	0	1	1	0	18
7	SUPT	8	1	4	3	2	1	1	5	3	1	29
8	D/SUPT	3	0	3	0	0	0	0	0	0	0	6
9	ASI	20	3	7	14	3	3	4	4	7	2	67
10	C/ASI	3	1	1	0	0	0	0	0	1	0	6
11	CII	15	6	12	19	2	3	3	5	4	2	71
12	INSPT	20	6	16	30	4	9	5	13	9	6	118
13	SUB-INSPT	2	1	1	1	0	0	0	1	0	0	6
14	C/INSPT	4	0	0	0	0	0	1	0	0	1	6
15	SICO	28	18	29	36	2	8	3	15	7	4	150
16	AICO	42	28	59	97	17	14	13	38	14	5	327
17	IO	104	59	160	247	24	36	31	70	22	21	774
18	CLEANERS	9	0	2	5	0	2	2	2	0	1	23
19	TOTAL	279	127	297	457	56	77	64	156	70	44	1627

Table 6: GID personnel within regions and structures (including deployment) disaggregated by sex⁷⁷

	REGION, STRUCTURE, DEPLOYMENT	Men	Women	Total
1	HEADQUARTERS	189	90	279
2	BANJUL	73	54	127
3	KANIFING MUNICIPALITY	149	148	297
4	WEST COAST REGION	239	218	457
5	LOWER RIVER REGION	43	13	56
6	CENTRAL RIVER REGION	64	12	76
7	UPPER RIVER REGION	52	12	64
8	NORTH BANK REGION	110	46	156
9	BIA	42	28	70
10	SECRETARAIT	22	23	45
11	LIAISON OFFICERS	05	02	7
12	OVERSEAS STUDIES & MISSION	07	02	9
13	SECONDMENT	02	00	2
14	LOCAL ATTACHEE	20	11	31
15	TOTAL	1017	659	1676

Recruitment and Selection

20. Eligibility Requirements for Recruitment:

According to the interviews with members of the Human Resources (HR) Unit,⁷⁸ recruitment criteria are very similar for both men and women.⁷⁹ However, senior leadership stated that the GID had recently simplified certain requirements for female applicants (for instance, more time is given to women to complete the running exercise).⁸⁰

According to the respondents, interviews are mostly conducted by men during the recruitment process (which include senior staff members and representatives of the Public Management Office). There is also no specific training for the staff in charge of recruitment.⁸¹

Following the recruitment, personnel have to undergo basic training (three months and longer) in the Training Academy in Tanji. If a woman becomes pregnant following the recruitment and before undergoing basic training, she is allowed to join the training following the maternity leave without having to undergo recruitment procedures again.⁸²

21. Recruitment Targets and Quotas:

There are no official targets or quotas. Senior leadership stated that they were quite satisfied with the proportion of men and women amongst personnel.⁸³

22. Specific Measures for the Recruitment:

According to the interviews, the GID simplified certain physical requirements for female applicants.⁸⁴

23. Vetting Procedures for GBV and Other Human Rights Violations:

Once selected candidates need to provide a Certificate of Character to join the GID. A certificate of Character shows whether a candidate has any criminal record and is issued by The Gambia Police Force. There can be initiated a separate investigation by police if a personnel member has committed a crime in the past.⁸⁵

24. Positions/Units Women or Men Cannot Serve:

There are no rules that prohibit women (or men) from serving in specific roles or units within the GID. However, there are fewer women appointed to senior roles (30 women compared to 128 men hold these positions, ranging from Assistant Superintendents to Director General).⁸⁶

Retention

25. Rate of Attrition:

Table 7: Rate of attrition (the wording has been kept)⁸⁷

STATUS	M	W	TOTAL	%
STATUTORY RETIRED	03	00	03	0.178
VOLUNTARY RESIGNATION	02	02	04	0.24
AWOL	00	01	01	0.05
DECEASED	03	01	04	0.24
TOTAL	08	04	12	0.72

