



Republic of Liberia

THE LIBERIA NATIONAL COMMISSION ON ARMS (LiNCA)



STRATEGIC PLAN

2026-2030

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FORWARD



The global and regional proliferation of Small Arms and Light Weapons (SALW), which are a category of conventional weapons, is a complex and multifaceted challenge. It is characterized by excessive accumulation and illicit flows that fuel armed conflicts, organized crime, and terrorism worldwide. The need to control the spread of SALW cannot be overstated. An estimated one billion small arms are in circulation globally, with over 85% in civilian hands. Small Arms and Light Weapons are a leading cause of death in many modern conflicts and crime-affected regions, resulting in tens of thousands of fatalities and injuries each year. Their presence exacerbates the suffering of civilians, hinders humanitarian assistance, and facilitates human rights abuses, including gender-based violence and the recruitment of child soldiers.

The Liberian civil war resulted in a widespread influx and misuse of Small Arms and Light Weapons (SALW), making their effective control essential to sustaining peace. Proper management and prevention of SALW proliferation are critical to eliminating the risk of renewed violence and instability, safeguarding development gains, and maintaining national and regional security. As such, SALW control remains a key peacebuilding priority for Liberia.

As an outgrowth of the earlier ECOWAS Moratorium on Small Arms and Light Weapons, the ECOWAS Convention on Small Arms and Light Weapons, Their Ammunition and Other Related Materials was adopted by Member States to strengthen efforts to combat the illicit proliferation of SALW in the sub-region. In accordance with Article 24 of the Convention, ECOWAS Member States have established National Commissions on Small Arms and developed National Action Plans (NAPs) to guide SALW control initiatives within their respective territories.

In 2006, a provisional body, the Technical Working Group on Arms, was established by Executive Order to address the proliferation of small arms in the aftermath of Liberia's civil war. In 2012, the Government of Liberia formally established the Liberia National Commission on Small Arms (LiNCSA) through legislation, granting it semi-autonomous status. This Act was subsequently repealed, and in 2022, a new legislation was enacted to create the Liberia National Commission on Arms (LiNCA). The Act establishing LiNCA provides that the general mandate of the Commission includes formulating policies and ensuring the implementation of measures aimed at addressing the proliferation, diversion, illicit manufacturing, use, distribution, possession, and trafficking of all conventional arms; as well as coordinating and monitoring public and private sector efforts to prevent, combat, and eradicate the illicit trade, transfer, transit, and transshipment of conventional arms within and across Liberia's borders.

LiNCA's vision is "*a peaceful society free from illicit arms and arms-related violence*," and its mission is to provide policy guidance and to coordinate and monitor national programs aimed at eradicating the illicit manufacture, trade, and trafficking of conventional arms, including Small Arms and Light Weapons (SALW) in Liberia.

It is against this backdrop that this five-year Strategic Plan was developed, building on the previous plan to ensure continuity and institutional coherence. The Strategic Plan is aligned with the Government of Liberia's **ARREST Agenda for Inclusive Development (AAID)**, specifically Pillar Three. It is

structured around seven pillars (foundational thematic areas) and seven strategic objectives, each with defined priority areas.

The purpose of the Strategic Plan is to provide clear strategic direction to the Commission in fulfilling its mandate to control and regulate conventional arms, including SALW, while contributing to the sustenance of peace and stability in Liberia. The Plan further serves as a guiding framework for management decisions, programs, and activities in pursuit of the Commission's priority objectives.

Guided by its core values of confidentiality, commitment, effectiveness, efficiency, participation and inclusiveness, professionalism and integrity, transparency, accountability, and institutional action, LiNCA has made significant strides in leading and promoting efforts to curb the proliferation of illicit Small Arms and Light Weapons within and across the borders of Liberia.

The Liberia National Commission on Arms is therefore fully committed to the implementation of this five-year Strategic Plan and the achievement of its strategic objectives. The Plan will strengthen the Commission by enhancing human resource development and institutional capacity. LiNCA staff will play a central role in its successful implementation, with all personnel encouraged to actively participate and share responsibility and accountability for achieving the Plan's objectives.

As a call to action, the Commission urges all partners to join hands in a collaborative effort to ensure the effective implementation of this Strategic Plan. Achieving the objectives outlined in this Plan will require sustained cooperation, shared responsibility, and collective commitment from government institutions, civil society, regional and development partners, and all stakeholders invested in Liberia's peace and security.

