



REPUBLIC OF THE GAMBIA

**IMPLEMENTATION PLAN TO THE GOVERNMENT'S
WHITE PAPER ON THE RECOMMENDATIONS OF
THE TRUTH RECONCILIATION AND REPARATIONS
COMMISSION**

2023-2027

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Foreword

I am pleased to present this Implementation Plan for the TRRC Recommendations. The TRRC was established in The Gambia in 2017 to investigate human rights violations that occurred during the 22-year regime of former President Yahya Jammeh. The Commission concluded its public hearings in May 2021 and submitted its final report to the government in November of that same year.

This Implementation Plan is the result of a collaborative effort involving a wide range of stakeholders, including government agencies, civil society organizations, and international partners. It outlines a comprehensive strategy to implement the recommendations of the TRRC, addressing the legacy of past human rights violations, widespread impunity and ensuring accountability.

The government has demonstrated a strong commitment to this process and recognizes the importance of this Implementation Plan in ensuring that the vision of the TRRC is realized. This Implementation Plan is guided by the core values of victim-centeredness, sustainability, and local ownership, and is grounded in the principles of transparency, accountability, and inclusivity.

We are cognizant of the challenges that lie ahead, including the need for resource mobilization, institution strengthening, capacity building, and navigating the complexities of transitional justice processes. However, we are committed to working with all stakeholders to ensure the successful implementation of the TRRC Recommendations in the most efficient manner.

Sustainability is a key priority for us as we embark on the implementation of the TRRC report. We are aware of the potential challenges and obstacles that may arise during the process, but we remain committed to ensuring that this implementation process is sustainable and achieves the desired outcomes. We understand that transitional justice processes are not a one-time event, but rather an ongoing effort that requires sustained commitment and resources. To this end, we have developed a comprehensive plan that prioritizes long-term sustainability, and we will continue to engage with relevant stakeholders to ensure that we remain on track towards achieving our goals. Our commitment to sustainability is not just about the implementation process, but to ensure that the structures we put in place now become embedded within our national systems and continue to serve the country long into the future.

I would like to express my sincere gratitude to all those who contributed to the development of this Implementation Plan, including members of the Steering Committee, Technical Working Groups, and all other stakeholders and partners who participated in the various consultative processes.

This Implementation Plan is a critical step towards achieving justice for victims of past human rights violations, promoting national healing and reconciliation, and building a more resilient and democratic Gambia.

Dawda A. Jallow
Honourable Attorney General and Minister
of Justice

Abbreviations and Acronyms

ADRS	Alternative Dispute Resolution Secretariat
CSO	Civil Society Organization
ECOWAS	Economic Community of West African States
GAF	Gambian Armed Forces
GBA	Gambia Bar Association
GCC	Gambia Competition and Consumer Protection Commission
GLC	General Legal Council
GPF	Gambian Police Force
GPS	Gambia Prison Service
GPU	Gambia Press Union
GRTS	Gambia Radio and Television Services
IGP	Inspector General of Police
IP	Implementation Plan
JSC	Judicial Service Commission
LRC	Law Reform Commission
MCA	Medicines Control Agency
MOH	Ministry of Health
MGCSW	Ministry of Gender, Children and Social Welfare
MoBSE	Ministry of Basic and Secondary Education
MOD	Ministry of Defence
MOFA	Ministry of Foreign Affairs
MOFEA	Ministry of Finance and Economic Affairs
MOH	Ministry of Health
MOHERST	Ministry of Higher Education, Research, Science and Technology
MOI	Ministry of the Interior
MoInf	Ministry of Information
MOJ	Ministry of Justice

MOLRGRA	Ministry of Lands, Regional Governments and Religious Affairs
MoPS	Ministry of Public Service
MOTC	Ministry of Tourism and Culture
MOTIE	Ministry of Trade, Industry, Regional Integration and Employment
MOYS	Ministry of Youth and Sports
MSDG	Migration and Sustainable Development in The Gambia
NA	National Assembly
NALA	National Agency for Legal Aid
NAQAA	National Accreditation and Quality Assurance Authority
NAS	National Aids Secretariat
NAATIP	National Agency Against Trafficking in Persons
NCAC	National Center for Arts and Culture
NCCE	National Council for Civic Education
NIA	National Intelligence Agency
NHRC	National Human Rights Commission
NLS	National Library Service
NMC	National Nursing and Midwives Council
NSC	National Sports Council
NYC	National Youth Council
OP	Office of the President
PMO	Personnel Management Office
PIU	Police Intervention Unit
PRC	Peace and Reconciliation Commission
PURA	Public Utilities Regulatory Authority
SGBV	Sexual and Gender-based Violence
SIC	Supreme Islamic Council
SPO	Special Prosecutor's Office
TANGO	The Association of Non-Governmental Organizations in The Gambia
TRRC	Truth Reconciliation and Reparations Commission
UN	United Nations
VLO	Victim-led Organization

1. Background

Between 1994 and 2017 The Gambia witnessed a gruesome dictatorship led by former President Yahya Jammeh, who seized power in a bloodless coup. During Jammeh's regime, The Gambia witnessed a range of human rights violations, including extrajudicial killings, enforced disappearances, torture, arbitrary arrests and detentions, and restrictions on freedom of expression and association. The regime was also known for its use of secret detention facilities, where detainees were subjected to inhumane treatment and torture. The Jammeh regime's human rights abuses were carried out by a range of state security agencies, including the National Intelligence Agency (NIA), the Police Intervention Unit (PIU), and the Gambian Armed Forces (GAF).

In December 2016, following a disputed presidential election, former President Jammeh was defeated by opposition candidate Adama Barrow. Jammeh initially refused to step down, leading to a regional intervention by the Economic Community of West African States (ECOWAS) and a negotiated settlement that saw Jammeh go into exile in Equatorial Guinea. In the aftermath of Jammeh's departure, the new government committed to addressing the legacy of past human rights violations and establishing a Truth, Reconciliation and Reparations Commission (TRRC) to investigate and provide a platform for victims and perpetrators to share their experiences.

1.1. Establishment of the TRRC

The TRRC was established in 2017 through an Act of National Assembly, with a mandate to investigate human rights violations that

occurred between July 1994 and January 2017, when Jammeh was in power. The Commission was given broad powers to gather evidence, hear testimony from witnesses and victims, and recommend measures to address the legacy of past abuses. The TRRC was also mandated to promote reconciliation and healing, and to make recommendations for reparations for victims and their families.

The TRRC held public hearings between January 2019 and May 2021, during which it heard testimony from about 400 witnesses, including victims, perpetrators, and experts. The hearings were broadcast live on national television and radio, providing a platform for victims to share their experiences and for the public to learn about the extent of past human rights abuses. The TRRC also conducted investigations, gathered documentary evidence, and commissioned expert reports to support its work.

1.2. Findings and Recommendations

In November 2021, the TRRC submitted its final report to the government, which included a wide range of findings and recommendations for addressing the legacy of past human rights violations. The report documented numerous cases of extrajudicial killings, enforced disappearances, torture, and other abuses committed by state security agencies under Jammeh's regime. The report also identified the institutional and structural factors that enabled these abuses to occur, including a lack of accountability, weak rule of law, and limited institutional checks and balances.

The TRRC made a wide range of recommendations for addressing the legacy of past human rights violations, including measures to ensure accountability, promote reconcil-

iation and healing, and provide reparations for victims and their families. The recommendations include institutional reforms to strengthen the rule of law, enhance human rights protections, and ensure that state security agencies are accountable to the public. The TRRC also recommended the establishment of a reparations fund to provide financial and other forms of assistance to victims and their families.

1.3. Implementation Plan

The government of The Gambia has committed to implementing the TRRC Recommendations and has developed this Implementation Plan to guide the process. The Implementation Plan aims to ensure that the TRRC's recommendations are fully and effectively implemented, in a manner that is transparent, inclusive, and accountable. The plan outlines the steps that the government will take to implement the various recommendations and identifies the key stakeholders responsible for implementing them.

One of the key components of the Implementation Plan is the establishment of a transitional justice coordination mechanism to oversee the implementation of the TRRC Recommendations. This mechanism will be responsible for coordinating the efforts of various government agencies, civil society organizations, and other stakeholders involved in the implementation process. The coordination mechanism will also provide a platform for dialogue and consultation with victims, their families, and other stakeholders to ensure that their voices are heard throughout the implementation process.

To ensure accountability, the Implementation Plan includes measures to strengthen the justice system and enhance access to justice for victims and their families. This includes the establishment of a specialized unit within the Attorney General's Office to investigate and prosecute cases related to the TRRC's findings, as well as the provision of legal aid and support services for victims and their families. The plan also includes measures to reform the security sector, to ensure that state security agencies are accountable and respect human rights.

In addition to these measures, the Implementation Plan includes provisions for promoting reconciliation and healing, including the establishment of a national reparations program to provide financial and other forms of assistance to victims and their families. The program will be guided by principles of gender sensitivity, inclusivity, and participation, and will prioritize the needs of the most vulnerable victims.

1.4. Conclusion

The establishment of the TRRC in The Gambia and the submission of its final report represent a significant step towards addressing the legacy of past human rights violations and promoting accountability, reconciliation, and healing. The implementation of the TRRC's recommendations will require sustained commitment and effort from all stakeholders, including the government, civil society organizations, and the international community. The Implementation Plan provides a roadmap for this process and represents a commitment by the government of The Gambia to ensuring that the TRRC's findings are translated into concrete actions that benefit victims, their families and contribute to a more just and inclusive society.

2. Purpose

The purpose of the Implementation Plan is to guide the process of implementing the recommendations of the TRRC in The Gambia. The Implementation Plan is a comprehensive document that outlines the steps that the government of The Gambia will take to ensure that the recommendations of the TRRC are fully and effectively implemented in a manner that is transparent, inclusive, and accountable.