26. Specific Measures for Retention:

No specific measures exist. The Commissioner of the Administration Pillar can convene a committee to discuss the reasons why the person leaves.⁸⁸ There also used to be a retention book in the HR Unit where staff members stated their names and the reason for leaving. HR Unit occasionally conducts the staff audit survey, which allows for assessing the satisfaction of the staff with job-related functions.⁸⁹

27. Informal Restrictions Affecting Retention:

No specific informal restrictions affecting retention exist. However, some respondents stated that it was harder for women to join patrols, which last around 24 hours, due to family responsibilities and sometimes due to physical strength if the patrols are done in coordination with The Gambia Police Force.⁹⁰

28. Staff Associations:

There is no women's staff association network in the GID. The GID female personnel is keen to have a women's staff network similar to the one functioning in The Gambia Police Force.⁹¹ About five years ago, the GID's female personnel issued a formal request for the development of the network, specifying its objective and mandate, which was submitted to the Ministry of Justice for approval. No response has been received since then.⁹²

Promotions and Remuneration

29. Data on Promotions:

The promotion system in the GID is managed by the Human Resources Unit. In general, no officer shall be promoted unless s/he has been recommended for promotion by a promotion board. Administrative Instructions on Promotions and Transfers of the GID

state that 'promotion shall be competitive, and merit-based; this shall be determined through an application, testing, and selection process, with due consideration given to:⁹³

- Qualification including written promotion examination and interview;
- Years of service;
- Work experience;
- Performance appraisal reports;
- Service and disciplinary record;
- Attendance records; and
- Gender balance.'

The instructions also state that '...where two or more Immigration Officers are equally qualified for promotion, preference shall be given to the candidate whose promotion would improve gender equity at that rank'.⁹⁴ Some of the respondents stated that despite the existence of the Instructions, promotion is not transparent, which results in a lack of promotion of women (e.g. some of the female respondents worked without promotion for 15 years).⁹⁵ According to them, although regional commanders do their best to promote women in their stations, the decision is nevertheless made by the Headquarters in Banjul. However, all of them noted that the promotion of women had increased substantively with the new GID leadership.⁹⁶

The Instructions also specify that 'After having served the rank as First Class for at least three years, the first promotion of a holder of a university degree relevant to Immigration service shall be a promotion to the rank of Assistance Superintendent of Immigration; and the first promotion of a holder of a university Master's degree shall be to the rank of Superintendent of Immigration'.⁹⁷ A number of female interviewees stated that young male employees with much less experience than them are promoted because of their master's degrees, for which they are sponsored by the GID more often than women.⁹⁸

When establishing a regional appraisal/promotion board, the GID guidelines require that at least two of five members are women.⁹⁹ Some interviewees stated that despite these requirements, promotion boards usually consist of men only.¹⁰⁰

The Human Resources Unit is also tasked by the Instructions to 'support The Gambia Immigration Department Training School in designing the courses for qualifying a candidate to participate in the selection process of Immigration officers'.¹⁰¹ No interviewed staff members were aware of what had been done in this area.

In 2021, 150 officers (43 women and 107 men) were promoted to different ranks ranging from Commissioner to Assistant Immigration Control Officer (AICO).¹⁰²

Table 8: Promotion rate¹⁰³

	RANK	M	W	TOTAL
1	Commissioner	1	-	1
2	Deputy Commissioner	3	-	3
3	Assistant Commissioner	2	1	3
4	Chief Superintendent	3	1	4
5	Superintendent	5	1	6
6	Deputy Superintendent	3	-	3
7	Assistant Superintendent	6	2	8
8	Chief Inspector	6	1	7
9	Inspector	5	3	8
10	Sub Inspector	3	1	4
11	SICO	6	3	9
12	AICO	64	30	94
	TOTAL	107	43	150

30. Equal Pay for the Same Rank/Position:

Women and men are paid the same and their salaries are made public.¹⁰⁴

Special Assignments, Secondments, Deployments**31. Personnel on Special Assignments, Secondments, or Deployments:**

The Gambia Police Force coordinates deployment and holds all the data called 'police package'.¹⁰⁵ The GID personnel is selected for deployment as well. In 2021, the GID deployed 49 staff members.¹⁰⁶ According to some interviews, men are deployed much more often, although there was no sex-disaggregated data collected in this area.¹⁰⁷

32. Eligibility Requirements and Selection Process:

None exists.

