

Namibia National Strategic Plan on Arms Control, Management and Disarmament

2020/21 - 2024/25



MINISTRY OF SAFETY AND SECURITY

A coordinated National Strategic Plan
to the Long-term Arms Control, Management and Disarmament
in Namibia.

The Namibia we want....

In the perspective of combating and eradicating proliferation of Small Arms and Light Weapons, and related materials in Namibia



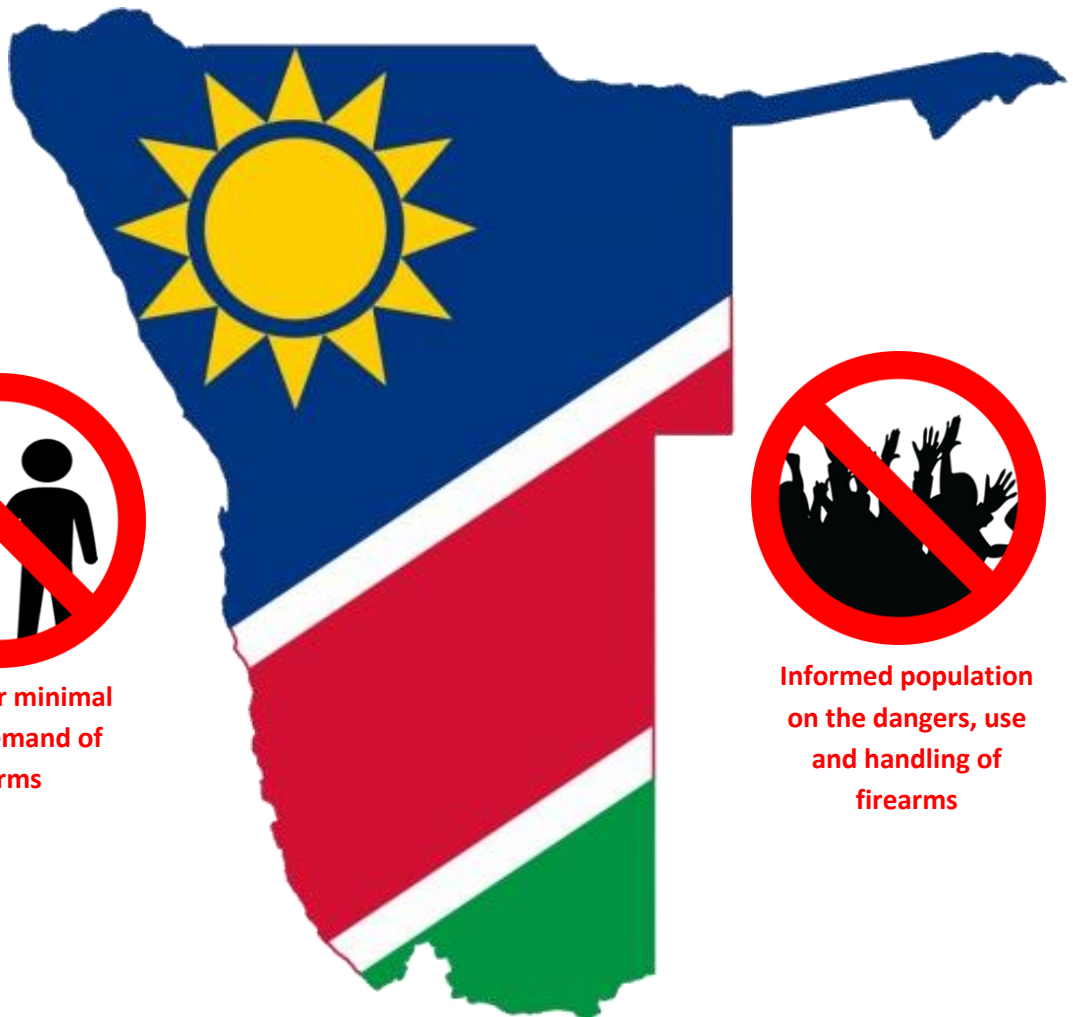
Zero or minimal
circulation of illicit
firearm



Zero or minimal firearm-
related crimes and/or
violence



Zero or minimal
firearm misuse



Reduced or minimal
civilian demand of
firearms



Informed population
on the dangers, use
and handling of
firearms



FOREWORD BY HONOURABLE MINISTER

As the Ministry custodian of the conduct of the nation's Safety and Security, we will continue to play a pivotal role in ensuring that all Namibian public feel safe within the boundaries of the Republic of Namibia. The Ministry is committed to Prevent, Combat and Eradicate the Illicit Proliferation and Circulation of Arms, Ammunition, Munitions, Explosives and Other Related Materials.

The Ministry is aware of the harmful effects of the uncontrolled spread of both licit and

Illicit Arms, Ammunition and Other Related Materials to the wellbeing of the Namibian people, their socio-economic development and right to live in peace. The Ministry is equally conscious that illegal Arms and Ammunition are commonly used in the perpetration of crimes, which contributes to the high level of instability, extended conflict, violence and social dislocation.

It is based from this reason; the Ministry is setting up deliberate interventions that are geared towards combating both licit and

illicit proliferation and circulation of firearms in Namibia.

To this end, the Ministry has initiated the Review of the Firearm and Ammunition Act, Act 7 of 1996, with the view to close the gaps and realigning corrective measures that respond to the dynamic challenges that are currently faced with in the effort to Control and Manage Arms, Ammunition, Munitions, Explosives and Other Related Materials in Namibia.

Furthermore, the Ministry gave a Ministerial Directive to Review the 2005 National Action Plan (NAP) on SALW and develops a new Strategic Plan on Arms Control, Management and Disarmament for the period 2019/20 to 2023/24.

This Strategic Plan is one of the deliberate interventions by the government to ensure that all Namibians enjoy peace and tranquility.

Vision 2030 and NDP5 can only be realized in an environment characterized by peace and stability as well as good governance.

Considerable efforts were made to ensure that this plan is guided by and in line with Vision 2030, the Harambee Prosperity Plan, the SWAPO PARTY Manifesto, Southern Africa Development Community Regional Indicative Strategic Development Plan, African Union Agenda 2063 and its Ten Year Implementation Plan, as well as the United Nations Sustainable Developmental Goals (SDG). Specifically, it is aligned to the fifth National Development Plan (NDP5) of Namibia, which articulates the strategy for improving the living conditions of all Namibians.

I am confident that, in implementing this Strategic Plan, the Ministry will live up to its mandate.

HON. MAJ-GEN. (RTD) CHARLES D.N.P.
NAMHOLOH, MP
MINISTER



PREFACE BY HONOURABLE DEPUTY MINISTER

Arms, Ammunition, Munitions, Explosives and Other Related Materials have long been considered as the primary tools and enablers of violence throughout the history of conflict in Africa. The unrestricted proliferation of Arms, Ammunitions and Other Related Materials causes great suffering and a sense of insecurity, which undercuts development and leads to the disintegration of the social fabric. It gradually destroys the well-established traditional mechanisms for socio-economic development. SALWs are the tools of choice

of criminals. It aids first-degree offenses such as murders, attempted murders, pointing of firearms at persons, trafficking in drugs and precious minerals, gender-based violence, armed robberies, poaching, and destruction of the environment amongst other crimes.

The misuse of Small Arms and Light Weapons (SALWs), fueled by their illicit proliferation is responsible for terrorism, organized crime and human rights violation, which is more devastating than Weapons of

Mass Destruction (WMD). For the last decades and in the foreseeable future, SALWs will continue getting high profile attention globally, regionally and nationally, SALWs are the Weapons of Daily Destruction (WDD). Their use has a devastating impact on national security and socio-economic development.

The complexity of firearm issues demands that the Ministry is well equipped and fully geared to combat and eradicate the proliferation of both licit and Illicit Small Arms and Light Weapons (SALWs) in Namibia and close all gaps of its illegal circulation.

Therefore, this Strategic Plan on Arms Control, Management and Disarmament befits the efforts to Prevent, Combat and Eradicate the Proliferation and circulation of SALW in Namibia. It is a key document to guide operations on Control, Management, Disarmament and Non Proliferation of Small

Arms, Light Weapons, Ammunition, Cluster Munitions, Explosives and Other Related Materials in Namibia for the next 5 years.

As we look at the tasks in the years ahead, the Ministry assures that it will do everything in its power, with due consideration of resources limitation, to ensure that, together with other stakeholders, we implement this 5-year Strategic Plan.

HON. Daniel Kashikola
DEPUTY MINISTER



ACKNOWLEDGEMENT BY EXECUTIVE DIRECTOR

The Strategic Plan on Arms Control, Management and Disarmament is a product of incalculable contribution from a wide range of stakeholders both internal and external. First of all, I would like to recognize the support and leadership of Hon. Maj-Gen. (Rtd) Charles D.N.P. Namholoh, MP, Minister of Safety and Security, and Hon. Daniel Kashikola, MP, the Deputy Minister of Safety and Security, who provided direction to this Strategic Plan. Their insights and interventions were very much appreciated.

On behalf of the Ministry of Safety and Security, and indeed on my own behalf, I would like to express our appreciation to the African Union for collaborating with the Government of the Republic of Namibia to jointly fund the Review and Development of this Strategic Plan.

Special appreciation is extended to the African Union, the Peace and Security Division for its commitment, continued partnership and support right from inception to the finalization of this Strategic Plan.

My special appreciation goes to our stakeholders, Civil Society Organizations, Faith Based Organizations, Security Companies, Gun Dealers, the Law Enforcement Officers, and Senior Government Officials representing various OMAS, for demonstrating unflinchingly commitment to provide divergent views, and insightful and practical strategic solutions on the way forward on the Control and Management of Arms, Ammunition and Other Related Materials within the boundaries of the Republic of Namibia. Without their involvement this exercise would have been futile.

I would also like to thank Core Elite Consulting and RECSA, for their technical support, and going an extra mile to ensure that our planning document captures all the wishes and aspirations of all stakeholders, both internal and external.

I am also indebted to the Inspector General of the Namibian Police Force and the entire Management and the staff of NamPol that participated in the planning process, in which we devised clear strategic perspectives on the way towards to combat the proliferation and circulation of illicit SALW in Namibia

Lastly, I thank the Media Fraternity for having being part of this important national initiative.