Finally, the Commission notes with appreciation that the development of this five-year Strategic Plan was made possible through funding provided by the Government of Liberia, through the Ministry of Finance and Development Planning (MFDP). LiNCA remains profoundly grateful for this support, which underscores the Government's commitment to strengthening national security and advancing sustainable peace.

*James M. Fromayan,
Chairman
Liberia National Commission on Arms (LiNCA)*

ACKNOWLEDGEMENT

The Liberia National Commission on Arms (LiNCA) expresses its profound gratitude and appreciation for the wide range of support, financial, material, and technical, received over the years from numerous national and international partners. Without these invaluable contributions, the formulation of this Strategic Plan would not have been possible.

LiNCA extends its sincere appreciation to His Excellency Joseph Nyuma Boakai, Sr., President of the Republic of Liberia, and the Government of Liberia for the unwavering support and commitment to the Commission, despite competing national priorities. The Commission also expresses profound gratitude to its development partners, including the ECOWAS Commission, the United Nations, the European Union, the Centre for Armed Violence Reduction (CAVR), Expertise France, and the Arms Trade Treaty (ATT) Secretariat, for their invaluable technical and financial support.

In charting a pathway toward the development of this strategic roadmap, the Five-Year Strategic Plan (2026–2030), a number of internal and external stakeholders were consulted. LiNCA owes these stakeholders a deep sense of appreciation and gratitude for their meaningful contributions to the development of the Strategic Plan. Beyond their participation in the consultative process, collaboration with relevant state and non-state actors provided critical resources and insights that informed this important milestone.

LiNCA also acknowledges the dedicated efforts of its Technical Secretariat for the time, commitment, and service. The Commission highly appreciates the Secretariat's active and supportive role in the formulation of this Five-Year Strategic Plan and looks forward to the effective implementation of the key initiatives and activities outlined therein.

Finally, the Commission extends special thanks to the National Consultant, Mr. Edwin Sarvice, who, despite financial constraints, provided guidance and leadership in translating LiNCA's vision into this comprehensive strategic document.

To every institution and individual who contributed to the development of this Strategic Plan, the Commission extends its sincere thanks and appreciation.

ACRONYMS AND ABBREVIATION

ATT	Arm Trade Treaty
PSSM	Physical Security and Stockpile Management
UNDP	United Nations Development Programme
LNP	Liberia National Police
AFL	Armed Forces of Liberia
MOD	Ministry of Defense
NSA	National Security Agency
EPS	Executive Protection Service
LDEA	Liberia Drug Enforcement Agency
EU	European Union
CBO	Community Based Organization
WAM	Weapon and Ammunition Management
SWOT	Strengths, Weaknesses, Opportunities, and Threats
GOL	Government of Liberia
KPIs	Key Performance Indicators
IT	Information Technology
M &E	Monitoring and Evaluation
SPMP	Strategic Planning Monitoring Plan
SALW	Small Arms and Light Weapons
RCC	Regional Cooperation Council
SG-POA	Silencing the Guns-Plan of Action
UNIDIR	United Nations Institute for Disarmament Research
CAVR	Centre for Armed Violence Reduction
IEDs	Improvised Explosive Devices
GAF	Global Ammunition Framework

EXECUTIVE SUMMARY

The Liberia National Commission on Arms (LiNCA) is Liberia's premier authority responsible for managing and controlling the proliferation of arms, including Small Arms and Light Weapons (SALW). Since its establishment, LiNCA has played a leading role in curbing the illicit proliferation of SALW within and across Liberia's borders.

The Commission has undergone several changes in structure and mandate since its inception. It began as a provisional body in 2006 through an Executive Order, established to address the proliferation of SALW following Liberia's civil war. In 2012, the Government of Liberia formally established the Liberia National Commission on Small Arms (LiNCSA) through an Act of the National Legislature, making it a semi-autonomous agency. This Act was later repealed, and in 2022, a new legislation created the Liberia National Commission on Arms (LiNCA).

The Act that established LiNCA mandates the formulation and implementation of policies and measures to address the proliferation, illicit manufacturing, use, distribution, possession, and trafficking of all conventional arms, including SALW, their ammunition, and related materials. It also calls for the coordination and monitoring of all public and private sector efforts to prevent, combat, and eradicate the illicit trade and proliferation of conventional arms including explosives within and across Liberia's borders.