The main purpose of the Implementation Plan is to ensure that the findings and recommendations of the TRRC are translated into concrete actions that benefit victims and their families, promote accountability and reconciliation, and contribute to a more just and inclusive society. The Implementation Plan provides a roadmap for this process, identifying the key stakeholders responsible for implementing the various recommendations and the steps that need to be taken to ensure their implementation.

The Implementation Plan also serves as a tool for promoting dialogue and consultation with victims, their families, and other stakeholders throughout the implementation process. It provides a platform for engaging with civil society organizations, human rights groups, and other actors to ensure that their perspectives are taken into account and their voices heard in the implementation process.

Furthermore, the Implementation Plan serves as a means of promoting transparency and accountability in the implementation of the TRRC Recommendations. It establishes clear timelines and benchmarks for implementation, identifies the resources needed to support implementation, and sets out monitoring and evaluation mechanisms to track progress and ensure that the implementation process is effective and efficient.

Overall, the Implementation Plan is an important tool for promoting the objectives of transitional justice, including accountability, reconciliation, and the promotion of human rights. It represents a commitment by the government of The Gambia to ensuring that the TRRC's findings are translated into concrete actions that benefit victims and their families and contribute to the development of a more just and inclusive society.

3. Overview of the TRRC Process

The TRRC was established in The Gambia in 2017, following the 22-year regime of former President Yahya Jammeh. The TRRC was established with the aim of investigating human rights violations that occurred during the Jammeh regime, promoting accountability, and facilitating reconciliation and healing in the country.

The TRRC conducted public hearings from January 2019 to May 2021, during which witnesses, victims, and perpetrators of human rights violations were invited to testify before the commission. The public hearings were broadcast live on television and radio and were attended by a large number of people. The TRRC received over 1,200 statements from witnesses and victims, and over 400 witnesses testified during the public hearings.

The TRRC's mandate was to investigate human rights violations that occurred during the Jammeh regime, including extrajudicial killings, enforced disappearances, torture, sexual and gender-based violence, and other forms of human rights violations. The TRRC also investigated the role of state institutions and non-state actors in perpetrating human rights violations, as well as the role of regional and international actors in enabling or facilitating these violations.

The TRRC conducted its investigations through a range of mechanisms, including public hearings, in-camera sessions, and research and documentation. The TRRC also engaged with civil society organizations, human rights groups, and other stakeholders throughout the process to ensure that their perspectives were taken into account. In addition to investigating human rights vi-

olations, the TRRC made recommendations for addressing the legacy of past human rights violations and promoting accountability, reconciliation, and healing. The TRRC's recommendations included measures to reform state institutions, promote access to justice, establish a national reparations program, and promote reconciliation and healing in the country.

The TRRC submitted its final report to the government of The Gambia on the 25th of November 2021. In line with the law and the government's commitment to making the report public, the full report was released to the public on the 24th of December 2021. The government undertook consultations with stakeholders on the content of the report and released its whitepaper on the 25th of May 2022.

In the whitepaper, the government accepted most of the recommendations of the TRRC with only two outright rejections. The government committed to implementing the majority of the TRRC's recommendations, including the establishment of a reparations program, reforms to state institutions, and the promotion of access to justice. The government also committed to taking steps to address the root causes of human rights violations, including poverty, inequality, and corruption.

Overall, the TRRC process and the government's response have been an important milestone in The Gambia's transition towards a more just and inclusive society. The TRRC's investigations and recommendations have shed light on the human rights violations that occurred during the Jammeh re-

gime, promoted accountability for these violations, and provided a platform for victims and their families to be heard. The government's commitment to implementing the majority of the TRRC's recommendations represents a significant step towards pro-

moting accountability, reconciliation, and healing in The Gambia. The TRRC's work has also contributed to the development of a more robust human rights regime in The Gambia, and has set a precedent for other countries in the region and beyond to follow.

4. SWOT Analysis

4.1. Strengths:

- **Comprehensive Recommendations:** The TRRC's final report includes a wide range of recommendations that cover many different aspects of addressing past human rights violations in The Gambia, such as reforms to state institutions, reparations programming, and promoting access to justice.
- **Government Support:** The government has shown a commitment to implementing the majority of the TRRC's recommendations, as evidenced by the release of a white paper accepting most of the recommendations.
- **Civil Society Support:** Civil society organizations have been involved in the TRRC process from the beginning and are likely to continue to play a role in monitoring the implementation of the recommendations and awareness raising on the process to ensure public engagement.
- **Regional and International Support:** The TRRC has received support from regional and international organizations, such as the African Union and the United Nations, which may provide additional resources and support for implementation.

4.2. Weaknesses:

- **Lack of Capacity and Expertise:** The implementation of the TRRC Recommendations may be challenged by a lack of capacity and expertise in transitional justice and institutional reform in The Gambia. The country has limited experience in addressing past human rights

violations and implementing transitional justice mechanisms, which may limit its ability to effectively carry out the recommendations of the TRRC. This could result in delays, inefficiencies, or sub-optimal outcomes in the implementation process. Therefore, it is important to invest in building the capacity and expertise of relevant stakeholders, including government officials, civil society organizations, and the judiciary, to ensure that they have the knowledge, skills, and resources necessary to carry out the recommendations effectively. This could include providing training and technical assistance on topics such as human rights, transitional justice, and institutional reform, as well as creating opportunities for knowledge sharing and exchange with other countries and international organizations. Additionally, it is important to establish clear roles and responsibilities for different stakeholders involved in the implementation process and to ensure that they have the necessary resources and support to carry out their mandates effectively.

- **Limited Resources:** The Implementation Plan may face challenges due to limited financial and human resources in The Gambia, which may impact the speed and scope of implementation. The lack of resources in The Gambia presents a significant challenge to the effective implementation of the TRRC Recommendations. The Gambia is a small and relatively poor country, with limited financial and human resources available for the implementation of the recommendations. The TRRC Recommendations cover a wide range of areas, including reparations, institutional reform, and the establishment of a specialized court to prosecute perpetrators of human rights violations.

Each of these areas requires significant resources in terms of funding, personnel, and infrastructure. The Gambia has limited domestic revenue sources, and its economy is heavily reliant on foreign aid and remittances. The government may therefore struggle to secure the funding necessary to implement the recommendations fully. Additionally, competing priorities such as poverty reduction, health-care, and education may make it difficult to prioritize the TRRC Recommendations and allocate resources accordingly.

- **Resistance to Change:** Some state institutions and individuals may resist reforms or the implementation of some recommendations, which may hinder progress.

4.3. Opportunities:

- **Institutional Reform:** The implementation of the TRRC Recommendations presents an opportunity for institutional reform that could help build resilience against further dictatorships and human rights violations in The Gambia. The TRRC report identified a range of institutional failures and weaknesses that allowed human rights violations to occur, including a lack of independence and transparency in the judiciary and security forces, and a culture of impunity that enabled perpetrators to go unpunished. By implementing the TRRC Recommendations, The Gambia has the opportunity to address these institutional challenges and create stronger, more accountable institutions that are better equipped to resist future abuses of power. This could include reforms to the judiciary and security forces, strengthening of civil society, and greater transparency and accountability in government. Such institutional reforms would not only help to prevent
- **future human rights violations but also contribute to the wider democratic and developmental goals of the country.**
- **International Support:** The TRRC implementation process has received significant support from the international community, including the United Nations, the African Union, ECOWAS and a range of donor countries and organizations. This support presents an opportunity for The Gambia to leverage international expertise, funding, and technical assistance to support the implementation of the recommendations. International support can also help to build capacity and strengthen institutions, as well as promote best practices and standards in human rights, transitional justice, and institutional reform. Additionally, international support can contribute to the wider diplomatic and strategic goals of The Gambia, such as strengthening regional cooperation and promoting good governance. Therefore, it is important to continue to engage with the international community and build partnerships that can support the implementation of the TRRC Recommendations and contribute to the wider development goals of the country.
- **Increased Awareness:** The TRRC process has increased public awareness about human rights violations in The Gambia and reinforced the demand for justice, accountability and reparations, which will increase public support for implementation.
- **Reconciliation and Healing:** The implementation of the TRRC Recommendations may promote reconciliation and healing in The Gambia, which could have positive social and economic effects.

4.4. Threats:

- **Political Instability:** The implementation of the TRRC Recommendations may be impacted by political instability in The Gambia, which could result in changes to government priorities and funding for implementation.
- **External Interference:** External actors, such as neighbouring countries or non-state actors, may interfere with the implementation process, which could hinder progress or lead to further human rights violations.
- **Yahya Jammeh's Popularity:** Despite the TRRC's findings of human rights violations committed by the former President, Yahya Jammeh still maintains a significant following among some sections of the population in The Gambia. This popularity could potentially lead to resistance to the implementation of the recommendations, particularly those that may implicate Jammeh and his associates in wrongdoing. This could manifest as protests, civil unrest, or even violence, which could have negative consequences for the implementation process and the wider stability of the country. Therefore, it is important to ensure that the Implementation Plan includes measures to address potential resistance to the recommendations and to engage with Jammeh's supporters in a constructive and transparent manner.
- **Political Will:** The current government has demonstrated a commitment to implementing the TRRC Recommendations, as evidenced by the release of a white paper accepting most of the recommendations. However, political will can be fragile and may be subject to change

with new governments or shifts in political priorities. In the event of a change in government or a shift in political priorities, the implementation of the TRRC Recommendations may be deprioritized, delayed, or even abandoned altogether. Therefore, it is important to build support for the Implementation Plan across different political parties and stakeholders to ensure that the recommendations are seen as a long-term national priority that transcends political changes. Additionally, the Implementation Plan should include measures to safeguard against political interference or changes that may impact the implementation process, such as independent oversight mechanisms and accountability measures for those responsible for implementation.