(Rtd. Comm.) TREPINE PANDULENI
KAMATI

EXECUTIVE DIRECTOR



1. EXECUTIVE SUMMARY BY INSPECTOR-GENERAL OF POLICE

The National Strategic Plan on Arms Control, Management and Disarmament for the period 2019/20 to 2023/24, provides a blueprint on the efforts of Preventing, Combating and Eradicating the Illicit Proliferation of Arms, Ammunition, Cluster Munitions and Other Related Material within the boundaries of the Republic of Namibia. Comprehensive Performance Review of the previous 2005 National Action Plan on SALW, thorough Situational Analysis was conducted to assess the complexity and nature of SALWs in

Namibia. Strategic issues were formulated, which formed a basis for formulating Strategic Intents on Preventing, Combating and Eradicating the Proliferation of SALW in Namibia.

The strategy formulation process, was enriched with divergent views from all segments of civil society - be they traditional leaders, religious authorities, women, youth and the media, including law enforcement officers, gun dealers, and representatives from OMAS. This rich and

broad participation ensured that robust and forward-looking Strategic Objectives and initiatives were created.

Six (6) Strategic Pillars were developed, namely: ***institutional strengthening; arms control; civilian disarmament; legal framework; national education and awareness;*** and ***border control***, which provide the strength and support to our vision. On each pillar, a number of Strategic Objectives were formulated to give a concrete short-term statement of a desired result towards the achievement of Strategic Plan.

This Strategic Plan forms part of the core-guiding document on the operations related to Prevention, Combating and Eradicating of SALWs in Namibia for the next 5 years. Specific programs and Key Performance Indicators have been identified to meet the set targets that can be monitored and evaluated in a more focused and coherent manner leading to greater impact. With this in mind, the Ministry, particularly NamPol, is committed to take effective measures to ensure that the Strategic Plan is fully implemented for the targets to be achieved by 2024.

LT.GEN. S.H. NDEITUNGA, OMS

INSPECTOR-GENERAL: NAMIBIAN POLICE
FORCE



REPUBLIC OF NAMIBIA

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ABBREVIATIONS

ACMD	Arms Control, Management and Disarmament
ATT	Arm Trade Treaty
AU	African union
CSA	Civil Society Associations
FBO	Faith-based Organizations
ITI	International Tracing Instrument
MBT	Mine Ban Treaty
MET	Ministry of Environment and Tourism
MHAI	Ministry of Home Affairs and Immigration
MIRCO	Ministry of International Relations & Cooperation
MITSME	Ministry of Industrialization, Trade and SME Development
MOD	Ministry of Defense
MOJ	Ministry of Justice
MP	Member of Parliament
NAMPOL	Namibian Police Force
NAP	National Action Plan
NCS	Namibian Correctional Services
NGO	Non-governmental Organizations
OMAs	Offices, Ministries and Agencies
OPCW	The Organization for the Prohibition of Chemical Weapons
SADC	Southern Africa Development Community
SALW	Small Arms and Light Weapon
UNPoA	United Nations Programme of Action



2. INTRODUCTION

During the last decade, the rapid spread and misuse of SALW has resulted in the deaths of millions of people. Increasingly, these weapons are playing a large role in conflict and violence. SALW have a huge impact on society in general.

Crime committed with firearm induce physical pain and psychological trauma, increase unnecessary medical expenses, hence it should be discouraged. The crimes committed include; theft of firearms, robbery with firearm, unauthorized possession of firearms and ammunitions, pointing of fire-arm at a person, murder with firearm and attempted murder with firearm. The crime committed with firearms in Namibia appears to be fluctuating,

even though it shows an average decrease of 48% over the period of ten years.

Regional experience has taught us that illegal firearms play an ever increasing role in the commission of violent firearm crimes and crimes on wildlife. Lately, there is increased occurrence of wildlife crimes in Namibia and the SADC region in general. Enhanced gun control has been identified as the approach most likely to achieve success in driving down firearm crimes.

This strategic plan is a Deliberate Strategic Intervention to ensure that efforts to combat proliferation on licit and illicit SALW in Namibia are enhance.



3. HIGH-LEVEL STATEMENTS



Vision

Arm crime free Nation.

We want a Namibia that is free from firearm-related crimes and violence.



Mission

To coordinate efforts towards Control, Management and Disarmament of Small Arms Light Weapons, Ammunition, Munitions, Explosives and Other Related Materials through integrated and coordinated approaches.

Core Values

How WE make a difference...



Teamwork

We recognize the value and benefits of working together in unity of purpose, comradeship and fostering good team spirit and relation with both our internal and external partners and stakeholders.



Excellence

We strive to reflect unyielding passion and unfaltering commitment to deliver the best solutions to real problem the country is facing on control and management of SALW.



Integrity

We serve all stakeholders with honesty and strong moral principle.



Informative

We provide information in a straightforward and open manner which is readily understandable. We disclose how SALW are controlled and managed, and the cost and performance of specific services.



4. SITUATIONAL ANALYSIS

4.1. The National Arms Control, Management and Disarmament Division

The Namibian National Focal Point (NNFP) on Small Arms and Light Weapons (SALW) was established by the Ministry of Safety and Security under the Namibian Police Force in 2002 to coordinate national efforts on Prevention, Combating and Eradicating the illicit proliferation of Small Arms and Light Weapons (SALW) in the country. The NFP was later renamed to National Arms Control, Management and Disarmament Division.

4.2. Arms and Ammunition Act

Firearm legislation has been in place in Namibia since 1938. The Arms and Ammunition Act 7 of 1996 is the main law to regulate firearm and ammunition in the country. Presently the Arms and Ammunition Act of 1996 regulates civilian firearm ownership and use. This Act lays out the rules for licensing firearms to individuals, dealers, exporters and manufacturers and regulates explosives, ammunition and the destruction of arms.

According to Section 3 of the Act, Act 7 of 1996 in order to own a firearm one must be at least 18 years old and not be declared unfit by the Namibian Police Force.

4.3. International, Regional and Sub-regional Agreements and Protocols, Treaties, Conventions and Declarations on SALW

Namibia is signatory to the following important agreements:

- The SADC Protocol on the Control of Firearms, Ammunition and other related materials, 14 August 2001, Blantyre, Malawi;
- The Bamako Declaration on an African Common Position on the Illicit Proliferation, Circulation and Trafficking of SALWs, 1st December 2000, Bamako, Mali;
- United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in SALWs in All Its Aspects

(referred to as the UNPoA), 9 -20 July 2001;

- The International Tracing Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, adopted on 8 December 2005.
- The Arms Trade Treaty (ATT) regulating international trade of Conventional Weapons, 15 September 2014;
- The Organization for the prohibition of Chemical Weapons (OPCW), Signed on 13 January 1993 and Ratified on 27 November 1995;
- Mine Ban Treaty (MBT), Signed on 3 December 1997 and Ratified on 21 September 1998;
- Conventional of Cluster Ammunitions (CCA), Acceded on 31 August 2018;

4.4. Namibia's Brief Profile on SALW

In a 2007 comparison of the number of both licit and illicit possessed privately owned guns in 178 countries, Namibia ranked at number 110. However, the total number of licensed firearms cannot be accurately determined due to existence of two databases, the old manual system and the new electronic database. This problem has largely been resolved through the Arms and Ammunition Act of 1996, which required all legal firearm owners to re-register their firearms with the Namibian Police. The first system existed prior to 1998 and the other which was established in 1998. The pre-1998 database recorded a total of 128,207 firearms. The Namibian Police Force estimates that about 80% to 85% of these old database records have been re-registered on the new database.

In Namibia, only licensed firearm owners may lawfully acquire, possess or transfer a firearm or ammunition. Civilian firearm owners are required by law to register their firearms with the Namibian Police Force. Ownership of firearm without a license is clearly prohibited by law.

In addition, temporary firearm licenses, which are issued to foreigners residing temporarily in Namibia, mainly visiting hunters, are not removed from the database when the person leaves the country, or when the license becomes invalid.

Firearm manufacturing is regulated by law. The Arms and Ammunition Act of 1996 regulates unauthorized manufacturing of Arms. There is currently no SALW manufactured in Namibia.

Firearm and ammunition exports are limited by transfer control law. The Arms and Ammunition Act of 1996 prohibits import or export of Arms and Ammunition without a permit. Under the section 3 (International Transfers - Record Keeping) of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects (UNPoA), Namibia is expected to keep record of all the exporters and importers of SALW and their activities. This activity is taking place as part of the implementation of the UNPoA. The annual value of small arms and ammunition exports and import from Namibia is reported by Customs to be approximately NAD 14 million and NAD 120 million respectively (2011).

Currently, the activities of arms brokers and transfer intermediaries are not specifically regulated by law however the new proposed amendments to the Arms and Ammunition Act

of 1996 includes regulation of brokers and brokering activities.

Regions s indicates a slight increase of firearm related cases compared with the other regions. Despite the decrease, the number of reported cases is still high.