The overall goal of this Five-Year Strategic Plan (2026–2030) is to foster a safe, stable, and peaceful Liberia through robust and effective SALW control programs. These programs aim to reduce the proliferation of illicit arms and mitigate the associated consequences of armed violence and related crimes. The Plan aligns with Pillar 3 of the Government of Liberia's ARREST Agenda for Inclusive Development (AAID).

LiNCA's mission is to provide policy guidance, coordinate, and monitor national programs aimed at eradicating the illicit manufacture, trade, and trafficking of Small Arms and Light Weapons within Liberia and the sub-region. The Commission's vision is: **"A peaceful society that is free from illicit arms and armed-related violence."** This Five-Year Strategic Plan builds upon the previous plan and other past initiatives to ensure continuity while effectively responding to new and emerging challenges. Unlike its predecessor, this plan places greater emphasis on achieving measurable strategic outcomes, which will serve as the primary basis for monitoring, evaluation, and performance assessment throughout the implementation period.

The formulation of the Plan began with a SWOT analysis to assess the Commission's strengths, weaknesses, opportunities, and threats. This process involved key stakeholders, including Senior Management, through a series of consultative forums.

The Plan outlines seven (7) core strategic objectives and associated activities, anchored on seven (7) foundational pillars, which form the basis for the Commission's work over the next five years.

Pillar 1 – Harmonization of Liberia's Penal Code with FACA 2022 and Its Regulatory Frameworks.

Pillar 2 – Strengthening Enforcement Mechanisms for Arms Control.

Pillar 3 – Weapons and Ammunition Management (WAM) Including Commercial Explosives; **Pillar 4** – Institutional Capacity Strengthening.

Pillar 5 – Public Education and Sensitization.

Pillar 6 – Mainstream Gender in Arms Control. And

Pillar 7 - Plan Implementation, Coordination, Equipment, Logistics, Digital Innovation, Justice & Security Decentralization.

To ensure the successful implementation of this Strategic Plan, the Commission will establish a special committee responsible for overseeing its execution. This committee will develop a results and monitoring framework, detailing the activities to be undertaken, setting timelines, and identifying SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) indicators to guide performance evaluation.

Financing for this Strategic Plan will be sourced from **multiple channels**, including national, regional, and international funding mechanisms. In addition to its regular annual budgetary appropriation, the LiNCA will engage MFDP **Government of Liberia (GOL)** to commit a **multi-year budget allocation for arms control** as part of the financing framework for this five-year Strategic Plan. **Component A** of the Plan will be financed through the establishment of a **trust fund**, supported by contributions from the private sector and interested development partners, friendly governments and international partners. In addition, fees generated from the issuance of firearms possession permits, and licenses, as well as fines obtained from illegal firearms possession, will contribute to financing the Plan. The impact of this Strategic Plan will be reflected in effective civilian arms registration, improved management of seized weapons, and a robust system of accountability, thereby reducing the risk of conflict and supporting Liberia's development. The Plan is also expected to strengthen data collection and intelligence on arms in circulation, increase public trust through transparency in arms management, and enhance regional collaboration.

The successful implementation of this Five-Year Strategic Plan will require sustained political will, which has already been secured from the Office of the President, as well as continued support from LiNCA's development partners. The Commission therefore calls on all national and international partners to actively support its efforts in fulfilling its statutory mandate.

1.1 INTRODUCTION

1.1 Background

The **Liberia National Commission on Arms (LiNCA)** is Liberia's premier competent authority responsible for leading and coordinating national efforts to control the proliferation of conventional arms, including Small Arms and Light Weapons. Since its establishment, LiNCA has played a central role in advancing initiatives aimed at curbing the spread of illicit SALW within Liberia and across its borders.

The Liberia National Commission on Arms (LiNCA) has undergone significant changes in both structure and mandate over the years. In 2006, a provisional body, the Technical Working Group on Arms was established through an Executive Order to address the proliferation of SALW in the aftermath of Liberia's civil war. In 2012, the Government of Liberia formally established the National Commission on Small Arms (LiNCSA) through an Act of the National Legislature, granting it semi-autonomous status. This Act was subsequently repealed, and a new legislation was enacted in 2022, thereby creating the Liberia National Commission on Arms (LiNCA) with an expanded mandate covering all conventional arms.