The TRRC Implementation Plan faces several challenges, including limited resources and potential resistance to change. However, the plan also presents opportunities for increased public awareness, reconciliation, and healing in The Gambia. Overall, successful implementation of the TRRC Recommendations has the potential to create a more just and inclusive society in The Gambia.

5. Objectives and Vision

The primary objective of the TRRC Implementation Plan is to ensure that the recommendations of the TRRC are effectively implemented to address the legacy of past human rights violations in The Gambia. The vision of the Implementation Plan is to create a society that is just, equitable, and democratic, where human rights are respected, and impunity for past violations is ended.

To achieve this objective, the TRRC Implementation Plan has several specific objectives and goals, including:

- **Ensure Accountability:** One of the primary objectives of the TRRC Implementation Plan is to ensure accountability for past human rights violations. This includes the establishment of a specialized court to prosecute perpetrators of human rights violations, as recommended by the TRRC. The Implementation Plan will focus on ensuring that this court is effectively established and that it has the necessary resources and support to carry out its mandate.
- **Provide Reparations:** The TRRC recommended the provision of reparations to victims and their families as a way of acknowledging the harm caused by past human rights violations. The Implementation Plan will focus on ensuring that these reparations are provided in a fair, transparent, inclusive and effective manner, taking into account the needs and preferences of victims, communities and their families.
- **Institutional Reform:** The TRRC also recommended significant institutional reform to address the root causes of past human rights violations and to prevent future violations from occurring. The Implementation Plan will focus on ensuring that these reforms are effectively implemented, including the reform of the security sector, the judiciary, and other key institutions.
- **Public Awareness and Education:** The TRRC recommended that public awareness and education campaigns be carried out to promote understanding and support for the implementation of its recommendations. The Implementation Plan will focus on ensuring that these campaigns are effectively designed and implemented, with a particular focus on engaging marginalized communities and youth.
- **Strengthen Civil Society:** The TRRC recognized the important role of civil society organizations in supporting the implementation of its recommendations. The Implementation Plan will focus on strengthening the capacity of civil society organizations to engage in the implementation process effectively, including providing technical assistance and support for advocacy and outreach activities.
- **Building Capacity and Expertise:** The implementation of the TRRC Recommendations requires significant capacity and expertise of the implementing institutions in areas such as transitional justice,

institutional reform, and human rights. The Implementation Plan will focus on building the capacity and expertise of relevant stakeholders, including government officials, civil society organizations, and the judiciary, to ensure that they have the knowledge, skills, and resources necessary to carry out the recommendations effectively.

- **Ensure Sustainability:** The TRRC Implementation Plan will also focus on ensuring the sustainability of the reforms and measures implemented. This includes ensuring that the reforms are institutionalized and embedded within the legal and policy frameworks of The Gambia, and that they are supported by adequate funding and resources over the long term.

The vision of the TRRC Implementation Plan is to build a society in The Gambia that is based on the principles of justice, equity, and democracy, where human rights are respected and protected, and where past human rights violations are acknowledged and addressed. The plan recognizes that the TRRC report and its recommendations represent an important step towards addressing the past injustices and promoting a culture of respect for human rights and rule of law in The Gambia. The vision of the Implementation Plan is to ensure that these recommendations are fully implemented and that they serve as a foundation for a more just and democratic society in the future. The objectives and goals of the plan are designed to achieve this vision, by ensuring accountability, providing reparations, promoting institutional reform, strengthening civil society, building capacity and expertise, and ensuring sustainability over the long term.

6. Core Values of Implementation

The implementation of the TRRC Recommendations is guided by a set of core values that reflect the principles of justice, accountability, inclusiveness, and sustainability. These core values include:

- **Victim-centred approach:** The implementation process is centred on the needs and interests of victims of human rights violations. The process aims to restore the dignity of victims and promote their healing and reconciliation.
- **Transparency and openness:** The implementation process is committed to transparency and openness in all its activities. The public has a right to know what is happening, and accurate and reliable updates will be provided regularly.
- **Local ownership:** The implementation process recognizes that sustainable change can only be achieved through the active participation of local stakeholders. The process aims to involve communities, civil society organizations, and other relevant actors in all stages of implementation.
- **Sustainability:** The implementation process aims to create sustainable change by building capacity, strengthening institutions, and promoting long-term development. The process seeks to ensure that the reforms put in place are enduring and will continue to benefit future generations.
- **Accountability:** The implementation process is guided by the principles of accountability and justice. Those responsible for human rights violations must be held accountable for their actions. The process aims to ensure that perpetrators are brought to justice, and that victims receive redress.
- **Evidence-based approach:** The implementation process is guided by an evidence-based approach. The process seeks to identify the most effective interventions and strategies based on best practices and lessons learned from other countries that have undergone similar transitional justice processes.
- **Flexibility and adaptability:** The implementation process recognizes that transitional justice is a complex and evolving process. The process will be flexible and adaptable to changing circumstances, with a willingness to learn and adjust as needed.

The core values of the implementation process reflect a commitment to promote justice, reconciliation, and sustainable change in The Gambia. These values guide the implementation process and ensure that it is victim-centered, transparent, locally owned, sustainable, accountable, evidence-based, and adaptable to changing circumstances.

7. Overarching Priorities

7.1. Truth

The right to truth is one of the core pillars of the transitional justice process in The Gambia, providing a foundation for the other processes including reparations, justice and accountability. Further on this point, the UN Basic Principles sets out that “victims and their representatives should be entitled to seek and obtain information on the causes leading to their victimization and on the causes and conditions pertaining to the gross violations of international human rights law and serious violations of international humanitarian law and to learn the truth in regard to these violations.”¹ The TRRC was established in The Gambia in 2017 to investigate human rights violations that occurred during the 22-year regime of former President Yahya Jammeh. The Commission concluded its public hearings in May 2021 and submitted its final report to the government in November 2021. The TRRC report recommendations were taken up by the Government of The Gambia through the publication of its TRRC White Paper on 24 May 2022. The TRRC process reflects the Gambia’s commitment to the pursuit of truth, justice and reparations. The report is the only comprehensive historical record to date of the atrocities that occurred during the Jammeh period.

7.1.1. Objective:

Pursue a national truth-seeking process to create a historical record of the past that will serve for national healing, reconciliation, reparations as well as justice and accountability.

7.1.2. Key Intervention Areas:

Establish the Truth Reparations and Reconciliation Commission; publish the TRRC final report; disseminate the TRRC findings to ensure wide public awareness; develop the TRRC White Paper; implement the TRRC Recommendations; monitor the implementation of the TRRC Recommendations; ensure that gaps in the TRRC process are filled through the post-TRRC implementation phase.

7.2. Justice & Accountability

Accountability for the atrocities committed during the previous regime and justice for the victims constitute another key pillar of the Gambia’s transitional justice process. In addition, the UN Impunity Principles² lays out the obligation that: “States shall undertake prompt, thorough, independent and impartial investigations of violations of human rights and international humanitarian law and take appropriate measures in respect of the perpetrators, particularly in the area of criminal justice, by ensuring that those responsible for serious crimes under international law are prosecuted, tried and duly punished.” In light of this, a successful transition to a new democratic order that is founded on principles of human rights and rule of law calls for a break with the past that includes putting an end to the widespread

¹ Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law

² UN Set of Principles for the Protection and Promotion of Human Rights Through Action to Combat Impunity, revised 2005

impunity for past crimes and to ensure that perpetrators are duly tried and punished. To this end, the Government of The Gambia committed to pursuing criminal justice against the key perpetrators identified through the TRRC process. A special mechanism will be set up and accompanying legislation will be adopted to take forward criminal investigations and prosecutions over the coming years.

7.2.1. Objective:

To pursue justice and accountability against individuals identified as key perpetrators in the TRRC process.

7.2.2. Key Intervention Areas:

Establish and equip a special judicial mechanism to try perpetrators for international crimes, inclusive of the adoption of legislation to establish the special mechanism; set up, train and equip a special prosecutor's office; take forward investigations into past crimes, including special measures to identify, exhume and return remains connected to enforced disappearances.

7.3. Reparations

The right to remedy and reparations for victims of gross violations of human rights and serious crimes is one of the most crucial aspects of the transitional justice process in The Gambia. However, for reparations to be transformative, they must go beyond mere compensation and address the root causes of harm suffered. The reparations program established through the adoption of a victim reparations bill and the creation of a victim's reparations fund will prioritize urgent measures such as the provision of medical and psychosocial services to victims who came forward before the TRRC. However, transfor-

mative reparations also require measures such as restitution, compensation, rehabilitation, and satisfaction, and thus, the program will seek to be inclusive of all victims who suffered harm, both physical and psychosocial.

To ensure that the reparations program is comprehensive, inclusive, and transformative, it will be national and administrative. By adopting a transformative reparations approach, the program aims to address the structural injustices and systemic issues that led to the violations of human rights and serious crimes in the first place. The transformative approach recognizes that monetary compensation alone is insufficient, and thus, the program will also aim to provide holistic reparations that seek to transform the lives of victims and their communities. By addressing the root causes of harm, the program aims to provide comprehensive and inclusive reparations to all victims who suffered harm, both physical and psychosocial. The establishment of a national, administrative reparations program through the adoption of a Victim Reparations Bill and the creation of a victim's reparations fund will prioritize urgent measures while also addressing the systemic issues that led to the violations of human rights and serious crimes in the first place.

7.3.1. Objective:

Adopt a national reparations program that is inclusive and holistic in the array of measures it offers victims. Fulfil the TRRC Recommendations on memorialisation, a key component of reparations.

7.3.2. Key Intervention Areas:

Adopt legislation to create the victims' reparations body; set up the Commission and

Fund to administer an array of individual and collective reparations that seek to be restorative and transformative; conduct public awareness/outreach sessions to include a wider category of victims in need of reparations; implement TRRC Recommendations on memorialisation including the development of a memorialisation strategy.