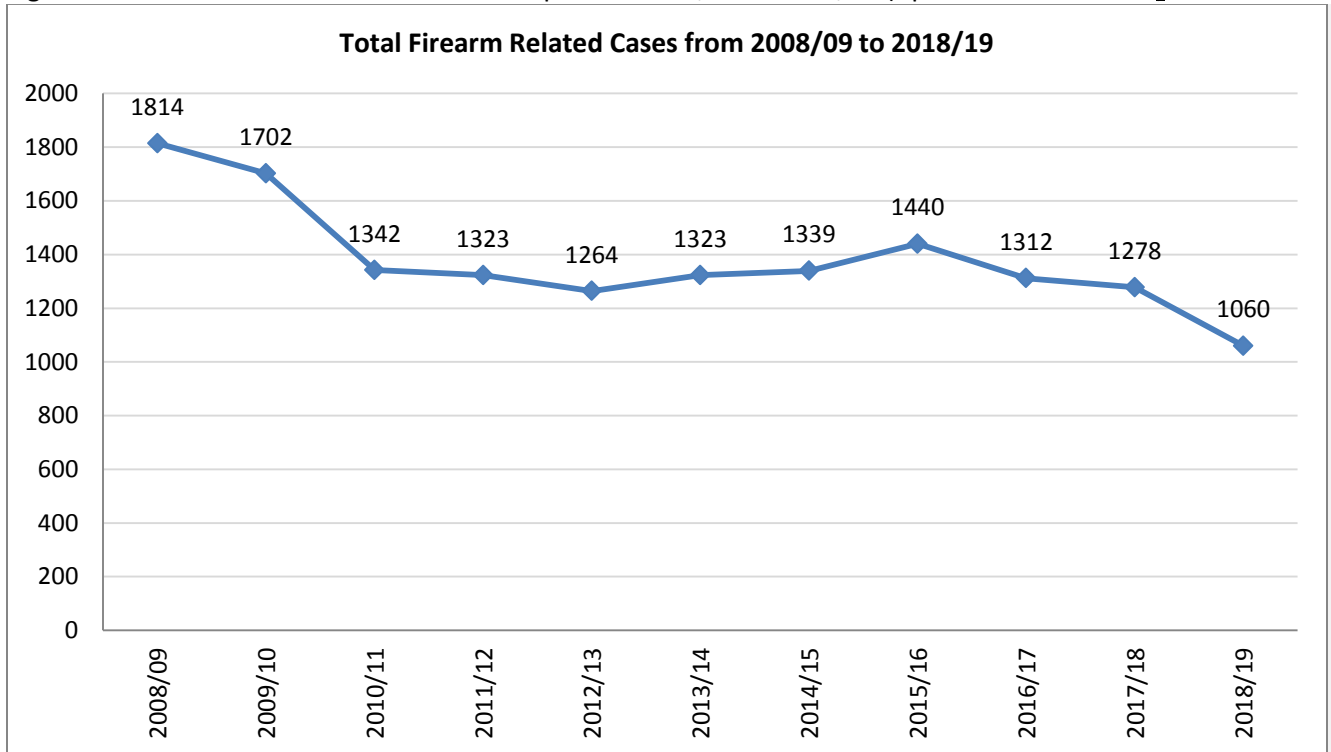
4.5. Important Statistics

4.5.1. Statistics on Firearm Related Cases

The statistics show that there is a decreased on firearm related cases in the country. Kavango West, Kunene, Ohangwena and Zambezi

Note: All data was sourced from NAMPOL national crime statistics.

Figure 1: Total Firearm Related Cases for the periods 2008/09 to 2018/19 (April -December 2018)



The table below shows the breakdown statistics of firearm related cases by type of crime committed.

Table 1: National crime statistics on Firearm related cases: 2008/09 to 2018/19 (April -December 2018)

CRIME DESCRIPTION	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19 (Apr to Dec 2018)
Robbery with firearm	570	503	351	276	273	371	346	377	356	402	319
Unauthorized possession of firearm and ammunition	207	177	182	159	121	153	161	177	134	140	177
Pointing of firearm	540	519	437	467	429	414	394	426	425	345	281
Murder with firearm	70	69	44	40	59	49	47	50	35	30	43
Attempted murder with fire arms	282	249	201	237	258	194	215	227	203	181	132
Theft of firearm	145	185	127	144	124	142	176	183	159	180	108
TOTAL	1814	1702	1342	1323	1264	1323	1339	1440	1312	1278	1060

Figure 2: Total Firearm Related Cases per region for the financial periods 2008/09 to 2018/19 (April - December 2018)

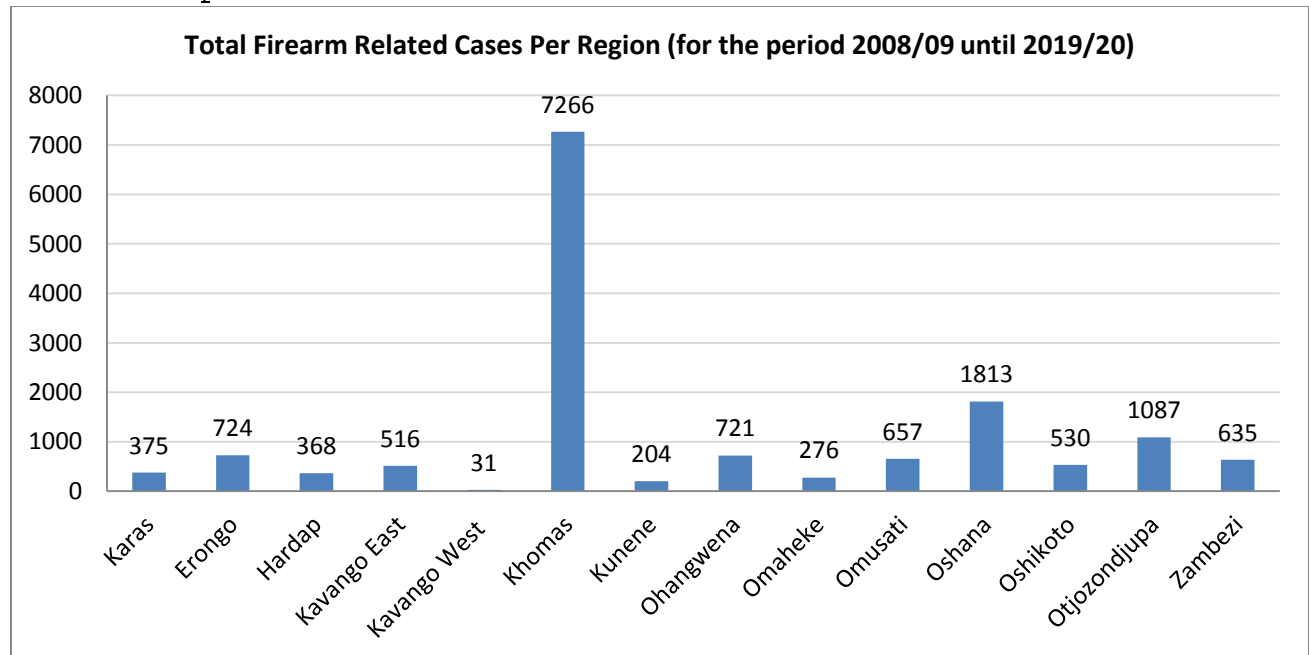


Table 2: Breakdown of Firearm related cases per region: 2008/09 to 2018/19 (April -December 2018)

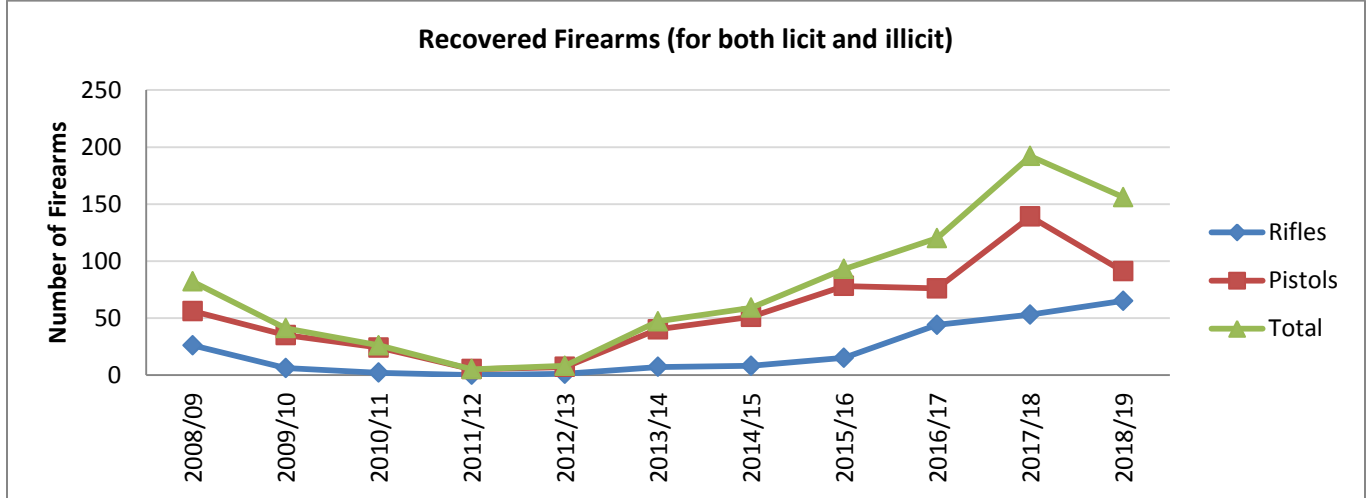
Region	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Karas	50	36	42	27	30	43	22	31	39	29	26
Erongo	91	77	74	70	58	66	57	78	73	49	31
Hardap	51	52	25	33	31	30	26	31	39	32	18
Kavango East	27	42	36	42	111	59	49	38	45	37	30
Kavango West	-	-	-	-	6	2	5	3	2	6	7
Khomas	1058	921	681	585	532	595	607	667	556	613	451
Kunene	22	22	10	23	16	17	17	32	21	8	16
Ohangwena	67	58	49	104	73	75	72	62	57	50	54
Omaheke	25	48	33	23	24	27	12	23	30	18	13
Omusati	53	51	65	76	54	52	86	74	68	50	28
Oshana	173	182	151	154	162	165	172	170	176	172	136
Oshikoto	46	37	43	58	46	48	49	47	42	63	51
Otjozondjupa	103	131	87	98	89	85	86	107	110	91	100
Zambezi	48	45	46	30	38	59	79	77	54	60	99
Total	1814	1702	1342	1323	1264	1323	1339	1440	1312	1278	1060

4.5.2. Statistics on Recovered licit/ illicit firearms

Table 3: National crime statistics on recovered firearms (both licit and illicit) for the period 2008/09 to 2018/19

Type of Firearm	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Rifles	26	6	2	0	1	7	8	15	44	53	65
Pistols	56	35	24	5	7	40	51	78	76	139	91
Total	82	41	26	5	8	47	59	93	120	192	156

Figure 3: National crime statistics on recovered firearms (both licit and illicit) for the period 2008/09 to 2018/19



4.6. Environmental Scanning

A scan of the internal and external environment is an important part of the strategic planning process. Environmental factors internal to the organization usually can be classified as strengths (S) or weaknesses (W), and those external to the organization can be classified as opportunities (O) or threats (T). SWOT analysis is an examination of an organization’s internal strengths and weaknesses, its opportunities for growth and improvement, and the threats the external environment presents to its survival. SWOT analysis was conducted to provide information that is helpful in matching the NAMPOL’s resources and capabilities to the competitive environment in which it operates in relation to SALW. As such, it is instrumental in

strategy formulation and selection. A SWOT analysis is one of the most frequently used methods for situational assessment

PESTEL analysis stands for "Political, Economic, Social-cultural, Technological, Environmental, and Legal analysis" and describes a framework of macro-environmental factors used in the environmental scanning component of strategic management. It is a part of the external analysis when conducting a strategic analysis, and gives an overview of the different macro environmental factors that the organization has to take into consideration. It is a useful strategic tool for understanding business position, potential and direction for operations.