It is against this background that LiNCA resolved to formulate a Five-Year Strategic Plan. It is against this background that LiNCA resolved to formulate a comprehensive Five-Year Strategic Plan. The Plan is informed by extensive technical consultations with key stakeholders, as well as a thorough review of relevant national, regional and international legal and policy instruments. It also draws from key reference documents, including national development frameworks and global arms control agreements that guide Liberia's commitments and obligations in the area of conventional arms control, including:

1. The ECOWAS Convention on Small Arms and Light Weapons, Their Ammunition and Other Related Materials
2. The United Nations Arms Trade Treaty (ATT)
3. The UN Programme to Prevent, Combat, and Eradicate the Illicit Trade in Small Arms and Light Weapons
4. National reports and previous LiNCA strategic documents
5. Consultations with key internal and external stakeholders
6. The Act establishing the Liberia National Commission on Arms
7. The Liberia Firearms and Ammunition Control Act of 2022 and Administrative Regulations
8. The Action Plan for the Security Sector Working Group (SSWG) coordinated by the Ministry of Justice

LiNCA's Five-Year Strategic Plan builds upon the previous Plan and other past initiatives to ensure continuity while effectively responding to new and emerging challenges in the arms control environment. Unlike the previous plan, this Strategic Plan places greater emphasis on measurable progress toward broad strategic objectives, which will serve as the basis for quarterly and annual evaluations.

The ECOWAS Commission, in collaboration with its Member States, has reached a common understanding on the need to develop and jointly implement a coordinated work plan, supported by an appropriate institutional framework and a dedicated trust fund. At the core of this collective effort is the vision statement: **“Strengthening sustainable peace, security, and stability in West Africa through a coordinated approach to practical small arms and light weapons control.”**

As a strategic planning instrument, this document seeks to promote the sustainable implementation of the ECOWAS Convention on Small Arms and Light Weapons and other complementary regional and international frameworks. It outlines strategic goals and key performance indicators to enable continuous monitoring of progress and facilitate necessary adjustments over the five-year period. As a Member State of ECOWAS, Liberia is required to develop a clear strategic direction that provides a comprehensive national implementation framework for the ECOWAS Convention. This Strategic Plan fulfills that obligation by aligning national priorities with regional commitments.

To this end, the Liberia National Commission on Arms (LiNCA) has developed this Strategic Plan based on the operational requirements of the ECOWAS Convention, the United Nations Programme of Action (UNPoA), the UN Firearms Protocol, and other relevant national baseline assessments, including the UNIDIR-designed Weapons and Ammunition Management Assessment, National Action Plans, and existing national security strategies. The Plan also reflects priority needs identified by ECOWAS Member States.

In addition, the Strategic Plan provides for inclusive civil society participation in SALW control, facilitating the engagement of Civil Society Organizations (CSOs) and strengthening collaboration between CSOs and national authorities.

The need to strengthen the implementation of the ECOWAS Convention on Small Arms and Light Weapons, their Ammunition, and other Related Materials cannot be overstated. As a Member State of ECOWAS, Liberia must undertake coordinated and sustained efforts to support the identification and adoption of effective regional approaches aimed at addressing the illicit proliferation of small arms and light weapons across the subregion.

In this regard, a number of strategic interventions have been undertaken to underscore the significant efforts made by national competent authorities, in collaboration with ECOWAS through its Small Arms Division, to advance strategic reforms and strengthen arms control frameworks throughout the region. These efforts are documented annually in official reports to the ECOWAS Commission during the Annual Coordination Meeting of National Commissions. The current strategic framework includes a roadmap with clearly defined strategic goals in arms and ammunition control. To track progress, the roadmap employs Key Performance Indicators (KPIs) that measure achievements on a yearly basis. As a strategic document, this Five-Year Strategic Plan supports the sustainable implementation of the ECOWAS Convention and other complementary frameworks. It outlines goals and KPIs to enable continuous monitoring, evaluation, and potential adjustment over the five-year period.

1.2 Rationale of the Strategic Plan

The rationale for this Strategic Plan is to provide clear direction, align efforts, optimize resources, and enhance adaptability, enabling LiNCA to achieve its long-term vision. The Plan

seeks to transition the Commission from a reactive to a proactive institution by setting SMART goals, identifying opportunities and risks, and ensuring that all parts of the organization work cohesively toward common objectives and the fulfillment of its mandate.