7.4 Peace & Reconciliation

One of key objectives of the TRRC was to promote healing and reconciliation in the aftermath of a period of widespread collective violence and which damaged social cohesion in the country. Promoting healing and reconciliation is a long-term process, one that is achieved through a series of measures including fulfilling the expectations of the victims for truth, justice and reparations but also includes institutional measures and reforms. The Gambia is committed to restoring social cohesion and national unity through the adoption of targeted measures as identified in the TRRC Report/Recommendations. In order to achieve this goal, specialized measures and institutions have been proposed that will accompany the transition process and pillars.

7.4.1 Objective:

Establish institutions and strategies to promote national reconciliation and healing, including measures to restore social cohesion.

7.4.2 Key Intervention Areas:

Establish a Peace and Reconciliation Commission through the adoption of a specialized law; develop a national reconciliation strategy; adopt programming to operationalise the strategy.

7.5. Guarantees of Non-Repetition

A key component of the transitional justice process and to best leverage the recommendations of the TRRC, is the need to adopt long-term measures such as institutional and legal reforms that seek to prevent the reoccurrence of violations and abusive practices also known as 'guarantees of non-repetition' and frequently referred to as measures that reflect the 'never again' principle.

7.5.1 Objective:

Adopt measures that seek to prevent the reoccurrence of violations/atrocities. This may include institution strengthening/building, legal and judicial reforms, capacity building, amongst others.

7.5.2 Key Intervention Areas:

Pursue institutional, legislative, justice sector, and security sector reforms as recommended by the TRRC with an aim to enhance human rights and constitutional protections in The Gambia; institute capacity building programs for justice actors and others as identified in the TRRC White Paper; build human rights awareness amongst the population through institutionalised programs.

8. Implementation Areas

8.1. Theme 1: Soldiers with a Difference

This theme aims to achieve two key outcomes: (1) accountability for atrocities committed by the junta; and (2) existence of laws that protect against torture and other violations ancillary to torture. Together these provide for a series of activities that promote justice and accountability for past crimes as well as legal reform of existing laws to incorporate protection against torture and other forms of cruel and unusual treatment.

8.2. Theme 2: November 11, 1994 Attempted Coup

This theme aims to achieve two key outcomes: (1) accountability for crimes committed by Junta Members and other members of the Armed forces during the November 11, 1994 attempted coup; and (2) a better trained police and military force that has basic understanding of human rights norms and international obligations of the state. Activities under this theme focus on justice & accountability as well as preventative measures (guarantees of non-repetition) for past crimes, while it also provides for institutional reforms and capacity building to build up the security forces to be able to understand and apply human rights standards while executing their day-to-day functions.

8.3. Theme 3: The Unlawful killing of Koro Ceesay

This theme mainly comprises of justice and accountability measures focused on prosecution and punishment for the murder of Koro Ceesay.

8.4. Theme 4: The Convoy of The President

Under this theme, the two key outcomes include: (1) Accountability for crimes committed by the presidential convoy; and (2) Protocols exist to regulate and coordinate the use of convoys. These aim to achieve justice and accountability for the crimes committed by the President's Convoy and preventative measures to bar the recurrence of these egregious practices.

8.5. Theme 5: Student Demonstrations

This theme has three key outcomes: (1) Accountability for crimes committed by government officials during the April 10/11 student demonstration; (2) Implement measures to ensure non-recurrence of the events of April 10th and 11th 2000; and (3) Open communication lines established between students and authorities. The activities focus on justice and accountability for the past crimes and guarantees of non-repetition to prevent the recurrence through the provision of capacity building, adopting necessary complaints mechanisms.

8.6. Theme 6: Attack on Political Opponents

The key outcomes for this thematic area include: (1) Accountability for crimes committed as highlighted in TRRC report; (2) Public Order Act is in line with international best practices and human rights standards; (3) Capacity of law enforcement officials is built; and (4) Social cohesion is strengthened throughout the country. Activities focus

on furthering justice and accountability for crimes committed against Jammeh's political opponents and institutional reform and capacity building to prevent the recurrence of such crimes.

8.7. Theme 7: Attack on the Media

Theme 7 has four key outcomes envisioned, including: (1) Accountability for atrocities and violations committed against the media houses and practitioners; (2) Domestic legislation adequately protects freedom of expression, access to information and protection of media practitioners; (3) Security personnel are aware of media laws; and (4) Conducive working environment created for journalists to carry out their work. The focus of the activities is on legal reform to ensure laws are in compliance with international human rights standards as they pertain to freedom of expression and access to information.

8.8. Theme 8: Attack on Religious Freedoms

Theme 8 is comprised of two key outcomes: (1) Accountability for the unlawful arrest and detention or persecution of religious leaders; and (2) Peaceful coexistence between various religious denominations and sects. The activities focus on building peace and reconciliation in the country including the establishment of a new entity, a Peace and Reconciliation Commission, with an aim to restore social cohesion and promote peaceful coexistence in the country.

8.9. Theme 9: The Junglers - Unlawful Killings, Torture and Other Human Rights Violations

Theme 9 has three key outcomes which focus largely on justice and accountability and institutional reform and capacity building for the military. Activities fall within these three outcomes: (1) Accountability for crimes committed by Junglers under the instructions of Jammeh; (2) The military is aware of human rights and their role within a democratic society; and (3) Forensic capacity exists for the identification and exhumation of disappeared persons.

8.10. Theme 10: The President's Alternative Treatment Program

This theme encompasses seven key outcomes: (1) Accountability for perpetrators of gross human rights violations as part of the PATP; (2) Strengthened regulations on the use of herbal medicine products and enhanced enforcement of applicable regulations; (3) Better access to treatment, care and health services for PLHIV; (4) Healthcare workers are equipped with knowledge on HIV/AIDS stigma and discrimination, the right to privacy for PLHIV, human rights and medical ethics in the context of HIV; (5) Increased access to HIV testing services nation-wide; (6) Increased availability of testing facilities nation-wide; and (7) Existence of frameworks for the protection of right to privacy of PLHIV/AIDS. Activities fall within the overall areas of justice and accountability calling for prosecutions but also guarantees of non-repetition calling on measures to ban certain individuals from practicing medicine, as well as numerous institutional reforms to enhance access to health care for persons living with HIV.

8.11. Theme 11: Sexual and Gender Based Violence

Theme 11 has seven key outcomes that focus largely on justice and accountability for SGBV crimes and legal reforms to prevent the re-occurrence of the violations. They include: (1) Accountability for SGBV Violations perpetrated between 1994 and 2017; (2) The establishment of new, and enhancement of existing support systems for SGBV victims; (3) The existence of safe spaces for victims of SGBV; (4) Existence of laws, policies and manuals that protect and prevent SGBV; (5) Increased capacity of public institutions and actors on SGBV matters; (6) Increased public education, training and access to information on SGBV related matters; and (7) Increased public awareness on rights and responsibilities within the context of SGBV.

8.12. Theme 12: President's Witch-Hunt Exercise

Theme 12 encompasses three key outcomes: (1) Accountability for the violations that happened during the witch-hunt exercises between 2008 and 2009; (2) Existence of legal measures to protect against discrimination and stigma connected to accusations of witchcraft; and (3) Increased public awareness on the negative impact of branding individuals as wizards and witches on the accused and society in general.

8.13. Theme 13: Enforced Disappearances

Theme 13 has four key outcomes centred around justice and accountability, reparations, and institutional reforms necessary to prevent the recurrence of this type of violation. Key outcomes include: (1) Accountability for enforced disappearances and killing of victims between 1994 and 2017; (2) Knowl-

edge of the fate and whereabouts of missing persons; (3) Families of disappeared persons are provided with necessary support throughout the investigation & trial stage; (4) Increased capacity and expertise in the investigation and prosecution of enforced disappearances.

8.14. Theme 14: The Killing of the West African Migrants

Theme 14 comprises 3 key outcomes that prioritize justice and accountability – prosecution of the perpetrators for the killing of the West African Migrants and institutional reforms and capacity building to prevent their reoccurrence: (1) Accountability for the killing of west African migrants is achieved; (2) Security forces well trained in international human rights instruments, including those of the AU, the ECOWAS, and the UN; and (3) Enhanced capabilities on data and information storage by the Police.

8.15. Theme 15: Institutional Hearings: National Intelligence Agency

Theme 15 is comprised of 3 key outcomes focusing on justice and accountability; guarantees of non-repetition and institutional reform of the NIA to break with the past and develop a professional and well-trained agency. Activities fall within these three outcomes: (1) Accountability for arrests, unlawful detention and torture by intelligence officers; (2) A reformed National Intelligence Agency; and (3) Professionally trained intelligence officers.

8.16. Theme 16: Institutional Hearing: Prisons

Theme 16 is comprised of six key outcomes which focus on institutional and legal reform of the prison service: (1) An efficient and pro-

fessional prison service staffed by competent officers and operating under acceptable international standards; (2) A reduction in the time accused persons spend in detention during trials; (3) Improved physical infrastructure and equipment for the better functioning of the prison; (4) Reduced custodial sentences or alternative penalties exist for certain types of petty crimes especially those committed by young offenders; (5) Accountability for tortures meted out on prisoners; and (6) Improved terms of service for prison officers.

8.17. Theme 17: Institutional Hearings: Justice Sector Entities

Theme 17 is comprised of seven key outcomes that emphasize institutional reform of the justice sector. Importantly it also calls for the revival of the constitutional review process to adopt a new constitutional framework for the country. The key outcomes are: (1) An independent and efficient Judiciary staffed by competent and qualified judges; (2) Respect and adherence to Court orders by public officers; (3) Effective leadership of the justice sector; (4) Accountability for unlawful acts by justice sector actors; and (5) A new and progressive Constitution which departs from the flawed 1997 Constitution.