4.6.1. SWOT Analysis



4.6.2. PESTEL Analysis

POLITICAL FACTORS

Beyond political willingness to combat proliferation of illicit firearms identified as an opportunity in the SWOT analysis, there other key political factors that may have a direct or indirect influence on the management of this strategic plan:

- Political instabilities and conflicts; and
- Increase in terrorism threats.



ECONOMIC FACTORS

A strategic plan operates in the economic space. All key economic factors were scanned in relation to their impact on this strategic plan and the following factors were identified:

- Fall of world's commodity prices
- High inflation rate and fluctuations on exchange rates
- High income inequality and high unemployment rate
- High standard of living and associated costs



SOCIO-CULTURAL FACTORS

Namibia is a culturally diverse nation characterised by socially dynamic communities. Through cultural exchange and the drift on social standards and values, socio-culture factors are influenced either positively or negatively and in-turn affects the strategy management process. Among many, the following socio-cultural factors were identified as very critical:

- High prevalence of diseases;
- Increase in human trafficking and illegal labour practices;
- Migration and refuges;
- Violation of and increase on crimes against human right; and
- Increase on social ills and moral decay.



TECHNOLOGICAL FACTORS

We are living in the technology and information age, technology is advancing rapidly and influencing day-to-day lives of people and organisations. Technology is a very important component of strategy management, as such the following key technological factors were identified due to their importance in impacting strategy formulation:

- Increase on organized crime (money laundering, Syndicate, fraud) ;
- Social media misuse;
- Wide use and acceptance of dark web and crypto currency; and
- Increase on the cyber-attacks, and computer hacking and viruses.



ENVIRONMENTAL FACTORS

Strategy is not implemented in isolation of the environmental considerations; strategic choices must be environmentally informed and friendly. During the PESTEL exercise, the following environmental factors were identified:

- Threat posed by global warming and climate change;
- Increase destruction of the ecosystem;
- High pollution rate; and
- Increase in natural calamities (droughts and Floods).



LEGAL FACTORS

The following legal factors were identified to influence the strategy management process:

- Presence of International and regional instruments on arms control and management;
- Loop-holes in local legal frameworks on arms control and management; and
- Threat for prosecution;

The liquor act and the firearms act are identified as twin-acts that work as a double-sided blade to combat firearm related crimes.



4.6.3. McKinsey's 7s Framework

The following hard and soft S's of McKinsey's 7S framework were deemed critical moving forward with the execution of this strategic plan:

Structure

The NAMPOL through the MSS established the NACMD as a first division unit reporting to the IGP through the deputy IGP: Operations. The representation of the NACMD division on the Top-management meetings is not clear, creating an institutional challenge in the efforts of controlling and managing of SALW in the country.

The internal structure of NACMD is insufficient in terms of size, capacity and functionality.

The structural issues of NACMD are have a direct and critical bearing in limiting the division to fully execute its mandate



Style

Due to the weaknesses on the institutional structure of NACMD, the division opts to use directives from higher offices as a tool to engage counterpart directorates or divisions in the NAMPOL force. Without a proper institutional arrangement in place on SALW at the top-management level, this form of leadership engagement is prone to sabotage, boycott and friction.



Staffing and Skills

The current structure does not clearly define roles and responsibilities of each staff member of the division. Work is executed on the basis of who is capable of performing the assignment rather than who is responsible of the assignment. This method of working may lead to some people being overworked while others being under-worked.

The head of the division has been conducting in-house capacity building sessions with the team on several soft-skill topics. A training schedule for 2018/19 was in-place but there was no form of endorsement to execute it.

Hence, the training schedule was not be implemented.

There is no Competency Framework (CF) in place, Training Needs Assessment (TNA) is not conducted and a Human Resource Development Plan (HRDP) is missing for the division.





Strategy

The first Namibian National Action Plan (NAP) on SALW was developed in 2004 to provide an articulated roadmap on the efforts of setting an agenda of action for the division then called National Focal Point on Small Arms and Light Weapons.

The NAP was intended to be a plan and was sufficient as such. Without following a strategic planning framework, the NAP could not embrace critical elements of strategic management; such as envisioning, line-of-sight and result framework.



System

There are several information systems within NAMPOL but their use and utilization is minimal. Apart from internet and email use, the NACMD division does not have access to or possess a customized system in place for its specific use. The ePolice system can be customized to suit the need of NACMD and the i-24/7 of Interpol can be extended to the same office to improve the office's accessibility of SALW related data.

NACMD solicited a free firearm marking system for Namibia. The system was delivered and installed at the Central Firearms Registry Division and members from both divisions were training on how to use the system. The system has posed some technical function challenges for its smooth use. For example, after every 500 marking, the system blocks new marking until a request is done to the vendor to unlock extra 500 marking jobs. As such, the system has created a negative sense of dependency on the vendor, loss of control of data, and lack of security and privacy.



5. KEY STRATEGIC ISSUES

Critical input towards the formulation of any strategic plan is the deliberation of the key challenges that are/ will hamper efforts of the business at hand. That is the reason why thorough consultative sessions were conducted with key stakeholders to ponder on issues that have a direct and critical bearing on the efforts of controlling and managing SALW in Namibia.

The following section provides an in-depth insight of the key challenges to be decisively addressed to ensure this strategic plan achieves its vision.

5.1. Weak institutional arrangement and structure

Much has been done to ensure that the institutional arrangement and structure to serve the mandate of controlling and managing SALW in Namibia is in place, but much still needs to be done. It cannot be further emphasized that institutional arrangement for the control and management of SALW in the country should be strengthened and made functional in-order to ensure optimal operations that can drive results.

5.2. Proliferation of illicit firearms

The Act of 1996 (Act 7 of 1996), section 2, prohibits an unauthorized possession of firearms, *“no person shall have any arm in his or her possession unless he or she holds a license to possess such arm”*. It is estimated that a total number of 260,000 firearms (both licit and illicit) are held by civilians in Namibia on a survey carried out in 2007 by the Firearm Policy Organization. The Auditor General’s performance report on firearms found that the problem of illicit firearm escalates because some firearm owners fear and fail to report stolen/ lost firearms due to the reasons of negligence, through House Breaking, Car Breaking and Robberies, Smuggling in the country. The report further indicates the spillover of firearms used during the country’s liberation struggle, whilst some are from the black market.¹

¹ Performance Audit report of the Auditor-General on the Ministry of Safety and Security- Department of Police Issuance and Control of Firearms Licenses for the Financial Years 2009/2010 – 2011/2012, pg. 3.

There is minimal control and monitoring of private firearms by the police, the only monitoring that takes place is during planned operations and at roadblocks where unlicensed, stolen firearms, which were used to commit crimes, are found and confiscated.² Compounding the problem of illegal possession of firearms in the country is the norm or practice of passing ownership in a form of inheritance.

The Crime Management Strategy has put a deliberate emphasis to combat illegal pool and criminal use of firearms in the country.

5.3. Prevalence in firearm-related Crime and Violence

Firearm related deaths such as the wave of passion killing have put the spotlight on firearm violence in Namibia. Firearm has been the weapon of choice for many serious crimes committed in Namibia, much of the used firearms to commit these crimes are illegal. Inappropriate misuse of firearms, such as waving/ pointing of firearms and possession of firearm by intoxicated person are frequently happening but are less reported to police. The Auditor General's performance report on firearms indicates that firearms in the hands of citizens were not handled as per the stipulations of the Arm and Ammunition Act. It further sites that random shooting in the air, threatening by firearms (e.g. pointing of a firearm) as the common misuse of firearms by the citizens³.

5.4. Inadequate firearm secure storage

The situation analysis exercise reveals that there are no adequate secure storage facilities in police stations. The available storage in police stations is small and cluttered, hence making unsafe for storage of firearms in a secure manner for example; Firearms submitted for safekeeping are stored in the same facility with arms recovered from crime scenes/exhibits. It has been indicated that the space or capacity of storage of the safe in the police stations cannot fully cater for the storage needs, because all items that need safe keeping are kept in the same storage. Storage challenges doubled by increase in the need of firearms storage in police stations may lead to misuse and disappearance of firearms in the hands of police. Central storage at the police headquarters is secure and adequate to store licit and illicit firearms from regions.

5.5. Inadequate coordination and collaboration

Despite the continuous engagement with stakeholders, there are few formalized relationships. There are insufficient institution arrangements either through MoUs or MoAs to fully explore, formalize and standardize all avenues of corporation and collaboration with stakeholders.

² Performance Audit report of the Auditor-General on the Ministry of Safety and Security- Department of Police Issuance and Control of Firearms Licenses for the Financial Years 2009/2010 – 2011/2012, pg. 3.

³ Performance Audit report of the Auditor-General on the Ministry of Safety and Security- Department of Police Issuance and Control of Firearms Licenses for the Financial Years 2009/2010 – 2011/2012, pg. 2.

5.6. Low performance culture

The slow pace of implementing the Performance Management System, and lack of result framework, have led to low performance. All units of the public service are expected to meet at-least 80% of their set targets following the performance principle and guidelines stipulated in the public service Performance Management System (PMS).⁴

5.7. Weak legal framework to effectively regulate control of SALW

The efforts of Arms Control, Management and Disarmament in the country are sometimes rendered fruitless due to the gaps on the Arms and Ammunition Act 7 of 1996.

⁴ Harambee Prosperity Plan 2016/17 - 2019/20, HPP02.1: Ensure that at least 80 percent of all Performance Agreement targets are met during the Harambee period.