1.3 Structure of the Plan

This Strategic Plan covers a period of five years and is structured as follows:

1. **Strategic Framework:** The plan evolves from a broad vision to specific actions, typically including an executive summary, mission and vision statements, and core values.
2. **Situation Analysis:** This section includes a SWOT analysis, identification of the long-term goal, strategic objectives, and proposed tactics.
3. **National Action Plan (NAP) and Implementation Matrix:** This provides a practical roadmap to guide the Commission toward the successful achievement of its objectives over the five-year period.

1.4 The Planning Process

A highly participatory and research-based approach was employed in developing this Strategic Plan. The process began with a SWOT analysis to assess the Commission's strengths, weaknesses, opportunities, and threats. This analysis was conducted through a series of consultative forums involving key stakeholders, including Senior Management, to identify the internal and external factors affecting the Commission's ability to implement its mandate and achieve its mission.

2. ORGANIZATION OVERVIEW

2.1 Structure of the Commission

LiNCA's Board is composed of representatives from government agencies and civil society organizations, as defined by the Commission's Act. The President of Liberia appoints three private individuals to the Commission, who serve as Chairperson, Vice-Chairperson, and Commissioner, respectively. These three appointed members are actively responsible for supervising the day-to-day operations of the Commission.

The Commission's operations are managed by a Technical Secretariat, headed by an Executive Director. The Secretariat currently comprises approximately 73 staff members, not including the three appointed officials. The current administrative structure of the Commission is as follows:

1. Hon. James M. Fromayan, Chairman
2. Hon. Vahkpanah B. K. Wymon, (RTD) Vice Chair
3. Hon. Vivian D. Dogbey, Commissioner

2.2 Organizational Tenets

LiNCA's mandate, as set out in the Act that established the Commission, provides the foundation for its core activities, vision, mission, and organizational structure.

2.2.1 Mission Statement

LiNCA's mission is to provide policy guidance and to coordinate and monitor national programs aimed at eradicating the illicit manufacture, trade, and trafficking of conventional arms within and across the borders of Liberia.

2.2.2 Organizational Vision

The vision of the Commission is, "A peaceful society that is free from illicit arms and armed-related violence".

2.2.3 Core Values

- **Confidentiality:** upholding the highest standards in protecting the privacy of state information and secrets entrusted to us.
- **Commitment:** the integrity and a willingness to stick to LiNCA's principles in the face of adversities.
- **Effectiveness and Efficiency:** Achieving desired objectives, outcomes and quality results at minimum cost with respect to human resources, equipment, materials and time.
- **Participation and Inclusiveness:** Embracing and involving all citizens to be in compliance with the LiNCA Act, social and economic decision-making and developmental processes irrespective of region, ethnicity, gender and disability, as well as political, social and religious beliefs and orientations.

- **Professionalism and Integrity:** A knowledgeable and skilled workforce and honest work practices that cultivate the confidence and trust of the citizenry through good practices. Fairness and impartiality in service delivery. Parity and fairness of access to political, social and economic opportunities, resource allocation and development.
- **Transparency and Accountability:** Openness in decision-making and service delivery together with answerability to the citizenry or its representatives for actions, processes, results and resource management. Taking full responsibility for individual and institutional actions.

2.3 Statutory Mandate of the Commission

The Act establishing LiNCA defines its general mandate as formulating policies and ensuring their implementation to address the proliferation, diversion, illicit manufacture, use, distribution, possession, and trafficking of all conventional arms. The mandate also includes coordinating and monitoring all public and private sector efforts to prevent, combat, and eradicate the proliferation, diversion, illicit trade, transfer, transit, and transshipment of conventional arms within and across Liberia's borders.

The Liberia National Commission on Arms (LiNCA) was established in accordance with Article 24 of the ECOWAS Convention, which mandates the creation of National Commissions to address the rising wave of trafficking and the unregulated circulation of small arms and light weapons within and across Member States. These activities were widely recognized as significant drivers of civil wars and other violent conflicts within the sub-region.

Since its establishment, LiNCA has demonstrated a strong commitment to controlling the illicit proliferation of conventional arms, including small arms and light weapons. This has included regulating conventional arms transfers and integrating obligations under the Arms Trade Treaty (ATT) into national law, making Liberia one of the first ECOWAS member states to fully domesticate the ATT.