8.18. Theme 18: Reparations

Under theme 18, there is a provision to establish a new specialized body to administer reparations and establish mechanisms to identify the whereabouts of those enforcedly disappeared. Key outcomes include (1) An effective and well-functioning body to administer reparations is established; and (2) Mechanisms exist to identify and exhume remains of victims of enforced disappearances for reburial; and (3) Victims receive effective reparation for suffering as a result of human rights violations.

8.19. Theme 19: Reconciliation

Under theme 19, provision is made to establish a new entity to lead reconciliation efforts, this will be led by a Justice and Peace Commission along with other government agencies and religious institutions such as the National Youth Council and the Supreme Islamic Council. The two key expected outcomes are: (1) Effective structures and strategies for the promotion of reconciliation exist; and (2) A peaceful Gambia characterized by social cohesion and national unity.

8.20. Theme 20: Memorialisation

Under theme 20, measures will be put in place to put in place a memorialisation framework. The key outcomes include: (1) Effective structures and strategies for the promotion of reconciliation exist; and (2) A peaceful Gambia characterized by social cohesion and national unity.

8.21. Theme 21: The National Human Rights Commission (NHRC)

Under theme 21 the National Human Rights Commission is given the mandate to monitor the progress of the implementation phase. It comprises of two key outcomes: (1) Independent mechanisms exist to monitor and report on the implementation of the White Paper; and (2) The TRRC documents and materials are archived for public access and kept safe for posterity.

8.22. Cross-cutting areas

Cross-cutting activities focus on the creation of a new justice mechanism to enable Gambia to prosecute international crimes by introducing a special mechanism (hybrid-internationalised court) to try those with the greatest responsibility for the atrocities com-

mitted during the previous regime. It also plans for the establishment of a Special Prosecutions Office with powers to investigate and prosecute serious international crimes. It also provides for a coordination mechanism to oversee implementation of the TRRC Recommendations implementation phase. Key outcomes include: (1) A Special Prosecutions Office established to investigate and prosecute violations/crimes identified for prosecution by the TRRC; (2) An internationalised judicial framework established to adjudicate the violations/crimes identified by the TRRC for prosecution; (3) Professionally trained security forces according to international standards and human rights compli-

ant; (4) Coordination and collaboration within and between the implementation Steering Committee and other key stakeholders is established and maintained throughout the implementation process; (5) There is effective communication with the public on the progress of implementation and information is easily accessible; (6) There are sufficient resources & capacity to ensure sustainability of the implementation process; (7) The Ministry of Justice and Steering Committee members have sufficient capacity to effectively fulfil their mandates under the Implementation Plan; and (8) A strong and organized civil society that can advocate for effective implementation as well as serve as key partners in implementation.

9. Coordination Mechanism

The successful implementation of the TRRC Recommendations requires a robust coordination mechanism that is effective and accountable. To this end, the Ministry of Justice will lead the coordination of the implementation process, and establish a multi-sectoral steering committee to oversee the implementation process. The Steering Committee will comprise representatives from the Ministry of Justice, other relevant government ministries and agencies responsible for implementation of the TRRC Recommendations, as well as the National Human Rights Commission and representatives of civil society organizations.

The Steering Committee's primary role is to provide strategic direction and oversight for the implementation of the TRRC Recommendations. The committee will also ensure that the implementation process is on track with set goals, timelines and agreed upon budgets. It will be guided by an agreed upon Terms of Reference, the Implementation Plan and the developed M&E framework. It will be transparent, participatory, and accountable.

To achieve its mandate, the steering committee will have the following terms of reference:

- Issue regular (quarterly) progress reports, submitted to the President's office via the Ministry of Justice and shared with key government institutions, the National Human Rights Commission, civil society and the public. Reports will include updates on progress of the implementation of the TRRC Recommendations, including updates on progress towards set targets, challenges encountered, spending and achievements as per the Implementation Plan's M&E framework.
 - Coordinate with relevant government ministries and agencies to ensure that the TRRC Recommendations are complementary to and/or integrated into existing plans, policies, laws, and programs to enhance efficiency and avoid duplication of interventions;
 - Provide regular updates and opportunities for engagement with victim-led organizations and civil society;
 - Provide regular updates and opportunities for engagement with development partners and other organizations supporting the post-TRRC phase;
 - Secure necessary support, including funding and human resources from both Government sources and development partners to enable the successful implementation of the TRRC Recommendations.
 - Ensure that the implementation process reflects international best practice and standards of transitional justice, including respect for human rights, accountability, reconciliation and guarantees of non-repetition.
- Oversee the implementation of the action plan and ensure that it is executed effectively and efficiently, according to the agreed Implementation Plan targets, timelines and budget allocations,
 - Ensure that the implementation process is transparent, participatory and accessible to the public, with regular opportunities for public feedback and input.

The Ministry of Justice will provide overall leadership and serve as the Chair of the Steering Committee, which will oversee the implementation process and provide strategic direction. By working together, the government, civil society organizations, victims' groups, and other relevant stakeholders can ensure that the TRRC Recommendations are implemented effectively and that they contribute to a more just and peaceful society in The Gambia.

9.1. Composition

The Steering Committee will be inclusive and victim-centred. The committee will comprise representatives from the Ministry of Justice, other relevant government ministries, and civil society organizations. This approach recognizes that the implementation process must be participatory, transparent, and accountable to all stakeholders, including victims, civil society organizations, and the broader public.

Victims and their representatives will be included in the Steering Committee to ensure that their voices are heard and that their needs and concerns are adequately addressed. The participation of victims in the implementation process is essential to promote healing, reconciliation, and ensure that justice is done.

Furthermore, the inclusion of civil society organizations in the steering committee is crucial to ensuring that the implementation process is participatory, transparent, and accountable. Civil society organizations have played a vital role in advocating for the establishment of the TRRC and supporting its work. Their participation in the implementation process will contribute to building trust and confidence in the process and ensure that it is credible and effective.

The inclusive and victim-centred nature of the Steering Committee will be aligned with international best practices for transitional justice processes. Transitional justice processes must be victim-centred to ensure that the needs and concerns of victims are adequately addressed. Furthermore, the participation of civil society organizations is essential to building trust, ensuring transparency and accountability, and promoting meaningful participation in the process.

By incorporating an inclusive and victim-centred approach to the coordination mechanism for the Implementation Plan, the Government of The Gambia demonstrates its commitment to ensuring that the TRRC Recommendations are implemented in a manner that is credible, effective, and accountable.

The Steering Committee will consist of representatives of the following:

- Attorney General's Chambers and Ministry of Justice (Chair)
- Ministry of Interior
- Ministry of Finance
- Ministry of Health
- Ministry of Basic and Secondary Education
- Ministry of Higher Education, Research, Science and Technology
- Ministry of Gender and Social Welfare
- Ministry of Defence
- Ministry of Lands, Regional Governments and Religious Affairs
- Ministry of Tourism & Culture
- Ministry of Communication & Digital Economy
- Ministry of Public Service
- Judiciary of The Gambia
- Gambia Bar Association
- TANGO
- Alliance of Victim Organisations

9.2. Transparency and Reporting

Transparency and openness are fundamental principles of the implementation process of the TRRC Recommendations in The Gambia. The government recognizes the importance of keeping the public informed and engaged throughout the implementation process, to ensure accountability and legitimacy.

To achieve this, the Steering Committee will establish a mechanism for regular reporting and updates on the progress of the implementation process. These updates will be disseminated through various channels, including online portals, social media platforms, and regular press briefings. The updates will be accurate, reliable, and comprehensive, providing details on the steps taken, challenges encountered, and next steps.

The Steering Committee will also establish a public feedback mechanism to allow for the public to provide input and feedback on the implementation process. This feedback mechanism will be accessible and user-friendly, to encourage public participation and feedback.

Furthermore, the Steering Committee will ensure that all relevant documents, reports, and data related to the implementation process are made publicly available, subject to applicable laws and regulations. The documents will be accessible through online portals, public libraries, and other relevant channels.

The commitment to transparency and openness is essential to building trust and confidence in the implementation process. By providing accurate and reliable updates, the government demonstrates its commitment to accountability and

legitimacy. The public feedback mechanism ensures that the implementation process is responsive to the needs and concerns of the public. The availability of relevant documents and data ensures that the public can scrutinize the process and hold the government accountable.

9.3. Secretariat

The establishment of a secretariat for the Steering Committee is a crucial component of the implementation process of the TRRC Recommendations in The Gambia. The Secretariat will be based at the Ministry of Justice and will be responsible for supporting the work of the Steering Committee.

The Special Adviser on Transitional Justice will head the Secretariat and will be responsible for managing its day-to-day activities. The Secretariat will provide administrative and technical support to the Steering Committee and ensure that the implementation process is effectively managed.

Specific roles of the secretariat will include:

- Coordinating the implementation of the TRRC Recommendations across different government ministries, departments, and agencies.
- Ensure that the implementation process adheres to the Implementation Plan targets and timelines.
- Monitor/track spending and liaise with development partners to continue to identify new sources of funding to ensure successful implementation of the Implementation Plan;
- Facilitate the collection, analysis, and dissemination of relevant data and information on the implementation process.
- Liaise with relevant stakeholders, including civil society organizations, victims, and their families, to ensure that their

views and concerns are adequately represented.

- Provide support to the steering committee in the preparation of reports, briefings, and other relevant documents.
- Monitor the progress of the implementation process and identifying potential challenges and opportunities for improvement.

The Secretariat will play a critical role in ensuring that the implementation process is effectively managed and coordinated. Its location at the Ministry of Justice ensures that it is well-placed to engage with relevant government agencies and coordinate their efforts towards the implementation of the TRRC Recommendations. The role of the Special Adviser on Transitional Justice as the head of the Secretariat is crucial to the success of the implementation process. The Special Adviser will bring expertise and experience in transitional justice, ensuring that the implementation process is grounded in best practices and aligned with international standards.