Table 9: Data on the deployment of personnel¹⁰⁸

	Ranks	LIAISON OFFICERS	OVERSEAS STUDIES & MISSION	SECONDMENT	LOCAL ATTACHEE	TOTAL
1	COMM	4	0	0	0	4
2	D/COMM	0	0	1	0	1
3	A/COMM	0	0	0	0	0
4	CSI	1	2	0	0	3
5	SUPT	0	1	0	1	2
6	D/SUPT	0	0	1	0	1
7	ASI	0	1	0	0	1
8	C/ASI	0	0	0	0	0
9	CII	1	1	0	2	4
10	INSPT	1	2	0	5	8
11	SUB-INSPT	0	0	0	1	1
12	C/INSPT	0	0	0	0	0
13	SICO	0	1	0	6	7
14	AICO	0	0	0	4	4
15	IO	0	1	0	12	13
16	CLEANERS	0	0	0	0	0
17	TOTAL	7	9	2	30	49

Infrastructure and Equipment

33. Adapted Infrastructure:

The GID for the most part does not have separate toilets, apart from the Headquarters.

34. Housing for Families:

If accommodation is provided in the regions during the patrols, it is the same for everyone, i.e. no “single quarters” or “family quarters”.

35. Adapted Equipment:

There are uniforms sized appropriately for women. Pregnant women are permitted to wear civilian clothes.¹⁰⁹

INSTITUTIONAL CAPACITY

Training

There is a strong recognition that the GID requires more training and education to improve all personnel's knowledge and skills, including in relation to gender.¹¹⁰ According to some respondents, more training is required, particularly for female personnel due to certain initial educational gaps. Some respondents from the region also mentioned the need for IT and computer training for women.¹¹¹

While there is no gender training at the Training School in Tanji, the Gender Focal Point officer occasionally conducts a session on gender-related issues for newcomers. As a professional development practice, personnel has to undertake some additional courses once every three years.¹¹² The GID professional development training on community policing also has a session on gender-related issues, which some of the staff members undertake.

36. Gender Training:

Apart from the training on gender-related issues conducted as part of the basic training in the Training Academy following the recruitment, there are no other internal gender trainings foreseen for the personnel.¹¹³ Occasionally, the Gender Focal Point conducts a session on gender equality. However, staff members of the Gender and Child Welfare Unit stated that they mostly attend external trainings on gender-related issues, but do not have the capacity and enough skills to conduct such trainings internally themselves.¹¹⁴ Every department in the GID has its own training budget and can request trainings, upon approval from the senior leadership.¹¹⁵

37. The requirement to Mainstream Gender in Training:

None exists.

38. Trainers:

It is unknown how many trainers there are in the GID Training Academy, however, according to the interviews, one of them is a female. The GID Gender Focal Point is separately invited to the Academy to conduct a session on gender-related issues.¹¹⁶

ACCOUNTABILITY

39. Internal Oversight Mechanisms / Bodies:

According to the interviews, the Gender and Child Welfare Unit together with the Professional Unit is entitled to receive complaints about human rights abuses by its personnel within the GID.¹¹⁷ There were no internal policies or complaint mechanisms available describing the procedure. The draft document of the GID Disciplinary Instructions, which is under development, provides some definitions of misconduct and describes subsequent measures and penalties. The Professional Standard Unit is tasked in the new instructions to record the misconduct and to do initial assessments and further investigation.