6. STRATEGIC INTENT

6.1. Strategic Overview

Strategy addresses an organization's chosen route to its Vision, and enables the execution of mission in the broader context of mandate. In formulating this Strategy, the goal was to identify pragmatic and viable responses to strategic issues emanating from the situational analysis, whilst formulating strategic initiatives that directly ensure vision realization and mission fulfillment. The following sections outline the Strategy, which include Strategic Pillars, Strategic Objectives, Key Performance Indicators, Targets, and Key Programmes. Deliberate efforts have been made to ensure that the Strategic Objectives and KPIs remain high level and aligned to particularly NAMPOL and Ministry of Safety and Security programmes, and generally to the national programmes and initiatives for the next five years.

6.2. Strategic Pillars and Objectives

Strategic Pillars provide the strength and support to the vision. Without the pillars, the vision is in the risk of collapse.

Six (6) strategic pillars have been developed to guide the Strategic Plan on the way to achieve its vision and strategic intent, they include:

- Pillar 1: **Institutional Strengthening**
- Pillar 2: **Arms Control**
- Pillar 3: **Legal Framework**
- Pillar 4: **Civilian Disarmament**
- Pillar 5: **National Education and Awareness**
- Pillar 6: **Border Control**

The strategic pillars and objectives are formulated to provide strategic solutions to the strategic issues stated in section 5 above.

Table 4: Tabulated Summary of the relationship between strategic pillars, objectives and issues.

Strategic Pillar	Strategic Objective	Strategic Issue
Pillar 1: Institutional Strengthening	Strategic Objective (SO1.1): Improve institutional structure	– Weak institutional arrangement and structure
	Strategic Objective (SO1.2): Improve institutional performance	– Low performance culture
	Strategic Objective (SO1.3): Enhance stakeholder engagement	– Inadequate coordination and collaboration
	Strategic Objective (SO1.4): Strengthening Monitoring, Evaluation and Reporting	– Low performance culture
Pillar 2: Arms Control	Strategic Objective (SO2.1): Combat illegal possession and trafficking of arms and ammunition	– Proliferation of illicit firearms – Prevalence in firearm-related Crime and Violence
	Strategic Objective (SO2.2): Improve stockpile management and recordkeeping	
	Strategic Objective (SO2.3): Improve firearm storage	– Inadequate firearm secure storage
Pillar 3: Legal Framework	Strategic Objective (SO3.1): Strengthen policy and legislation on ACMD	– Weak legal framework to effectively regulate control of SALW
Pillar 4: Civilian Disarmament	Strategic Objective (SO4.1): Enhance amnesty efforts	– Proliferation of illicit firearms – Prevalence in firearm-related Crime and Violence
	Strategic Objective (SO4.2): Improve Arms, Ammunition and Other Related Materials destruction operations	
Pillar 5: National Education and Awareness	Strategic Objective (SO5.1): Improve national education and awareness	
Pillar 6: Border Control	Strategic Objective (SO6.1): Strengthen border control	

The sub-section that follows elaborates the strategic objectives and their key strategic initiatives under each strategic pillar.

Pillar 1: Institutional Strengthening

This pillar focuses in strengthening the national institution arrangement on Arms Control and Management in the country. It is critical that the national institutional arrangements on the control, management and disarmament of arms and ammunition in the country are strengthen in-order to attain the vision stated in this strategic plan. It is critical that the structure is strengthened at all levels, both at the national and regional levels to allow seamless coordination and flow work between all key role

players in the efforts of combating illicit and licit proliferation of arms in the country. This pillar is enforced through four (4) strategic objectives, they are elaborated below:

Strategic Objective (SO1.1): Improve institutional structure

Under this strategic objective, the institutional structure on Arms Control, Management and Disarmament in the country will be improved. The following key initiatives will be employed;

- Restructuring of ACMD units at all levels;
- Ensure Human Resources (HR) plan is developed; and
- Ensure proper succession plan and talent management programmes are developed.

Strategic Objective (SO1.2): Improve institutional performance

Through this strategic objective, the performance on delivering the service of ACMD in the country will be enhanced through the following initiatives:

- Ensure Holistic rollout of Performance Management System (*at national & regional levels*);
- Ensure Capacity building is taking place at all levels on ACMD; and
- Establish a result-based Competency framework.

Strategic Objective (SO1.3): Enhance stakeholder engagement

This strategic plan will strengthen stakeholder engagement to improve participation and cooperation by employing the following initiatives:

- Improve key player participation and cooperation;
- Enhance data and information exchange to facilitate transparent and effective co-operation and information exchange nationally, within the sub-region and internationally by facilitating national and sub-regional activities across borders; and
- Increased cooperation between law enforcement and justice institutions.

Strategic Objective (SO1.4): Strengthening Monitoring, Evaluation and Reporting

This strategic objective will go a long way to improve transparency and accountability on ACMD activities in the country. Two main initiatives will be employed to strengthen monitoring, evaluation and reporting:

- Adopt Monitor and evaluate practices into programmes and projects; and
- Improve transparency through continuous reporting.

Pillar 2: Arms Control

In order to address the serious issue of proliferation of Arms, Ammunition and Other Related Materials in the country, and its eventual eradication, this pillar on arms control plays a significant role towards these efforts. The pillar is strengthened through three (3) strategic objectives, elaborated below:

Strategic Objective (SO2.1): Combat illegal possession and trafficking of arms and ammunition

This strategic objective will focus to improve security and reduce the incidence of armed crime and violence in the country. The following initiatives will be employed:

- Zero tolerance on firearms crimes and violence;
- Improve data disaggregation, statistics analysis and intelligence on ACMD;
- Enhance efforts on firearms marking and tracing; and
- Strengthen peaceful conflict resolution mechanisms.

Strategic Objective (SO2.2): Improve stockpile management and recordkeeping

This strategic objective aims at strengthening firearms registration in the country through improving the databases, systems, tools, policy and procedures on Arms, Ammunition and Other Related Materials records keeping.

Strategic Objective (SO2.3): Improve firearm storage

This strategic objective will ensure that all arms and ammunition storage facilities are up-to standard. The main initiative is to ensure that all weapons and ammunition storage houses within law enforcement comply with the International Ammunition Technical Guidelines (IATG).

Pillar 3: Legal framework

It is critical that all the legal frameworks that are in the space of ACMD in the country are strengthening – be the National, Sub-Regional, Regional or International Legal Instruments.

Strategic Objective (SO3.1): Strengthen policy and legislation on ACMD

This strategic objective will ensure that National legislation; administrative procedures and regulations are improved. The following initiative will be used to strengthen policy and legislation on ACMD in the country:

- Ensure that relevant legislative frameworks are further developed and/or amended when necessary; and

- Ensure ratification and/or implementation of acceded international/ regional/ sub-regional instruments.

Pillar 4: Civilian Disarmament

Efforts to disarm civilian, of both licit and illicit, is crucial in the efforts to combat firearm-related crimes. This pillar seeks to strengthen the efforts of disarming the civilian population, with a special emphasis of eradicating illicit proliferation and circulation of arms in the country. The pillar will be achieved through the implementation of the following strategic objectives:

Strategic Objective (SO4.1): Enhance amnesty efforts

This strategic objective will enhance the decentralization of amnesty efforts, by exploring different approaches to surrendering of firearms during amnesty period. The following key initiatives will be used:

- Adopting the September Africa amnesty month under the AU master roadmap to silencing the Guns;
- Promoting options for ornamenting of arms;
- Exploring the possibility of compensating of surrendered arms;
- Exploring other avenues to accelerate amnesty efforts, such as:
 - o Use of churches, cultural leaders and herdsmen as possible point of arms deposit;
 - o Utilizing neighborhood watch, and men and women networks;
 - o Establishing mobile secure arms deposit facilities;

Strategic Objective (SO4.2): Improve Arms, Ammunition and Other Related Materials destruction operations

This strategic objective will ensure that the efforts are enhanced to Identify, collect, pool, administer and destroy of all surpluses, seized, captured and voluntarily surrendered stock.

Pillar 5: National education and awareness

At the center of the efforts to combat and eradicate the issue of proliferation of Arms, Ammunition and Other Related Materials in the country, lays the ability to aggressively educating the masses and promoting the awareness of the dangers and proper use of Arms, Ammunition and Other Related Materials. Therefore, this pillar ensures that a more integrated and targeted programmes for national education and awareness are implemented through the following strategy:

Strategic Objective (SO5.1): Improve national education and awareness

The aim of this strategic objective is to strengthen citizen awareness on the risks of Arms, Ammunition and Other Related Materials in-order to curb proliferation, reduce demand and promote responsible management. It is critical for the public education and awareness to work properly, the need to strengthen cooperation with NGO's can't be over emphasized. The following key initiatives will be used:

- Strengthen cooperation with NGO's (Civil Society and Faith Based Organizations);
- Increased cooperation between law enforcement and justice institutions;
- Foster key strategic partnership with key collaborators such as MGECW; and
- Establish and implement responsive public awareness raising and education Programme to reduce demand, and promote responsible management, use and handling of Arms, Ammunition and Other Related Materials.

Pillar 6: Border control

Strengthen border control is key in the efforts to combat circulation of illicit Arms, Ammunition and Other Related Materials to and from the country. It is critical that all points of entries are equipped with systems, tools and skilled human resources necessary to control circulation of Arms, Ammunition and Other Related Materials. This pillar is implemented through the following strategic objective:

Strategic Objective (SO6.1): Strengthen border control

This strategic objective will enhance the efforts to employ effective measures to control cross border movement of people, Arms, Ammunition and Other Related Materials. The following initiatives will be used:

- Identifying and facilitating action on critical areas of support such as cross-border entry points, joint and cross border operations and assistance to victims of SALW cases;
- Establish effective measures to control the cross- border movement of people and goods - including Arms, Ammunition and Other Related Materials;
- Expand and utilize the computerized movement control system, including search and detection equipment at all ports of entry;
- Increased cooperation and information sharing between relevant actors for border control, which means the police and customs;
- Extend the Interpol's iARMS interface to ports of entry; and
- Strengthen capacity building efforts of all actors involved in border control on issues related to control of circulation of Arms, Ammunition and Other Related Materials.