9.3.1. Ministry of Justice - Civil Society engagement – Coordination

The active participation of The Gambia's civil society in the implementation process is another component to its success. To this end, a regular (quarterly) meeting will be held between the MOJ/Chair of the Steering Committee and civil society organizations interested in taking an active role in monitoring progress of implementation and supporting the implementation of the plan. This will serve as a platform for information exchange, updates on progress of implementation, as well as coordination and collaboration of CSO efforts to support implementation of the plan. Beyond a monitoring and reporting role, civil society

may play an important role in awareness raising and outreach with communities on the implementation process as well as serve as resources on areas (enforced disappearances, violence against women, human rights capacity building) within their specialisation.

9.3.2. Public awareness and engagement - Victim Townhalls

Victim awareness and engagement in the implementation process is critical to ensuring the initiatives set out in the Implementation Plan are reaching victims and their communities and are meaningfully impacting them and improving their conditions. As the Implementation Plan is a broad five-year plan, involving victims at every stage of the implementation will allow them to include their views and interests in the design and conceptualisation of many of the implementation initiatives set out in the plan. To this end, public and victim town halls will be organized on a regular basis to ensure that victims are included in the process. Townhalls will serve as an opportunity for information exchange on the state of implementation but also to receive feedback/input from victims and the public on the nature and impact of the measures.

9.3.3. Development partner engagement - Partnership Platform

A Partnership Platform will be created to provide regular updates and progress reports to development partners and all those organizations providing support to the post-TRRC phase. The objective will be for information sharing and coordination of support to the process. Meetings will be called quarterly and progress reports will be shared with an opportunity for discussion and dialogue on implementation matters and spending.

10. Public Information & Communication

Active victim and public participation in the post-TRRC phase is dependent upon a public that is informed and engaged in the process. Effective communication and outreach are therefore essential components for the success of the Implementation Plan for the TRRC Recommendations. The plan must be communicated effectively to all stakeholders, including victims, civil society organizations, government agencies, and the public. Information about the process should be made accessible to the public and victims. Communication and outreach efforts should be designed to increase awareness and understanding of the TRRC Recommendations, build trust in the process, and encourage participation and ownership of the plan.

10.1. Objectives

- To ensure that all stakeholders are informed and engaged in the implementation process;
- To instil public trust and confidence in the implementation process;
- To encourage participation in, and ownership of the Implementation Plan;
- To build awareness and understanding of the TRRC Recommendations and the importance of transitional justice in the Gambian context

10.2. Strategies

- Develop a standalone comprehensive communication and outreach strategy that includes key principles and approaches to informing and engaging the public, including the provision for a variety of communication channels, such as social media, traditional media, community meetings, and targeted outreach to specific groups.
- Create a dedicated communication team within the Secretariat to implement the communication and outreach strategy and ensure consistent messaging.
- Develop materials that are accessible and easily understandable for all stakeholders, including those who may have limited literacy or language barriers.
- Engage with civil society organizations and other stakeholders to provide feedback and input on the Implementation Plan and to share updates on progress.
- Provide regular updates on the implementation process through a variety of channels to ensure that stakeholders are informed and engaged throughout the process.
- Foster dialogue and communication between victims, government agencies, civil society organizations, and other stakeholders to build trust and ensure that the Implementation Plan is victim-centred.

- Engage with the media to provide regular updates on the progress of implementation, increase public awareness of the TRRC Recommendations and emphasize the importance of transitional justice in the Gambian context.
- Conduct outreach activities in rural and remote areas to ensure that all Gambians have access to information about the implementation process.

The communication and outreach strategy should be designed to be inclusive and participatory. It should reflect the core values of the implementation process, including victim-centeredness, transparency, and local ownership. By engaging with stakeholders and providing regular updates, the Implementation Plan can be made more accessible and understandable. It can build trust and encourage broad participation in the process.

11. Resource Mobilisation & Sustainability

The successful implementation of the TRRC Recommendations requires significant financial resources as well as infrastructural support, human resource investment and technical assistance. This chapter outlines the resource mobilization strategy for the Implementation Plan.

Sources of Support:

The Gambian government has made a commitment to fund the implementation process through its national budget. In addition to government funding, the Implementation Plan will leverage resources as well as infrastructural support, human resource support, capacity building and the provision of technical expertise from international partners, including donor governments, multilateral organizations, and NGOs.

The Implementation Plan is structured into 22 sections that reflect the TRRC Recommendations. Each activity is categorized into a broad thematic area such as: justice & accountability; reparations; legal reform; institutional reform, etc. and is assigned one (or more) responsible institution that will lead implementation of that activity. Each activity has a budget and timeline attached to it, as does each thematic area. The budget has been developed through a participatory and consultative process involving relevant government ministries and other stakeholders. Every effort has been made to strive for complementarity between the Implementation Plan interventions & budget allocations and the relevant ministries (and other partners') programs and budgets addressing the same or similar issues. The budget includes all costs related to the implementation, including training, equipment, and other related expenses. Nonetheless, the figures are indicative for a period spanning five years.

A more detailed workplan and budget will be developed annually to provide more accuracy given a number of operational and contextual factors at play.

To mobilize resources from international partners, the Implementation Plan will be presented to donors and development partners for support. The government will work closely with relevant international organizations to coordinate funding and ensure the effective implementation of the plan. The government will also explore innovative financing mechanisms such as impact investments, public-private partnerships, and crowd-funding to mobilize additional resources.

To ensure sustainability of the measures introduced during the implementation stage—the overall approach adopted will be one of institution building, strengthening, capacity building and nationalizing processes on the long-term. To the extent that international consultants are brought in for their technical expertise, the aim will be on skills/knowledge transfer to national staff. Local capacity to sustain the implementation of the recommendations beyond the life of the plan will be prioritized. This will include training programs, mentorship opportunities, and partnerships with local institutions to ensure a sustainable transition towards victim-centred justice in the country.

To ensure accountability and transparency, the government will establish a financial management system for the Implementation Plan that complies with international best practice. The system will include regular reporting mechanisms to all stakeholders on the utilization of resources and progress in the implementation of the recommendations.

12. Risks and Mitigating Factors

Risk	Likelihood	Impact	Mitigating Factors
Lack of political will	Moderate	High	Inclusion of key stakeholders in the steering committee, continued engagement with government officials and civil society organizations, and public education and awareness campaigns to build support for the process
Limited financial resources	High	High	Resource mobilization efforts, prioritization of key activities, and partnerships with international donors and organizations
Lack of technical expertise and capacity	Moderate	Moderate	Training and capacity-building programs for key stakeholders, engagement of international experts, and partnerships with local organizations and academic institutions
Resistance from Yahya Jammeh supporters	Low	High	Continued engagement with key stakeholders, outreach and education efforts to build support for the process, and security measures to protect individuals involved in the process
Lack of public trust and support	Moderate	Moderate	Public education and awareness campaigns, transparency and openness in the implementation process, and inclusion of victim-centered and community-led approaches

13. CONCLUSION

The Implementation Plan for the Report of the TRRC is an essential step towards achieving justice, reconciliation and healing for the victims and their families. This plan has been carefully crafted to ensure that the recommendations of the TRRC are translated into action, and that the legacy of the TRRC is not lost.

We are committed to working with all stakeholders to ensure that the Implementation Plan is successfully implemented. This includes working with civil society, international partners, and other relevant stakeholders to mobilize the necessary resources and support for the effective implementation of the plan.

We recognize that the successful implementation of the plan will require the cooperation and commitment of all actors. We therefore call on all stakeholders to join hands in supporting the Implementation Plan, and to work together to ensure that justice is served, and that the wounds of the past are healed. We are confident that the successful implementation of this plan will not only serve as a testament to the strength and resilience of our people, but also as a model for other countries grappling with similar challenges.

ANNEX 1: IMPLEMENTATION PLAN & BUDGET

THEME 3: THE UNLAWFUL KILLING OF KORO CEESAY

EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES												LEAD IMPLEMENTING ENTITY/IES	Budget Description	Funding Source	Amount (\$0)				
		2023			2024			2025			2026							2027			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
3.1. Accountability for the murder of Koro Ceessay	Justice & Accountability					X				X	X	X	X	X	X	X	X			\$0	
	Justice & Accountability																	MOJ, SPO	Travel, DSA, Consultations, Strategies.	Government Partners	\$ 500,000
	Guarantees of Non-Repitition																	MOJ	-	-	\$0

THEME 6: ATTACK ON POLITICAL OPPONENTS

EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES												LEAD IMPLEMENTING ENTITY/IES	Budget Description	Funding Source	Amount (US\$)				
		2023			2024			2025			2026							2027			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
6.1. Accountability for crimes committed as highlighted in TRRC report.	Justice & Accountability																	MOJ, SPO	-	-	
	Justice & Accountability	X																MOJ, GPF	-	-	
6.2. Public Order Act is in line with international best practice and human rights standards	Legal Reform				X													MOJ, MOI	Meeting, Consultants	Government, Partners	\$15,000
6.3. Capacity of law enforcement officials is built	Institutional Reform & Capacity Building				X													MOJ, MOI, GPF	Meetings, Resource Persons, Consultants	Government, Partners	\$15,000
	Institutional Reform & Capacity Building				X													MOJ, MOI, GPF	Meetings, Resource Persons, Consultants	Government, Partners	\$15,000
6.4. Social cohesion is strengthened throughout the country.	Peace & Reconciliation				X	X	X	X	X	X	X	X	X	X	X	X	X	PRC	Meetings, Travel, DSA, Resource Persons	Government, Partners	\$100,000
	Legal Reform				X													PRC	Meetings, Travel, DSA, Resource Persons	Government, Partners	\$100,000