2.3.1 Highlights of Liberia's Reporting Obligations

- **National Commission on Arms:** The establishment of LiNCA in 2022 as the National Competent Authority to regulate all conventional arms including Small Arms and Light Weapons represents a key step in fulfilling Liberia's obligations under the Arms Trade Treaty (ATT), the United Nations Programme of Action (UNPoA), the UN Register of Conventional Arms (UNROCA), the International Tracing Instrument (ITI), and other relevant frameworks.
- **Harmonization of Laws:** The Government of Liberia has harmonized national arms control legislation with the ATT, amending the Firearms and Ammunition Control Act of 2015 to incorporate ATT provisions on the trade and transfer of all conventional arms. The Act establishing the Commission was repealed, expanding LiNCA's mandate beyond small arms and light weapons to cover all conventional arms. This positions LiNCA as the National Competent Authority fully responsible for supervising and coordinating ATT implementation.
- **ATT Reporting:** Liberia has complied with ATT reporting requirements, submitting its initial report in 2017 and providing subsequent reports as required.
- **Regional Leadership:** Liberia is recognized as a regional leader in West Africa for domesticating the ATT and is prepared to support other ECOWAS member states in their implementation efforts.

3. LiNCA's MAJOR ACHIEVEMENTS

3.1 Legal Frameworks

Legislative and Regulatory Framework

3.1 Establishment of LiNCA

The Act that established the Liberia National Commission on Small Arms (LiNCSA) was repealed in 2022, thereby establishing the Liberia National Commission on Arms (LiNCA) as a new entity. The new Act expanded the mandate of the Commission beyond small arms and light weapons to all conventional arms, effectively domesticating the United Nations Arms Trade Treaty (ATT).

This legislative change was a significant step in Liberia's efforts to:

- Comply with international obligations by fully domesticating the ATT and the ECOWAS Convention on Small Arms and Light Weapons;
- Strengthen national control over the trade, transfer, possession, and use of all types of arms and ammunition within Liberia;
- Upgrade the national Commission into a fully-fledged competent authority on all arms-related matters.

3.2 Firearms and Ammunition Control Act (FACA)

The Liberia Firearms and Ammunition Control Act (FACA) of 2015 was amended in 2022 to incorporate key provisions of the Arms Trade Treaty (ATT) concerning the trade and transfer of conventional arms. In addition, the administrative regulations supporting the implementation of FACA were also updated to align with the amended Act, providing detailed guidance on licensing, permits, fees, penalties, and compliance mechanisms for both civilian and state actors.

3.3 Executive Order #141 on Mandatory Firearm Registration

In response to LiNCA's request and to ensure compliance with regional and international arms control instruments, including the Arms Trade Treaty (ATT), the United Nations Programme of Action on Small Arms and Light Weapons (UNPoA), and the ECOWAS Convention, the President of Liberia signed Executive Order No. 141 on February 24, 2025.

3.3.1 Key Provisions of Executive Order #141

- **Mandatory Registration:** All persons, including civilians (with exemptions under Part IV, Section 4.1(b) of the Amended FACA), in possession of military-style weapons and single-barrel guns are required to register and obtain a permit and license from LiNCA and the Liberia National Police within twelve (12) months from the effective date of the Order.

- **Marking and Database Recording:** During registration, each firearm must be marked according to specifications for civilian ownership under the Firearms Law, and all data will be recorded in the national arms database to facilitate tracing in cases of theft or misplacement.
- **Voluntary Surrender of Illicit Firearms:** Persons in possession of illicit firearms, including craft or military-styled weapons, ammunition, and related materials, must voluntarily surrender them to LiNCA for processing and registration within the stipulated timeframe.
- **Enforcement and Sanctions:** The Ministry of Justice, in collaboration with LiNCA, is mandated to enforce administrative sanctions or pursue criminal prosecution under Sections 15.2.1 and 15.2.2 of the Amended FACA against persons in violation after the deadline.
- **Support for Operational Plan:** The Ministry of Justice, LiNCA, the Ministry of Finance and Development Planning, and development partners are encouraged to support the operational plan for full implementation of this mandate.
- **Collaboration with Local Authorities:** The Ministry of Internal Affairs, along with County and District authorities, is instructed to cooperate with the Ministry of Justice and LiNCA in executing the provisions of the Executive Order.