6.3. Strategic Premium

The following strategic premium will be achieved after 5 years of executing this strategy:



Institutional Strengthening	<ul style="list-style-type: none">• <i>Ensure 100% establishment of the institutional structure</i>• <i>100% implementation of the Performance Management System (PMS)</i>• <i>2 biennial national themed conference on Arms and Ammunition hosted in Namibia</i>• <i>2 Annual Reports on ACMD in Namibia produced</i>
Arms Control	<ul style="list-style-type: none">• <i>increase in the rate of recovery of illicit firearms by 45%</i>• <i>reduce firearm crime by 20%</i>• <i>reduce firearm-related wildlife crime by 50%</i>• <i>ensure firearm marking of NAMPOL, NDF and NC is 100%</i>
Legal Framework	<ul style="list-style-type: none">• <i>ensure 100% amendment of the Arms and Ammunition Act</i>• <i>ensure 60% implementing of international, regional, and sub-regional instruments</i>
Civilian Disarmament	<ul style="list-style-type: none">• <i>4 national amnesty operations conducted</i>• <i>4 national destruction operations of obsolete and/or surplus Arms and Ammunitions conducted</i>
National Education and Awareness	<ul style="list-style-type: none">• <i>4 mass public awareness and education campaigns conducted</i>• <i>4% of the population reach through the public awareness and education programmes/ campaigns</i>• <i>Reduced civilian demand of firearm by 30%</i>
Border Control	<ul style="list-style-type: none">• <i>4 national border control operations conducted</i>

6.4. 5-Year Strategic Matrix (2020/21 – 2024/25)

Table 5: The 5-year Strategic Matrix for the period 2020/19 to 2024/25

Desired Outcomes	Strategic Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Baseline	Target					Project	Budget	Champion(s)
						Y1 (2020/21)	Y2 (2021/22)	Y3 (2022/23)	Y4 (2023/24)	Y5 (2024/25)			
	Pillar 1: Institutional Strengthening	SO1.1: Improve institutional structure	% of institutional structure established	Restructuring the National Arms control, management and disarmament division (of NamPol) so as to ensure that the structure can deliver this strategic plan.	40%	60%	80%	100%	-	-	Human Resources Management	-	MSS/ NAMPOL
			% vacant positions filled	Filling of vacancies within the structure, at both national and regional levels.	40%	-	-	60%	80%	100%			
		SO1.2: Improve institutional performance	% execution of the Performance Management System (PMS)	Ensure the implementation of the PMS at all levels	20%	50%	80%	100%	100%	100%			
			% execution of the capacity building Programme/ plan	Develop and implement a Human Resources Development (HRD) plan	0%	-	5%	50%	70%	100%	Capacity Building	450,000	MSS/ NAMPOL
		SO1.3: Enhance stakeholder engagement	# of stakeholders fora conducted	Conduct annual stakeholder fora.	0	1	1	1	1	1	Stakeholder Engagement	250,000	MSS/ NAMPOL
			# of SALW conferences conducted	Conduct biennial national themed conference on arms and ammunition	0	-	-	1	-	1		1,350,000	MSS and MOD
			% progress in interfacing the law enforcement and justice systems	Interfacing means the integration of the e-Police, offender and justice systems in-order to facilitated seamless flow of information between the systems.	0	-	10%	40%	65%	80%	300,000	MSS and MoJ	
		SO1.4: Strengthening Monitoring,	# of M&E reports produced	Two M&E reports are earmarked to be developed on this strategic plan; the	0	-	-	1	-	1	Accountability and Transparency	350,000	MSS/ NAMPOL

Desired Outcomes	Strategic Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Baseline	Target					Project	Budget	Champion(s)	
						Y1 (2020/21)	Y2 (2021/22)	Y3 (2022/23)	Y4 (2023/24)	Y5 (2024/25)				
		Evaluation and Reporting		Mid-term Review in year 3; and Terminal Review in year 5.										
			# of Annual Reports on SALW in Namibia produced	Yearly report documenting the status of activities of control and management of SAWL in the country.	-	1	1	1	1	1		-		
	Pillar 2: Arms Control	SO2.1: Combat illegal possession and trafficking of illicit firearms and ammunition	% increase in the rate of recovery of illicit firearms	The assumption is; the increase in the number of recovered firearms has a positive correlation in the efforts to combat illicit firearms.	19%	22%	30%	35%	40%	45%	Arms-related Crime Combating	-	MSS/ NAMPOL	
			% reduction of firearm crime	Reduction of reported firearm related cases to police (annual reduction of the indicated %)	-	-	5%	10%	12%	20%		-	MSS/ NAMPOL	
			% reduction of firearm-related wildlife crime	Reduction of firearm-related cases on wildlife crime, such as poaching.	-	-	-	25%	35%	50%		-	MET	
		SO2.2: Improve stockpile management and recordkeeping	# of training on records management	Training on arms records management, analysis, and reporting to mainly NAMPOL, NDF, and NSC	-	-	1	1	3	1	Records Keeping	230,000	MSS/ NAMPOL	
			% of firearm storage facilities in the uniformed forces comply with the International Ammunition Technical Guidelines (IATG).	The International Ammunition Technical Guidelines (IATG) provides comprehensive and practical guidance on ammunition stockpile management. Compliance to IATG is key.	-	-	35%	45%	50%	60%		4,500,000	MSS/ NAMPOL	
			% of Nampol arms marked	Marking efforts of NAMPOL, NDF and NCS arms.	-	100%	100%	100%	100%	100%		Arms Marking and Tracing	-	MSS/ NAMPOL
			% of NDF arms marked		-	-	60%	80%	100%	100%			-	MOD/ NDF

Desired Outcomes	Strategic Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Baseline	Target					Project	Budget	Champion(s)
						Y1 (2020/21)	Y2 (2021/22)	Y3 (2022/23)	Y4 (2023/24)	Y5 (2024/25)			
			% of NCS arms marked		-	70%	80%	100%	100%	100%		-	MSS/ NCS
	Pillar 3: Civilian Disarmament	SO3.1: Enhance amnesty efforts	Number of amnesty operations conducted	Observing the September month of amnesty under the AU master roadmap for silencing the gun.	-	-	1	1	1	1	Disarmament	600,000	MSS and MOD
		SO3.2: Improve SALW destruction operations	Number of SALW destruction operations conducted annually	Operations to destruct/ destroy obsolete and/ or surplus arms.	-	-	1	1	1	1			
	Pillar 4: Legal Framework	SO4.1: Strengthen Policy and Legislation on SALW	% progress of amending the Arms and Ammunition Act	Update or improvement of the Arms and Ammunition Act of 1996	-	60%	80%	100%			Legal Frameworks	-	MSS
			% progress in implementing international, regional, and sub-regional instruments	Implementation of the UNPoA, SADC Protocol and Bamako Declaration on SALW, and the UN Protocol against the Illicit Manufacturing of and Trafficking in SALW (<i>for more details refer to section 4.3</i>).	15%	20%	30%	40%	50%	60%		-	MSS
	Pillar 5: National Education and Awareness	SO5.1: Improve National Education and Awareness Efforts	# of public awareness and education campaigns conducted annually	Number of mass education and awareness campaigns conducted annually	-	-	1	1	1	1	Awareness and Education	3,800,000	MSS, MOD, MGECW and NGO's ⁵
			% of the population that has become aware about the dangers, and proper use and handling of SALW	Percentage of the population reach through the public awareness and education programmes/ campaigns	-	-	0.5%	1.5%	3%	4%			

⁵ NGO's including Civil Society and Faith-based Organizations

Desired Outcomes	Strategic Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Baseline	Target					Project	Budget	Champion(s)
						Y1 (2020/21)	Y2 (2021/22)	Y3 (2022/23)	Y4 (2023/24)	Y5 (2024/25)			
			% reduction of SALW demand by Civilian	Reduction of the rate of civilian demand for arms	-	-	5%	10%	20%	30%			
	Pillar 6: Border Control	SO5.1: Improve border control	# of border control operations conducted	Number of joint, and cross-border operations	-	-	1	1	1	1	Circulation Control	1,550,000	MSS and MHAI
			# of trainings conducted on SALW control	Number of targeted/ tailor-made trainings conducted on SALW control to border officials	-	-	1	1	1	1		400,000	MSS and MHAI

7. BUDGET

The 5-year estimated budget for this strategic plan is as below:

Table 6: 5-year estimated budget

Strategic Pillar	Project	Project Sub-component	Estimated 5-year Budget (NAD)	Funder <i>(Who is responsible to fund the project)</i>
Pillar 1: Institutional Strengthening	Human Resources Management	Restructuring	N/A	MSS/ NAMPOL
		Performance Management System (PMS)	N/A	
	Capacity Building	HR Plan	450,000	
	Stakeholder Engagement	Stakeholder forum	250,000	MSS and MOD
		Arms and Ammunition Conference on System Interface	1,350,000	
		300,000		
Pillar 2: Arms Control	Accountability and Transparency	M&E Reporting	350,000	MSS/ NAMPOL
		Annual Reporting	N/A	
	Records Keeping	Training on records keeping	230,000	MSS/ NAMPOL
		Firearms Storage Facilities	4,500,000	
Arms Marking and Tracing	Marking of law enforcement Firearms	N/A	MSS and MOD	
Pillar 3: Civilian Disarmament	Disarmament	Amnesty	150,000	MSS and MOD
		Firearm Destruction	250,000	
Pillar 4: Legal Framework	Legal Frameworks	Amendment and development	N/A	MSS
		Implementation of legal instruments	N/A	MSS
Pillar 5: National Education and Awareness	Awareness and Education	public awareness and education campaigns	3,800,000	MSS, MOD, and MGECW
Pillar 6: Border Control	Circulation Control	Arms-related Crime Combating	1,550,000	MSS and MHAI
		External Capacity Building	400,000	
TOTAL BUDGET (NAD):			13,580,000	

8. KEY SUCCESS FACTORS

Critical success factor (CSF) is a Management term for an element that is necessary for an organization to attain its vision. It is a critical factor or activity required for ensuring the success of an organization. The following factors were identified as critical for the successful implementation of this Strategic Plan:

1. Restructuring

It is critical that this strategic plan informs the structure. Deliberate efforts should be put to fulfill the human resource needs so as to ensure that the division responsible to control and manage ACMD in the country is adequately resourced with competent human resource.

2. Continued Monitoring, Evaluation, and Reporting

Continued monitoring, evaluation, reporting and feedback on programs and projects to ensure outcomes and impact are key to the successful implementation of this strategic plan. Monitoring and evaluation (M&E) is about collecting, storing, analyzing and finally transforming data into strategic information so it can be used to make informed decisions.