THEME 8: ATTACK ON RELIGIOUS FREEDOMS																										
EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES																								
		2023			2024			2025			2026			2027												
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	LEAD IMPLEMENTING ENTITY/IES	Budget Description	Funding Source	PLANNED BUDGET TOTAL: \$ 1,650,000 Amount (US\$)	
8.1. Accountability for the unlawful arrest and detention or persecution of religious leaders	Justice & Accountability																									

THEME 10: THE PRESIDENT'S ALTERNATIVE TREATMENT PROGRAMME																								
EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES																						
		2023			2024			2025			2026			2027										
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	LEAD IMPLEMENTING ENTITY/IES	Budget Description	PLANNED BUDGET TOTAL: \$5,500,555	Funding Source	Amount (US\$)		
10.1. Accountability for perpetrators of gross human rights violations as part of the PATP.	Justice & Accountability	10.1.1. Carry out further investigation into the acts of Yahya Jammeh and Dr. Tamsir Mbowe due to high threshold to prove murder. (286)																		MOJ, SPO	-	-	-	
		10.1.2. Prosecute Former President Jammeh and Dr. Tamsir Mbowe for knowingly causing the death of individuals conscripted into the sham PATP and deprived of life- saving treatment. (286)																			MOJ, SPO	-	-	-
	Justice & Accountability	10.1.3. Prosecute Yahya Jammeh and Dr. Tamsir Mbowe for negligence causing the death of participants in the PATP. (287)																			MOJ, SPO	-	-	-
		10.1.4. Prosecute Dr. Tamsir Mbowe for the inhumane and degrading treatment meted out to participants in the PATP. (280A)																			MOJ, SPO	-	-	-
	Justice & Accountability	10.1.5. Prosecute Yahya Jammeh for admitting children into the PATP in violation of the provisions of the Children's Act 2005 and the Convention of the Rights of the Child. (281A)																			MOJ, SPO	-	-	-
		10.1.6. Revoke Dr Tamsir Mbowe's practicing licence indefinitely for the role he played in the fake PATP. (282A)	X																		MDC	-	-	-
	Guarantees of Non-Repitition	10.1.7. Refer Dr. Tamsir Mbowe to Medical and Dental Council for appropriate disciplinary action. (282A)	X																		MOJ, MDC	-	-	-
		10.1.8. Strengthen and update the Council's Code of Conduct. (282A) (296)	X																		MOJ, MDC	Consultants, Meetings	Government	\$15,000
	Guarantees of Non-Repitition	10.1.9. Carry out sensitization on the Council's Code of Conduct. (282A) (296)																			MOJ, MDC	Meetings, Outreach, Audio visual aids	Government, Partners	\$5000
		10.1.10. Ban Ansumana Jammeh from holding any position in Government at all levels and in any capacity. (283A)	X																		MOJ	-	-	-
10.2. Strengthened regulations on the use of herbal medicine products and enhanced enforcement of applicable regulations.	Legal Reform	10.2.1. Review of laws and regulations on the use of herbal medicines. (284A)																		MOJ, MOH, MCA	Meetings, Consultants	Government, Partners	\$15,000	
		10.2.2. Carry out sensitization on the dangers of unregulated herbal medicine. (284A)																		MOH, MCA	Meetings, Outreach, Audio visual aids	Government, Partners	\$20,000	
	Institutional Reform	10.2.3. Carry out a study on the possible regulation of herbal medicine providers. (284A)																		MOH, MCA	Consultant, Meetings	Government, Partners	\$15,000	
		10.2.4. Review Medical and Dental Council Act to identify inadequacies to enabled doctors and medical assistants to participate in and endorse the bogus treatment program. (297)	X																	MOJ, MOH, MDC	Consultants, Meetings	Government, Partners	\$15,000	

THEME 11: SEXUAL GENDER BASED VIOLENCE		PLANNED ACTIVITIES												PLANNED BUDGET TOTAL: \$4,040,000			
		2023	2024		2025		2026		2027		Budget Description	Funding Source	Amount (US\$)				
EXPECTED OUTCOME	CATEGORY	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	LEAD IMPLEMENTING ENTITY/IES	Budget Description	Funding Source	Amount (US\$)
11.1. Accountability for SGBV Violations perpetrated between 1994 and 2017.	Justice & Accountability					X	X	X	X	X	X	X	X	MOJ, SPO			
	11.1.1. Prosecute Yahya Jammeh for the rape of Fatou Jallow (Toufa) and protected witness DB18, for ordering the rape of FB17 by the Jungulars and his role in other forms of SGBV. (310)					X	X	X	X	X	X	X	X	MOJ, SPO			
	Justice & Accountability					X	X	X	X	X	X	X	X	MOJ, SPO			
	11.1.2. Collaborate with Swiss authorities on the ongoing prosecution of Ousman Sontko and explore invoking jurisdiction for prosecute him for the rape of Bintu Jamba, a 15-year-old girl in Lamin Daranka, protected witness Fand the harassment of 5 female prison officers. (311)					X	X	X	X	X	X	X	X	MOJ, SPO			
	Justice & Accountability					X	X	X	X	X	X	X	X	MOJ, SPO			
	11.1.3. Prosecute General Solo Bojang and Captain Saihou Jallow for their role as superior officers in directing the witch hunting exercise during which SGBV occurred. (312)					X	X	X	X	X	X	X	X	MOJ, SPO			
	Justice & Accountability					X	X	X	X	X	X	X	X	MOJ, SPO			
	11.1.4. Carry out investigations to identify Badjie, a PIU officer implicated in the torture of Sainabou Camara including on her genitals during the April 2000 student demonstrations. (313)					X	X	X	X	X	X	X	X	MOJ, SPO			
	Justice & Accountability					X	X	X	X	X	X	X	X	MOJ, SPO			
	11.1.5. Prosecute Foday Barry, Baba Saho, Kawsu Camara (Bombardier), Alagie Martin, Solo Bojang Sheikh Omar Jeng for the multiple crimes they committed including the sexualized tortures they carried out. (314)					X	X	X	X	X	X	X	X	MOJ, SPO			
	Justice & Accountability					X	X	X	X	X	X	X	X	MOJ, SPO			
11.2. The establishment of new, and enhancement of existing support systems for SGBV victims.	Guarantees of Non-Repitition													MOJ			
	11.1.6. Implement measures to ban David Colley from taking up a government appointed position for 5 years for his role in SGBV violations. (316)					X								MOJ			
	Institutional Reform					X								MOJ, MGCSW	Meetings, Consultants, Training	Government Partners	\$100,000
	11.2.1. Identify existing one-stop centres and carry out a needs assessment with a view to strengthen them and build their capacity in areas such as the provision of PSS. (324) (317)					X								MOJ, MGCSW	Meetings, Consultants, Training	Government Partners	\$200,000
	Institutional Reform					X								MOJ, NALA, ADRS, GPF, JUDICIARY	Meetings, Equipment	Government Partners	\$15,000
11.2.2. Carry out a needs assessment to identify communities with high prevalence of SGBV with a view to setting up new SGBV one-stop centres with an emphasis on the provision of PSS. (324)					X								MOJ, NALA, ADRS, GPF, JUDICIARY	Meetings, Equipment	Government Partners	\$15,000	
Institutional Reform					X								MOJ, NALA, ADRS, GPF, JUDICIARY	Meetings, Equipment	Government Partners	\$15,000	
11.2.3. Adopt a collaboration framework for justice institutions that work with children within the context of SGBV in order to be able to respond to the cases of SGBV in a more holistic manner. (318)					X								MOJ, NALA, ADRS, GPF, JUDICIARY	Meetings, Equipment	Government Partners	\$15,000	
Institutional Reform					X								MOJ, NALA, ADRS, GPF, JUDICIARY	Meetings, Equipment	Government Partners	\$15,000	
11.2.4. Carry out a capacity assessment for the Child protection unit of the Gambia Police Force and other institutions with child protection mandates with a view to increase efficiency of resource allocation. (318)					X								GPF	Meetings, Consultants, Training	Government Partners	\$30,000	
Institutional Reform					X								GPF	Meetings, Consultants, Training	Government Partners	\$30,000	

THEME 13: ENFORCED DISAPPEARANCES																						
EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES																				
		2023			2024			2025			2026			2027								
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	LEAD IMPLEMENTING ENTITY/IES	Budget Description	Funding Source	PLANNED BUDGET TOTAL: \$525,000	Amount (US\$)
13.1. Accountability for enforced disappearances and killing of victims between 1994 and 2017.	Justice & Accountability																		MOJ, SPO	-	-	\$0
	Legal Reform	X																	MOJ, NA	Consultations, Drafting, Meetings, DSA	Government and Partners	\$10,000
	Legal Reform	X																	MOJ	Consultant, Drafting, Validation Workshop, DSA	Government and Partners	\$35,000
	Legal Reform	X																	MOJ, NA, MOFA	-	Government	\$0
13.2. Knowledge of the fate and whereabouts of missing persons.	Justice & Accountability & Reparations	X	X	X	X	X	X	X	X										MOJ, MOI, MOH	Meetings, DSA	Government, Partners	\$15,000
	Justice & Accountability & Reparations	X	X	X	X	X	X	X	X										MOJ	Consultations, Travel, DSA	Government, Partners	\$10,000
	Justice & Accountability & Reparations	X	X	X	X	X	X	X	X										MOJ, MOH	Consultant, Meetings, DSA	Government and Partners	\$10,000
	Justice, Accountability & Reparations	X																	MOJ, MOFA	-	Government and Partners	\$0
	Justice, Accountability & Reparations	X																	MOJ, MOFA	Consultations, Meetings, Travel, DSA	Government and Partners	\$10,000
	Justice, Accountability & Reparations	X																	MOJ, MOI, MOH	Security	Government and Partners	\$5,000
	Justice, Accountability & Reparations	X																	MOJ, MOI, MOH	Experts, Investigation	Government and Partners	\$10,000
	Justice, Accountability & Reparations	X																	MOJ, MOI, MOH	Investigations	Government and Partners	\$10,000