3.4. Strengthening of LiNCA and Partners' Operational Modalities

Permit Revocation:

3.4 Civilian Firearm Re-Registration and Enforcement

LiNCA, in collaboration with the Liberia National Police (LNP), has revoked all previously issued civilian firearm permits and now requires a complete re-application process in accordance with the new regulatory framework under Executive Order #141.

Enforcement Measures:

LiNCA, in collaboration with the Liberia National Police (LNP), is responsible for enforcing the new registration and licensing requirements. The Government has also made significant strides in ensuring that state-owned weapons undergo enhanced marking, inspection, and stockpile management. The Ministry of Justice, in partnership with LiNCA, oversees the enforcement of the Executive Order, working closely with county and district authorities to ensure full compliance. Additionally, the Ministry of Finance and Development Planning, together with development partners, is expected to support the implementation of LiNCA's operational plan.

To facilitate effective implementation, the Commission has developed a series of working tools, including the Service Delivery Charter (SDC), frameworks for Civilian Arms Registration, and mechanisms for the control of commercial explosives in Liberia.

3.5 Key Achievements

LiNCA has also made achievements in the following areas:

Capacity Building and Technology:

1. Conducted assessments and inspections of public armories at the LNP Headquarters in Monrovia and the Liberia Immigration Service (LIS) armory.
2. Installed Arms Tracker software and computer systems, secured reliable power backups, and trained state security agency officers with support from the European Union to enhance arms record-keeping.
3. Initiated collection of seized, damaged, and obsolete weapons across several counties.
4. Registered and licensed hundreds of hunters in Bong County, with plans to expand to additional counties.

International Representation and Cooperation:

- LiNCA has been represented at strategic meetings across Africa and Europe on arms control, prevention of violent extremism, and improvised explosive devices (IEDs).
- The Commission received technical and financial support from UNSCAR, through Small Arms Survey, for developing Liberia's National Action Plan on small arms.
- Participated in the Global Framework on Ammunition (GAF) meeting in Lomé, Togo (2024), a regional forum for West and Central African states on “Through-Life Conventional Ammunition” (TCA).
- Participated in the formal launch of Sierra Leone's National Arms Commission National Action Plan and attended the ECOWAS Coordination Meeting on Small Arms in Accra, Ghana.
- Attended a “Train the Trainers” workshop in Paris on Arms Trade Treaty compliance regarding Gender-Based Violence, organized by Expertise France, and the African Conference on Biological Weapons in Nairobi, Kenya.

International Assistance and Partnerships:

- LiNCA secured support from the ATT Secretariat's Voluntary Trust Fund (VTF) for development and installation of Arms Tracker software, capacity building, and strengthening of state security agencies' data management systems.
- Collaborated with the Centre for Armed Violence Reduction (CAVR) to implement the VTF Project.
- Received technical commitment from Small Arms Survey to support the development of Liberia's National Action Plan on conventional arms control, including commercial explosives, landmines, and countering IEDs (C-IED).

3.6 Initiatives and Programs

The Commission undertook several initiatives to strengthen arms regulation, monitoring, and coordination, including:

- Completion of the ATT Voluntary Trust Fund Project, including installation of Arms Tracker software and staff training.
- Development of proposals for donor support to prevent illicit SALW proliferation, promote physical security and stockpile management, empower women, youth, and vulnerable groups, and strengthen weapons and ammunition management.

- Implementation of a Civilian Arms Registration Exercise for hunters, diplomatic missions, concession companies, government officials, and eminent citizens.
- Monitoring of the mining sector's use of commercial explosives.
- Strengthening Liberia's Weapons and Ammunition Management (WAM) program.
- Design and implementation of Prevention of Violent Extremism (PVE) programs in major border towns.
- Expansion of the Technical Committee on Arms to include Explosive Ordnance Disposal (EOD) officers.
- Deployment of LiNCA staff to key border points and ports of entry.
- Decentralization of Commission offices to enhance service delivery and operational reach.
- Development of LiNCA's new 5-year Strategic Plan aligned with the Government of Liberia's ARREST Agenda for Inclusive Development (AAID) Security Sector Working Group (SSWG).