40. External Oversight Mechanisms/Bodies:

Under the 1997 Constitution, the National Assembly, in particular, the Standing Committee on Defence and Security (SCDS), is given the powers that enable it to monitor the efficiency, transparency, and responsiveness of security institutions and officials.¹¹⁸ The Office of the Ombudsman also provides external oversight of the GID, as it has jurisdiction over all public offices.¹¹⁹ Additionally, the mandate of the National Human Rights Commission, allows for the external oversight of the GID through ‘monitoring, receiving, investigating, and considering complaints of human rights violations, and recommending appropriate remedial action to the Government’.¹²⁰

41. Formal and Informal Mechanisms for Civil Society Organizations and Other External Oversight Actors:

According to the interviews, the Gender and Child Welfare Unit seems to closely cooperate with the Department of Social Welfare (DSW) of the GID, Child Welfare Unit of The Gambia Police Force, and the Directorate of Gender Equality and Women Empowerment under the auspices of the Ministry of Gender, Children and Social Welfare.¹²¹ Additionally, the Gender and Child Welfare Unit cooperates with some

Non-Governmental Organizations, including the Gambia Female Lawyers Association, Women's Bureau, Network of Young Women Leaders (ROAJELF), Network against Gender-Based Violence (NGBV), Child and Environment Developmental Association (CEDAG).¹²² Some additional cooperation is done as part of the implementation of the National Action Plan (NAP) 1325 (2021-2025).¹²³

Data on Discrimination, Sexual Harassment or GBV

42. Compilation, Publication, and Analysis of Cases of Discrimination, Sexual Harassment, or SGBV Perpetrated by (institution):

None exists.

RECOMMENDATIONS

The following are suggested recommendations for the GID to consider in the framework of the reform of the institution. It is understood that many of these recommendations may require additional financial resources that may be beyond the immediate control of the GID. However, there remain several recommendations that are not dependent on financial resources.

Gender equality is integral to SSR; therefore, it is important that gender mainstreaming is addressed at strategic level discussions of the GID's institutional-level reforms, as well as at the operational level of the GID.

INSTITUTIONAL STRUCTURE

1. Formalize the mandate and functions of the Gender and Child Welfare Unit (which should ideally be separated from the Child Welfare (or *Child Protection*) Unit), including its operational relationship with the other directorates and units of the GID, and ensure that the mandate and functions are well communicated throughout the GID. Align all the documentation to ensure that the Unit is depicted there under one particular Pillar of the GID (e.g. Administrative pillar).
 - a. The principal function of the Gender Unit should be to provide support to the GID in mainstreaming gender throughout the institution. This could have a double-hatted element without replacing existing structures within GID. The Gender Unit could be: 1) focused on the internal issues of the GID, and 2) focused on its operations. Internally, the Gender Unit could support the GID's capacity to address the different needs of women and men who are employed at the GID. The Gender Unit could also support the GID's capacity to identify the different needs of women, men, girls, boys, and other marginalized groups in its operations, as well as liaise with the respective GID units and departments to address these needs. One of the functions of the Gender Unit could also include the receipt of complaints related to sexual harassment and gender-based violence.
 - b. When the functions of the Gender Unit are formalized, develop the technical, advisory, and training capacity of the staff of the Gender Unit to enable the Unit to fulfill its mandate.
 - c. Allocate a specific and sufficient budget to the Gender Unit annually to enable it to fulfill its mandate. It should also have the necessary personnel and material resources to fulfill its mandate.

Relating to the policies that are referenced above, the Gender Unit's mandate to mainstream gender should include ensuring that the GID's policy framework mainstreams gender throughout. The Gender Unit can therefore play a key role in leading a participatory and inclusive process to review and/or develop policies related to gender.

INSTITUTIONAL POLICIES AND PROCEDURES

2. Develop substantive and compliant gender policy for the institution that requires gender mainstreaming in all aspects of the GID, and which is in line with The Gambia's national policies related to gender.
 - a. Develop specific administrative procedures to implement the policy and enable all personnel to report when the policy is not being adhered to.
3. Develop or adopt a Code of Conduct that is gender-responsive. It can also include provisions related to sexual harassment in the workplace and sexual and gender-based violence (SGBV).
4. If not included in the updated code of conduct (which has been reviewed by DCAF, as part of the DCAF Project), develop a separate workplace sexual harassment policy that is in line with the Gambia's national policies related to gender and international best practices.¹²⁴
5. Mainstream gender throughout all human resource policies for personnel, in line with The Gambia's national legal and policy framework related to gender, such as the Women's Acts of 2010 and 2015.
 - a. Develop administrative procedures to implement the policy.
 - b. Develop specific complaint mechanisms/ procedures to accompany the policy, for men and women victims to report cases of sexual harassment. This should include a Designated Focal Person (DFP) and a Sexual Harassment Implementation Committee (IC), as per The Gambia National Human Rights Commission Sexual Harassment in the Workplace Policy (2017), that will receive complaints of sexual harassment at the institutional level and make appropriate recommendations. For instance, members of the Gender Unit or the Professional Standard Unit could constitute the Sexual Harassment Implementation Committee.