THEME 14: THE KILLING OF THE WEST AFRICAN MIGRANTS																											
EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES	2023				2024				2025				2026				2027				LEAD IMPLEMENTING ENTITY/IES	Budget Description	Funding Source	PLANNED BUDGET TOTAL: \$165,000	Amount (US\$)
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
14.1. Accountability for the killing of west African migrants is achieved.	Justice & Accountability	14.1.1. Prosecute the following individuals for their roles in the unlawful killings of the West African Migrants and the cover up of these killings: (400) (i) Yahya Jammeh (ii) Ousman Sonko (iii) Solo Bojang (iv) Malick Jatta (Alfidie) (v) Sanna Marjang (vi) Kawsu Camara (Bombardier) (vii) Tumbul Tamba (viii) Bai Lowe (ix) Nuha Badjie (x) Landing Tamba (xi) Alieu Jeng (xii) Omar A. Jallow (Oya) (xiii) Buboucar Jallow (xiv) Lamin Sillah	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	MOI, SFO	-	-	\$0	
14.2. Security force well trained in international human rights instruments, including AU, ECOWAS, UN.	Institutional Reform & capacity building	14.2.1. Develop and implement in close collaboration with relevant institutions regular training on human rights for security forces on human rights including on regional (ECOWAS) and international human rights instruments. (403)	X	X	X	X	X	X	X	X													NHRC, MOD, MOI, MOJ	Training instructors, Manuals, Training venues, DSA	Government, Partners	\$100,000	
14.3. Enhanced capabilities on data and information storage by the Police.	Institutional Reform & capacity building	14.3.1. Extend the Electronic Record Management System implemented by the National Records Services to the Gambia Police Force (404)					X	X	X	X													NRO, MOI	Training, Equipment	Government, Partners	\$15,000	
	Institutional Reform & capacity building	14.3.2. Provide training for security personnel on the accurate collection, documentation and preservation of data obtained in the course of investigations. (404)					X	X	X	X													NRO, MOI, MOD	Training instructors, Manuals, Training venues, DSA	Government, Partners	\$50,000	

THEME 16: INSTITUTIONAL HEARINGS: PRISONS																										
EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES																								
		2023			2024			2025			2026			2027												
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	LEAD IMPLEMENTING ENTITY/IES	Budget Description	Funding Source	PLANNED BUDGET TOTAL: 4,475,000	
																										Amount (US\$)
16.1. An efficient and professional prison service staffed by competent officers and operating under acceptable international standards.	Institutional Reform				X																	PMO, MOI, GPS	Consultant, Drafting, Meetings	Government, Partners	\$15,000	
	Legal Reform			X																		MOI, MOJ, GPS, NA	Consultations, Validation	Government, partners	\$5000	
	Institutional Reform				X	X	X	X	X													MOI, GPS, Social Welfare	Consultant, Meetings, Equipment	Government, Partners	\$300,000	
	Institutional Reform								X													MOFEA, MOI, NA	-	-	\$0	
	Institutional Reform & Capacity Building								X													MOI, GPS, FSQA	Consultant, Meetings	-	\$10,000	
	Institutional Reform & Capacity Building					X																MOH, MOI, GPS	-	-	\$0	
	Institutional Reform & Capacity Building					X																MOI, MOJ	-	-	\$0	
	Institutional Reform & Capacity Building								X													NHRC	-	-	\$0	
	Institutional Reform & Capacity Building																					MOI, Cabinet	-	-	\$0	
	Institutional Reform & Capacity Building								X	X	X											MOI, GPS	Consultant, Manuals, Meetings	Government	\$5,000	
16.2. A reduction in the time accused persons spend in detention during trials.	Institutional Reform					X	X	X	X	X	X	X	X									JUDICIARY, MOJ, GPF, NALA	Consultant, Equipment, Meetings	Government, Partners	\$250,000	
	Institutional Reform & Capacity Building					X	X	X	X	X	X	X	X									JUDICIARY, MOJ, GPF, GBA, GLC, NALA	Training, Meetings, Resource persons, Manuals	Government, Partners	\$200,000	
	Institutional Reform																					JUDICIARY, MOJ, NALA	Consultant, Meetings, Travel, DSA	Government, Partners	\$25,000	

THEME 18: REPARATIONS																									
EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES																							
		2023			2024			2025			2026			2027											
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
18.1. An effective and well-functioning body to administer reparations is established.	Legal Reform	X																				MOJ	Meetings	Government, Partners	\$15,000
	Legal Reform		X																			MOJ	-	-	-
	Legal Reform		X																			MOJ	-	-	-
	Institutional Reform & Capacity Building		X	X	X	X	X	X	X													MOJ, RC, NCCE, CSOs	Meetings, Outreach, Visual aides, Travel, DSA		\$100,000
	Institutional Reform					X	X															MOJ	Physical premises, Reni/Renovation	Government	\$100,000
18.2. Mechanisms exist to identify and exhume remains of victims of enforced disappearances for reburial.	Institutional Reform					X	X															MOJ, RC, MOFEA	Administrative cost of Commission, Equipment, Consultants	Government, Partners	\$1,000,000
	Institutional Reform					X	X															MOJ, NA, OP	Staffing	Government	
	Institutional Reform					X	X	X	X													MOJ, SPO, MOH	Equipment, Travel, DSA, Consultant	Government, Partners	\$4,000,000
	Reparations									X	X	X	X	X	X	X	X					MOJ, SPO, MOH	Equipment	Government, Partners	\$100,000
	Reparations			X																		MOJ, MOH	Travel, Hospital Bills, Equipment	Government	\$200,000
18.3. Victims receive effective reparation for suffering as a result of human rights violations.	Reparations																					MOJ	-	-	-
	Reparations																					GAF, MOD	-	-	-
	Reparations																								
	Reparations									X	X	X	X	X	X	X	X					RC, MOFEA, MOJ	Direct Contributions to Fund	Government, Partners	\$50,000,000
	Reparations					X	X	X	X													PMO, MOPS	-	-	-

THEME19: RECONCILIATION																										
EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES	2023				2024				2025				2026				2027				LEAD IMPLEMENTING ENTITY/IES	Budget Description	Funding Source	PLANNED BUDGET TOTAL: \$ 425,000 Amount (US\$)
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
19.1. Effective structures and strategies for the promotion of reconciliation exist.	Institutional Reform	19.1.1. Establish a decentralized Peace and Reconciliation Commission with a clear mandate to promote peace, reconciliation and healing and to foster social cohesion. (545)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Meetings, Training, Equipment	Government, Partners	\$200,000	
		19.1.2. Develop national reconciliation strategy to guide the national reconciliation process. (545)																						Meetings, Consultant	Government, Partners	\$25,000
	Institutional Reform	19.1.3. Create a program for the promotion of cultural values and practices that foster indigenous knowledge of shared norms and values that are central to peace making and averting conflict. (547)	X																					Consultant, Meetings, Travel, DSA	Government, Partners	\$30,000
		19.1.4. Include discussions on the role of diaspora in the TJ process as part of the annual diaspora dialogues. (551)			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
19.2. A peaceful Gambia characterized by social cohesion and national unity.	Institutional Reform	19.2.1. Organise roundtable discussion on the role of faith based organisations as frontline actors in the promotion of healing and reconciliation in The Gambia. (548)	X																				Meetings, DSA, Travel, Resource Persons	Government, Partners	\$20,000	
		19.2.2. Support the National Youth Council in promotion of national healing through its peace organisations and networks. (550)			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		Meetings, Mini Grants	Government, Partners	\$100,000
	Institutional Reform	19.2.3. Organise a day of national reconciliation to promote national peace and unity. (548)	X																				Meetings, Resource persons, Refreshments, Visual materials,	Government, Partners	\$50,000	

THEME 20: MEMORIALISATION																					
EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES										PLANNED BUDGET TOTAL: \$ 240,000									
		2023		2024		2025		2026		2027		LEAD IMPLEMENTING ENTITY/IES	Budget Description	Funding Source	Amount (US\$)						
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
20.1. Organizational structures exist to ensure effective memorialisation. 20.2. Memorials exist throughout the country as a way of acknowledging and remembering the victims of human rights violations.	Institutional Reform		X																Meetings, Resource Persons	Government	\$10,000
	Reparations		X																Infrastructure, Equipment, Renovation, Consultants	Government, Partners	\$200,000
	Reparations		X																Meetings, Resource persons, Refreshments, Visual materials, Consultants	Government, Partners	\$15,000
	Reparations																		Consultant, Meetings	Government, Partners	\$15,000

THEME 21: NATIONAL HUMAN RIGHTS COMMISSION																					
EXPECTED OUTCOME	CATEGORY	PLANNED ACTIVITIES																			
		2023			2024			2025			2026			2027							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	LEAD IMPLEMENTING ENTITY/IES	Budget Description	Funding Source	PLANNED BUDGET TOTAL: \$ 575,000 Amount (US\$)
21.1. Independent mechanisms exist to monitor and report on the implementation of the White Paper.	Coordination	X																NHRC, MOJ	-	-	-
	Coordination		X															NHRC	Meetings, Consultant	Partners	\$25,000
21.2. The TRRC documents and materials are archived for public access and kept safe for posterity.	Institutional Reform		X	X	X	X	X	X	X									MOJ, NLS	Renovation, Infrastructure consultant, Equipment	Government, Partners	\$500,000
	Institutional Reform			X														MOJ, NSC	-	-	-
	Institutional Reform					X	X	X	X									MOJ, NLS	Consultant, Visual materials, Outreach, Travel	-	\$50,000