3. High Performance Culture for Effective Service Delivery

The attainment of the Vision will come about through this critical success factor. There is need to find methods and mechanisms to excel in the provision of effective service delivery. A competent and willing labor force should be enhanced. There is a need to prioritize and rationalize the use of resources with the ultimate goal of doing more together with less.

4. Strengthened Communication, Flow of information and Coordination

Communication is the act of conveying intended meanings from one entity or group to another through the use of mutually understood signs and semiotic rules. The success of this strategic plan will come about through sharing of information at the right time and place among and across stakeholder to ensure decisions are made and actioned on time.

5. Stakeholders Relations

The Vision will become a reality through its interaction with stakeholders both internal and external. A stakeholder plan will ensure that the relations are managed and capitalized on. Through its core values, this strategic plan should strive to continuously maintain and develop strong relations with its various stakeholders. It should seek cooperative and mutually beneficial relationships with other institutions, businesses, development partners and governments, local, regional or international to enhance and support its programmes.

6. Doing More with Less

Organizational resources are generally scarce and there are many pressing country issues requiring attention. This calls for concerted efforts to coordinate, develop creative ways to do more with less. It is also important that resource allocations as per MTEF estimation are continuously aligned to projects so as to ensure the achievement of maximum results with minimum resources. The focus should be on strategic outcomes that result to impacts.

TERMINOLOGIES USED

Strategic Management Terminologies

Cascade - a series of interventions through which an organizational aspect/concept (such as an objective) is passed from the higher to lower levels (to units) in a manner applied to each level, ensuring buy-in and resulting in aligned thinking and effort throughout the organization.

Initiative -current and future activities, projects and programmes the organization is engaged in to help ensure it meets or exceeds its performance targets. Initiatives drive strategic performance. Initiatives are not ends in themselves, but means by which the organization achieves its strategic objectives.

Key Performance Indicators (Measures(s)) - these refer to the objective and not the initiatives; KPIs are the agreed upon measure(s) in terms of time, cost, quality or quantity (TCQQ) used to determine effective performance and achievement of the objective. KPIs make objectives 'SMART' – specific, measurable, achievable, realistic and time-bound. 'KPIs with their targets are used to assess achievement, indicate progress, or the lack thereof, towards achieving the objective.

Mission -the mission statement defines the nature and core purpose of the organization and is based on its mandate as expressed in specific legislation.

Objective - a specific (definable), concrete (measurable), short-term statement of a desired result, condition or accomplishment towards the achievement of strategic and management plans.

Outputs -the services delivered or products produced.

Performance Target - the target for each KPI can be expressed in different units, e.g. percentage, N\$, number, frequency and date (sometimes referred to as TCQQ – Time, Cost, Quality and Quantity); the target is an agreed quantifiable performance level or change in level to be attained by a specific date and often based on benchmarking.

Strategic Intent - a compelling statement about where an organization is going that succinctly conveys a sense of what that organization wants to achieve in the long term.

Strategic Premium - here used to refer to something that is of higher than usual quality or value, or simple put something of very high quality.

Strategic Plan - the document capturing the strategic critical issues and strategies towards attaining the organizational purpose and direction as developed by the organization.

Structure -the systematic grouping and coordination of a variety of functions, tasks, hierarchies and resources (human, physical, financial and information) through an analysis of the work required - in a way that all management, supervisors and staff members have a clear

understanding of their duties and how they work effectively together towards the organizational vision, mission and objectives.

Vision - the vision is the attractive and desirable picture of the future organisation, in say 5 or 10 years' time, in terms of its likely physical appearance, location, size, image, products/services/activities, customers, processes, performance, staffing, capacities, etc. Vision translates mission into something really meaningful.

Technical Terminologies

Definition of terms as per the *Promulgation of Arms and Ammunition Act, 1996 (Act No.7 of 1996 - as of 2005)* are as follows:

"Ammunition" means:

The Complete cartridge including the cartridge case, unfired primer, propellant, bullets, and projectiles that are used in a firearm, provided those components are themselves subject to authorization in the respective State Party.

"arm" means:

Any firearm other than a cannon or, other than a machine gun or machine rifle, and include: a gas pistol or revolver, an air pistol other than a toy pistol, an alarm pistol or revolver, a gas rifle or an air rifle of ,177 of an inch or larger caliber.

"brokering" means:

- a) Acting for a commission, advantage or cause, whether pecuniary or otherwise; or
- b) To facilitate the transfer, documentation or payment in respect of any transaction relating to the buying or selling of firearms, ammunition or other related materials and thereby acting as intermediary between any manufacturer or supplier of, or dealer in, firearms, ammunition and other related materials, and buyer or recipient thereof...

"firearm" means:

- a) Any portable lethal weapon that expels, or is designed to expel, a shot, bullet or projectile by the action of burning propellant, excluding antique firearms or their replicas that are not subject to authorization in respective State Parties
- b) Any device, which may be readily converted into a weapon, referred to in paragraph (a)
- c) Any small arm, as defined in Article 1 of the SADC protocol on the control of firearms, ammunition and other related materials
- d) Any light weapons, as defined in Article 1 of the SADC protocol on the control of firearms, ammunition and other related materials

"fit and proper" means:

A person is stable and responsible. That is, s/he is not violent, or involved in domestic violence or abuse or dependent on alcohol or narcotics.

"small arms" includes:

Light machine guns, sub-machine guns, including machine pistols, fully automatic rifles, assault rifles, and semi-automatic rifles.

"machine gun" or "machine rifle" includes:

Any firearm capable of delivering a continuous fire for so long as pressure is applied to the trigger thereof, whether or not that firearm was originally designed to function in that manner.

UN definition of Small Arms and Light Weapons is as below:

"small arms and light weapons" will mean any man-portable lethal weapon that expels or launches, is designed to expel or launch, or may be readily converted to expel or launch a shot, bullet or projectile by the action of an explosive, excluding antique small arms and light weapons or their replicas.

- a) **"Small arms"** are, broadly speaking, weapons designed for individual use. They include, inter alia, revolvers and self-loading pistols, rifles and carbines, sub-machine guns, assault rifles and light machine guns;
- b) **"Light weapons"** are, broadly speaking, weapons designed for use by two or three persons serving as a crew, although some may be carried and used by a single person. They include, inter alia, heavy machine guns, hand-held under-barrel and mounted grenade launchers, portable anti-aircraft guns, portable anti-tank guns, recoilless rifles, portable launchers of anti-tank missile and rocket systems, portable launchers of anti-aircraft missile systems, and mortars of a caliber of less than 100 millimeters.

"tracing" is the systematic tracking of illicit small arms and light weapons found or seized on the territory of a State from the point of manufacture or the point of importation through the lines of supply to the point at which they became illicit.

ANNEXURE

Annex 1: Stakeholder Analysis

A. Key External Stakeholders

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
Office of the President	Providing State leadership in preserving, maintaining and defending the Constitution of the Republic of Namibia	<ul style="list-style-type: none"> i. Informed about the NSP on ACMD ii. Informed on the provisions of the Regional and International instruments and mechanism on Disarmament iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Office of the Presidency) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials 	<ul style="list-style-type: none"> i. Provide support and guidance in the execution of NSP on ACMD
Ministry of Safety and Security	<p>Ensure the maintenance of internal security, law and order</p> <p>Initiate national projects on Disarmament and Non-proliferation of Chemical, Biological, Conventional Weapons, Light Weapons, Small Arms, Ammunition,</p>	<ul style="list-style-type: none"> i. Informed about the sustainable implementation of the National Strategic Plan (NSP) on Arms Control Management and Disarmament (ACMD) ii. Informed about the progress made in the implementation of all relevant national laws, Regional and International instruments, mechanism 	<ul style="list-style-type: none"> i. Availing funds from the Ministerial budget for the full implementation of NSP on ACMD ii. Provide support and guidance on Disarmament and Non-proliferation of CBCLSACRM iii. Spearhead the National Agenda

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
	<p>Cluster Munitions, Explosives and Other Related Materials (CBCLSACRM)</p> <p>Establish capacity building training programs for the Law Enforcement Agencies and Judiciary and Other Agencies involved in Prevention, Combating and Eradication of CBCLSACRM</p>	<p>on Disarmament and Non-proliferation of prohibited materials and fulfillment of all other regional and international statutory obligations</p>	<p>on Disarmament and Non-proliferation of CBCLSACRM to ensure public safety and security</p>
Ministry of Defence	<p>Ensure the sovereignty and territorial integrity against external aggression, both conventional and unconventional and provide assistance to civil authorities during natural and man made disasters</p>	<ul style="list-style-type: none"> i. Informed about the NSP on ACMD ii. Informed about all relevant laws Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic Namibia is a signatory or State party iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Ministry of Defence) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials 	<p>Informed about the sustainable implementation of all relevant national laws, Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials and fulfillment of all other regional and international statutory obligations</p> <p>Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Ministry</p>
Ministry of International Relations & Cooperation	<p>Formulating, promoting and executing Namibia's foreign policy and the conduct of Namibia's International relations and cooperation</p>	<ul style="list-style-type: none"> i. Informed about the NSP on ACMD ii. Informed on the provisions of the Regional and International instruments and mechanism on Disarmament to which the Government of the Republic of Namibia is a 	<p>Provide guidance and technical support and cooperation with other signatories and State parties on sustainable implementation of all Regional and International instruments and</p>

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
		<p>signatory or State party</p> <p>iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Ministry of International Relations & Cooperation) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials</p>	<p>mechanism on Disarmament, Non-proliferation of prohibited materials to which the Namibia is a signatory or State party</p> <p>Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Ministry</p>
Ministry of Environment and Tourism	Prevent and Combat and Eradicate poaching and illegal hunting within the boundaries of the Republic of Namibia	<p>i. Informed about the NSP on ACMD</p> <p>ii. Informed about the provisions of all Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic of Namibia is a signatory or State party</p> <p>iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Ministry of Environment & Tourism) in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials</p>	<p>i. Provide statistics one firearms used on poaching and illegal hunting</p> <p>ii. Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Ministry</p>
Ministry of Justice	Provide legal services and access to justice	<p>i. Informed about the NSP on ACMD</p> <p>ii. Informed about the provisions of all Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic of Namibia is a signatory or State party</p>	<p>i. Provide legal guidance on drafting of new legislations and enacting the necessary legislation and take other measures to sanction criminally, civilly or administratively under the relevant national laws to Prevent, Combat and Eradicate,</p>