INSTITUTIONAL CULTURE

6. Once the gender policy is drafted and approved and the mandate of the Gender Unit is finalized, develop ways to communicate that gender equality is integral to the institutional culture of the GID. Sensitization and communication of a new gender policy and a respective mandate of the Gender Unit should involve all the personnel, including senior levels officials of the GID and personnel of the lower ranks.
7. Encourage the development of a women's staff association, including by following up with the Ministry of Justice on the previous request to register a women's association in the GID.
 - a. Encourage staff, especially women, to develop informal networks and/or associations to support each other's career development.

RELATIONS WITH THE COMMUNITY

8. Develop initiatives at all stations to better integrate with their surrounding communities, such as "open house" days where community members can visit stations.
9. Mainstream gender in operational planning to ensure that the communities living in the areas of each border area are better protected because the specific needs of the different parts of the communities are considered in planning.

PERSONNEL

10. Disaggregate all the GID statistics by gender, rank, geographic region, and any other relevant marker. This particularly refers to the data in relation to deployment of the GID personnel, nomination to training, segregation of personnel by rank *and* gender in the regions, and other.
11. Ensure that the commitments made in the recruitment policy, including the GID Administrative Instructions on Promotions and Transfers, are fully implemented.
12. Encourage the recruitment of more women and develop innovative ways to promote women's advancement within the GID.
13. Consider developing selection targets for women to deploy to peace support operations to ensure that more women are deployed.
 - a. Ensure that the interview panel (both for recruitment and promotion) has at least 1 woman among its members.

INSTITUTIONAL CAPACITY

14. Develop gender training at the GID training school that is integrated into basic training and conducted for all the recruits.
 - a. Gender training, whether it is a course or several modules, could include the following topics: gender and border management, gender mainstreaming, sexual harassment in the workplace, sexual and gender-based violence (SGBV), conflict-related sexual violence (CRSV), sexual exploitation and abuse (SEA).
 - b. Review the training curricula in order to mainstream gender in all training courses.
15. Equip staff of the Gender Unit (through ToT and other capacity-building initiatives) with the knowledge and skills to conduct internal gender mainstreaming trainings throughout the institution and to enable to fulfill the Unit's mandate.
16. Develop specialized gender modules for personnel in Human Resources Unit and the Training Academy's trainers.
17. Design and deliver capacity development programs to improve women's ability to perform and lead, including for male personnel, including short pilot programs or trials to increase familiarity with mixed teams in the border regions.
18. Create mentoring programs on the promotion of gender equality for leadership. Organize gender trainings and reflection discussions for senior management on gender equality and gender mainstreaming policies.
19. Develop training for personnel on the new code of conduct (when developed), separate relevant policies, such as gender policy, sexual harassment policies, complaint mechanisms/ grievance policy (if available), and/or other human resource policies, related to absences, recruitment, promotions, etc.
20. Develop training modules specifically to ensure that all personnel fully understands the specific measures required to file a report/complaint and to interview victims of sexual offenses and other forms of SGBV such as human trafficking, as well as ensure all personnel is knowledgeable about referral services for victims.
21. Actively engage women trainers in senior roles to counter stereotypes around women in leadership positions within the security sector.
22. Consider developing a target to ensure that there is a good ratio of full-time trainers who are men and women in the GID.

ACCOUNTABILITY

23. Ensure that a proper mechanism is in place to investigate and if relevant, issue administrative sanctions for breaches of the code of conduct.
24. Develop the specialized skills of the Gender Unit on gender and gender mainstreaming, as well as on workplace sexual harassment. This should enable the Gender Unit to receive and process the reports related to SGBV (if it is part of the unit's mandate) and to conduct respective capacity-building activities on these issues.
25. Develop the specialized skills of the nominated Designated Focal Person (DFP) and a Sexual Harassment Implementation Committee (IC), that will receive complaints of sexual harassment at the institutional level and could make appropriate recommendations.
26. Develop formal and informal relationships with external actors of the GID, such as civil society organizations and the Office of the Ombudsman to play a role in external oversight of the institution.
27. Collect statistics within the GID on cases of gender/sex-based discrimination, sexual harassment, and gender-based violence. Disaggregate these statistics by category of case, region, sex of the complainant and accused, as well as the result of each case.

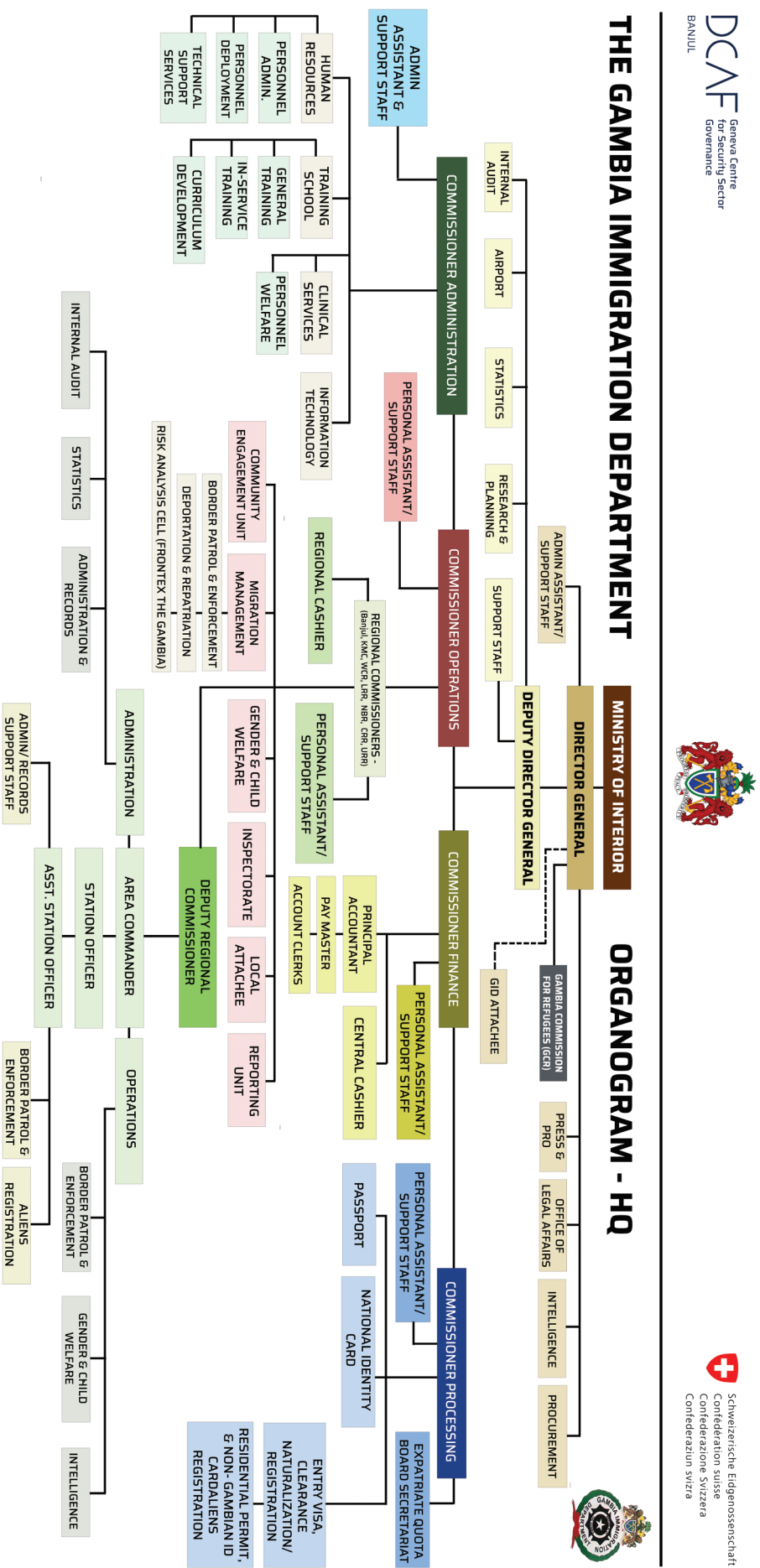
ENDNOTES

1. The survey included an assessment of the following institutions: Gambia Armed Forces, Gambia Police Force, Drug Law Enforcement Agency of The Gambia, Gambia Fire and Rescue Service, Gambia Prison Service, and Justice Sector.
2. The GID Job Description (2019)
3. Ibid.
4. Immigration Law in The Gambia: Cap 16:01, 02, 03 and 04
5. The GID Human Resources End-of-the-Year Report (2021)
6. Ibid.
7. GID organigram, developed as part of DCAF programme is available in Annex 1
8. Job Description of the GID (2019)
9. Although GID Job Description (updated version, 2019) depicts Gender Unit as a separate unit under the Administration Pillar, while Child Protection Unit is set there separately under the operation pillar, in practice, this is one Unit usually, which is usually referred to as 'Gender and Child Welfare Unit' based under the operational pillar.
10. Ibid.
11. Memo on the Organigram's narrative (DGI, 2019) (*Data disaggregated by sex can be found in the Personnel Section No 18. Total Strength*)
12. Interview, 31.03.2022