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
		<ul style="list-style-type: none"> iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Ministry of Justice) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials 	<ul style="list-style-type: none"> the Illicit Manufacturing of firearms, ammunition and Other Related Materials ii. Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Ministry
Ministry of Home Affairs and Immigration	Administer and facilitate legal immigrants	<ul style="list-style-type: none"> i. Informed about the NSP on ACMD ii. Informed about the provisions of all Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic of Namibia is a signatory or State party iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Ministry of Home Affairs & Immigration) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials 	<ul style="list-style-type: none"> i. To control the movement of illicit firearms and ammunitions across National borders ii. Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Ministry
Ministry of finance	Administer and control cross border goods, assessing and collecting customs duties and taxes and fighting against smuggling-in/out of illegal goods, counteracting customs fraud and contraband	<ul style="list-style-type: none"> i. Informed about the NSP on ACMD ii. Informed about the provisions of all Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic of Namibia is a signatory or State party 	<ul style="list-style-type: none"> i. To control the movement of illicit firearms and ammunitions across National borders ii. Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Ministry

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
		<ul style="list-style-type: none"> iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Ministry of Finance) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials 	
<p>Ministry of Agriculture, Water and Forestry</p>	<p>Manage forest for sustainable production of economic and environmental goods and services including sustainable supply of timber and other forest products and meet long term needs of society</p> <ul style="list-style-type: none"> ii. Control the usage and storage of chemicals for agricultural utilization 	<ul style="list-style-type: none"> i. Informed about the NSP on ACMD ii. Informed about the provisions of all Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic of Namibia is a signatory or State party iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Ministry of Agriculture, Water & Forestry) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials 	<ul style="list-style-type: none"> i. Information regarding violation of Article VII of OPCW Convention and/or on the implementation of national measures to prohibits the Development, Production, Stockpiling and use of scheduled Chemicals for agricultural Industry NOT to be turned into Chemical Weapons within the boundaries of the Republic of Namibia <p>Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Service</p>
<p>Ministry of Industrialization Trade & SME Development</p>	<ul style="list-style-type: none"> i. Develop and diversify the Namibian economy towards an efficient and competitive through International Trade Development; Industrial and Enterprise Development; Investment Promotion and 	<ul style="list-style-type: none"> i. Informed about the NSP on ACMD ii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Ministry of Industrialization Trade & SME Development) involvement in Disarmament and stockpile management of firearms, 	<ul style="list-style-type: none"> i. Information regarding violation of Article VII of OPCW Convention and/or on the implementation of national measures to prohibits the Development, Production, Stockpiling and use of scheduled Chemicals for trade

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
	<p>Facilitation; and the Development of a Vibrant and Competitive Domestic Economy</p> <p>ii. Administer regional and international trade of SALW, ammunition, cluster munitions and other related materials</p>	<p>Ammunition and Other Related Materials</p>	<p>and industrial purpose NOT to be turned into Chemical Weapons within the boundaries of the Republic of Namibia</p> <p>Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Ministry</p>
National Planning Commission	<p>Development of National Development Plans (NDPs) in consultation with the Public and Private sectors</p>	<p>iii. Informed about the NSP on ACMD</p> <p>iv. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (National Planning Commission) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials</p>	<p>i. Information on the best way to implement bankable project(s) on Sustainable Development Goals (SDG), Goal 16. Promote Peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p> <p>ii. Creating linkages between Target 16.4 on significantly reduce illicit arms flows, strengthen recovery and return of stolen assets, and combat all forms of organized crime and national budget</p> <p>iii. Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Commission</p>
Namibia Central Intelligence	<p>Investigate, gather, evaluate, correlate, interpret and retain</p>	<p>i. Informed about the NSP on ACMD</p>	<p>Provide timely, accurate and reliable information/intelligence on Prevention,</p>

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
Service	<p>information whether inside or outside Namibia for the purpose of detecting and identifying any threat or potential threat to the security of Namibia</p> <p>Gather ministerial intelligence at the request of any interested Office, Ministry or Agency without delay to evaluate and transmit as appropriate to that OMA such intelligence, which may be used in detection, combating and prevention of illicit proliferation of Chemicals, Biological, Light Weapons, Small Arms, Ammunition, Cluster Munitions and Other Related Materials</p>	<p>ii. Informed about the provisions of all Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic of Namibia is a signatory or State party</p> <p>iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Namibia Central Intelligence Service) involvement in the provision of intelligence on Disarmament and Non-Proliferation of Chemical, Biological, Light Weapons, Small Arms, Ammunition, Cluster Munitions and Other Related Materials</p>	<p>Combating and Eradication of the illicit Conventional, Light Weapons, Small Arms, Ammunition, Cluster Munitions and Other Related Materials</p> <p>Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Service</p>
Namibian Correctional Service	Administer court-imposed sentenced for offenders	<p>i. Informed about the NSP on ACMD</p> <p>ii. Informed about the provisions of all Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic of Namibia is a signatory or State party</p> <p>iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Namibian</p>	<p>i. Actively participating in the sustainable implementation of the NSP on ACMD and establish appropriate mechanisms for cooperation among law enforcement agencies of the State</p> <p>ii. Establish a Departmental Point of Contact(s) on Disarmament and curbing the proliferation of arms and</p>

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
		Correctional Service) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials	ammunition within the Service
Faith-based Organizations	Mobilize faith based convictions to actively participating in the national programs on Disarmament and Non-proliferation of CBCLSACRM	i. Informed about the NSP on ACMD ii. Informed about the provisions of all Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic of Namibia is a signatory or State party iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Faith-Based Organization) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials	i. Support Law Enforcement Agencies on Disarmament and Non-proliferation of CBCLSACRM ii. Establish Sectorial Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the sector
Civil Society Associations	Mobilize Civil Society Organizations to actively participating in the national programs on Disarmament and Non-proliferation of CBCLSACRM	i. Informed about the NSP on ACMD ii. Informed about the provisions of all Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic of Namibia is a signatory or State party iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Civil Society Organization) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials	i. Support Law Enforcement Agencies on Disarmament and Non-proliferation of CBCLSACRM including creating strong linkages between the general public and the Ministry on Public Education Awareness and Raising interventions ii. Establish Sectorial Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the sector

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
City Police	Ensure the maintenance of internal security, law and order within the boundaries of the specific cities and towns	<p>i. Informed about the NSP on ACMD</p> <p>. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Faith-Based Organization) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials</p>	<p>i. Support Law Enforcement Agencies on Disarmament and Non-proliferation of CBCLSACRM including creating strong linkages between the general public and the Ministry on Public Education Awareness and Raising interventions</p> <p>ii. Establish Sectorial Point of Contact(s) on Disarmament and curbing the proliferation of arms and ammunition within the Department</p>

B. Key Internal (NAMPOL) Stakeholders

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
Procurement and Logistics Directorate of NAMPOL	Provide logistical and infrastructural management of the Force.	<p>i. Informed about the NSP on ACMD</p> <p>ii. Informed about the provisions of all Regional and International instruments and mechanism on Disarmament and Non-proliferation of prohibited materials to which the Government of the Republic of Namibia is a signatory or State party</p> <p>iii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Procurement</p>	Storage facilities and transportation of obsolete and redundant firearms

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
		& Logistics Directorate) involvement in Disarmament and Stockpile Management of Arms, Ammunition and Other Related Materials	
Special Branch Directorate of NAMPOL	<p>Collect, investigate, evaluate, correlate, interpret and retain information/intelligence on proliferation of Arms, Ammunition and Other Related Materials for the purpose of detecting and identifying and profiling traffickers and other syndicates within the boundaries of the republic of Namibia</p> <p>Gather Crime information/intelligence on Arms, Ammunition and Other Related Materials such intelligence, may be used in detection, combating and prevention of illicit proliferation of Light Weapons, Small Arms, Ammunition, Cluster Munitions, Explosives and Other Related Materials</p>	<p>i. Informed about the NSP on ACMD</p> <p>ii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Special Branch) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials</p>	Informed about information/intelligence regarding illicit trade and proliferation of Small Arms, Light Weapons, Explosives and Other Related Materials including syndicates and groups involved in acquiring Arms, Ammunition and Other Related Materials for subversive objectives
Criminal Investigation Directorate of	i. Docket investigations of firearm related crimes	<p>i. Informed about the NSP on ACMD</p> <p>ii. . Informed about the Terms of Reference (ToR)</p>	i. Informed about the progress made with regards to firearm crime investigations

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
NAMPOL	ii. Compile periodically firearms crime statistics	and Standard Working Procedures for its (CID) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials	ii. Informed about firearms crime statistics
INTERPOL NCB	i. Tracing of illegal firearms and sharing criminal data, intelligence and cooperating on investigation with other international police community ii. Profile wanted suspects in the commission of crimes	i. Informed about the NSP on ACMD ii. . Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (INTERPOL NCB) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials	i. Information on INTERPOL tools and services on firearms control, management and Disarmament ii. Capacity building training on the utilization of INTERPOL tools and services
Forensic Science Institute of NAMPOL	Deal with all the forensic investigations and analysis of high profile nature	i. Informed about the NSP on ACMD ii. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Forensic Science Institute) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials	Information on firearms ballistic testing
Explosive Control Division	Administer and enforce the Explosive Act, 1956 (act 26 of 1956, as amended)	iii. Informed about the NSP on ACMD iv. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Explosive Control Division) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related	i. To support the destruction of identified obsolete and redundant firearms, ammunitions and other related materials

Player	What do they do in relation to control & management of SALW	What do they need from us	What do we need from them
		Materials	
Central Firearm Registry Division	Issuing of firearm licenses and firearm record keeping	<ul style="list-style-type: none"> v. Informed about the NSP on ACMD vi. Informed about the Terms of Reference (ToR) and Standard Working Procedures for its (Central Firearm Registry Division) involvement in Disarmament and stockpile management of firearms, Ammunition and Other Related Materials 	<ul style="list-style-type: none"> i. Statistics on Firearms ownership ii. Establish whether the country has a reliable and verifiable firearms database system



REPUBLIC OF NAMIBIA

Ministry of Safety and Security
Namibian Police Force
Arms Control, Management and
Disarmament Division