13. Memo on the Organigram's narrative (DGI, 2019) (*Data disaggregated by sex can be found in the Personnel Section No 18. Total Strength*)
14. Interview, 31.03.2022
15. See, for instance, Job Description of the Gender and Child Welfare Unit, Internal Memo (2019)
16. See, for instance, Immigration Department Strategic Plan or the GID Job Description (updated version) (2019)
17. Job description of the Gender and Child Welfare Unit, Internal Memo (2018)
18. Job Description of the GID (2019)
19. GID review, 13.01.23
20. Ibid.
21. Interview, 3.06.22
22. Ibid.
23. End-of-year Report from the Gender and Child Welfare Unit (2021)
24. Interview, 3.06.22
25. GID review, 13.01.23
26. End-of-year report from the Gender and Child Welfare Unit (2021)
27. Interview, 3.06.22
28. GID review, 13.01.23
29. Ibid.
30. Interviews, 31.05-02.06.22
31. Ibid.
32. Immigration Department Strategic Plan 2019-2024
33. Ibid.
34. Interview, 31.05.22
35. Concept Paper on Gender Mainstreaming in the GID (2021)
36. Ibid.
37. Code of Conduct, 1965
38. Interview, 02.05.22
39. Immigration Department Strategic Plan 2019-2024
40. Public Service Regulations and General Orders of the Civil Service, 2013
41. Interviews, 31.05-03.06.22
42. Ibid.
43. Interview, 03.06.22
44. GID Review, 17.01.2023 and Interviews, 31.05-03.06.22
45. Interview, 03.06.22
46. 2021 Country Reports on Human Rights Practice: Gambia, US Bureau Of Democracy, Human Rights, and Labor, p.10, available at https://www.state.gov/wp-content/uploads/2022/02/313615_GAMBIA-2021-HUMAN-RIGHTS-REPORT.pdf
47. Ibid.
48. NHRC Sexual Harassment in the Workplace Policy, 2017, pp. 1-3
49. Ibid.
50. Interview, 03.06.22
51. As in line with Sexual Offences Act, 2013, Domestic Violence Act, 2013, Tourism Offence Act, 2013, Women's Act, 2010, Labour Act, 2007, Children's Act, 2005, Criminal Code, Act 25, 1933 (as amended), and other relevant international instruments and standards
52. Interview, 02.06.22
53. The GID Disciplinary Instructions (Draft)
54. Ibid.
55. Ibid.
56. NHRC Sexual Harassment in the Workplace Policy, 2017, pp
57. Ibid.
58. Interview, 03.06.22
59. Interviews, 31.05-03.06.22
60. Ibid.
61. Public Service Regulations and General Orders of the Civil Service, 2013
62. Ibid.
63. Sexual Offences Act of The Gambia, 2013
64. DCAF Leadership and management skills training for women leaders of the Gambia Police Force and the Gambia Immigration Department, Banjul, 30 May- 1

June 2022

65. The GID Human Resources End-of-the-Year Report 2021; *(more information is available in section 29 of this report)*
66. Ibid.
67. DCAF Leadership training 2022 (supra note 42)
68. Ibid.
69. Interviews, 31.05-03.06.22
70. Immigration Department Strategic Plan 2019-2024
71. Interviews, 31.05-03.06.22
72. The GID Human Resources End-of-the-Year Report 2021
73. Ibid.
74. The GID Human Resources End-of-the-Year Report (2021)
75. Ibid.
76. Ibid. *(The GID Human Resources End-of-the-Year Report 2021 has certain discrepancies in numbers, including between the strength of the personnel (1676 persons) and the distribution of personnel across the country (1627 personnel))*
77. Ibid.
78. Interview, 31.05.22
79. *No policies on selection and/or recruitment criteria were shared*
80. Interview, 31.05.22
81. Ibid.
82. Ibid.
83. Ibid.
84. Ibid.
85. Interview, 01.06.22
86. The GID Human Resources End-of-the-Year Report 2021
87. Ibid.
88. Interview, 3.06.22
89. Interview, 31.05.22
90. Interview, 1.06.22
91. DCAF Leadership training 2022 (supra note 42)
92. Ibid.
93. The GID Administrative Instructions on Promotions and Transfers
94. Ibid. p. 11
95. DCAF Leadership training 2022 (supra note 42)
96. Ibid.
97. Ibid. p. 5
98. Interview, 1.06.22
99. The GID Administrative Instructions on Promotions and Transfers, p. 9
100. Ibid.
101. Ibid. p. 4
102. The GID Human Resources End-of-the-Year Report 2021
103. Ibid.
104. Interview, 31.05.22
105. Ibid.
106. The GID Human Resources End-of-the-Year Report 2021
107. Interview, 2.05.22
108. The GID Human Resources End-of-the-Year Report 2021
109. Interview, 31.05.22
110. Interviews, 31.05-3.06.22
111. Interview, 1.06.22
112. Interview, 2.06.22
113. Interview, 3.06.22
114. Ibid.
115. Ibid.
116. Ibid.
117. Section VII of the Constitution provides for “additional Functions” of the National Assembly’s legislative powers, available at <http://hrlibrary.umn.edu/research/gambia-constitution.pdf>
118. Office of the Ombudsman (undated) “Power and jurisdiction”, available at ombudsman.gm/?page_id=50
119. National Human Rights Commission’s mission and vision, available at <https://www.gm-nhrc.org/about-nhrc>, and Section 12 of the NHRC Act, 2017
120. GID review, 13.01.2023
121. Ibid.
122. End-of-year report from the Gender and Child Welfare Unit (2021)
123. For a reference see, for instance, ILO Convention C190 on Eliminating Violence and Harassment in the World of Work and The Gambia National Human Rights Commission Sexual Harassment in the Workplace Policy (2017)
124. In line with The Gambia National Human Rights Commission Sexual Harassment in the Workplace Policy (2017)

Annex 1. Organigram of the GID



DCAF - Geneva Centre for Security
Sector Governance

Chemin Eugène-Rigot 2E
CH-1202 Geneva
Switzerland

✉ info@dcaf.ch

☎ +41 (0) 22 730 94 00

🐦 [@DCAF_Geneva](https://twitter.com/DCAF_Geneva)

www.dcaf.ch