3.7 Key Field Activities

LiNCA, with support from the Government of Liberia and international partners, conducted the following:

- Conducted missions with the Technical Committee on Arms (TCA) to retrieve seized, damaged, and obsolete firearms, ammunition, and explosives from crime scenes and communities in Lofa and Bong counties.
- Assessments of mining companies using commercial explosives, including Bea Mountain, ArcelorMittal, and CGGC.
- Inspection of public armories at LNP HQ, Monrovia, and LIS armory.
- Installation of Arms Tracker software, power backup systems, and staff training supported by the European Union.

3.8 Performance Management and Compliance System (PMCS) Targets

LiNCA achieved the following targets:

- Developed and validated the new Strategic Plan aligned with AAID.
- Developed a Resource Mobilization Strategy to support central government revenue generation initiatives.
- Enhanced internal system efficiency in collaboration with the Internal Audit Agency (IAA).
- Trained staff in the use of arms marking machines.
- Procured seven (7) vehicles for Commission operations.
- Decentralized and operationalized activities in two regions covering three counties.
- Implemented policy reforms, administrative regulations, and client feedback mechanisms.
- Provided specialized training on prevention of diversion with EU support through Expertise France.

3.9 Engagement with Development Partners and Foreign Missions

LiNCA conducted several engagement sessions with diplomatic missions and development partners including the British, German, and Nigerian embassies, UNDP, ECOWAS, and the MRU to strengthen cooperation in addressing the illicit proliferation of small arms and light weapons

4. Weapons and Ammunition Management (WAM) Legal and Regulatory Framework

4.1 Weapons and Ammunition Management (WAM)

Liberia, alongside six (6) other countries, was highlighted in the WAM Insight Series Update for making sustained efforts through its designated national WAM lead authority. These efforts focused on strengthening the legal and regulatory framework to enable competent national authorities and relevant stakeholders to effectively implement international and regional obligations at the national level.

In 2024, the Liberia National Commission on Arms (LiNCA) conducted a comprehensive assessment of state armories as part of the Physical Security and Stockpile Management (PSSM) activities. This project aimed to sustain Liberia's security and stability by addressing arms control challenges through proper marking, recording, and management of state weapons.

Key Assessment Activities Conducted:

- Evaluation of arms storage facilities at the Edward Binyah Kesselly Military Barracks.
- Assessment of arms marking and destruction machinery.
- Examination of seized weapons and firearms from crime scenes, police depots, and courts at storage facilities.
- Review of obsolete weapons stockpiles at the Edward Binyah Kesselly Military Barracks.
- Marking and recording of state-owned arms to enhance stockpile management.
- Conducting a holistic study on weapons management and the prevention of armed violence through WAM and Prevention of Violent Extremism (PVE) empirical study, including West Africa questionnaires for national WAM authorities.

These initiatives reflect Liberia's commitment to international best practices in Weapons and Ammunition Management (WAM) and its proactive approach to preventing armed violence and ensuring state security.

4.2 Regulatory Frameworks

Civilian Arms Registration and Regulatory Initiatives

- **Dedicated Unit for Civilian Arms Registration:** LiNCA established a specialized unit responsible for leading the civilian arms registration processes, supported by a technical consultant hired under the Civil Service Agency consultancy program.
- **Collaboration with the Office of the President:** Collaborated with the Office of the President to facilitate the issuance of Executive Order #141, which grants full amnesty for illegal possession of firearms and mandates the mandatory registration of all civilian-held firearms within 12 months
- **Application Processes and Forms:** Developed a comprehensive system to facilitate the application processes for civilians seeking to possess firearms, as well as for those applying for firearms dealership licenses.
- **Revision of Administrative Regulations:** Developed and endorsed the administrative regulations to support the implementation of the Firearms Act of 2022, highlighting fees, fines, and penalties for the illegal possession and use of firearms, ammunition, explosives, and related materials.

- **Engagement with Ministries and Agencies:** Conducted coordination meetings with key ministries and agencies including Mines and Energy, Justice, Ministry of Defense, EPA, and the Liberia National Police, to strengthen collaboration in regulating commercial explosives.
- **Commencement of Civilian Firearms Licensing:** Began processing applications from civilians seeking possession licenses in accordance with Section 4.6 of the amended Firearms and Ammunition Control Act of 2022.

4.3 Inspection of State Armories

Inspection of State Armories: The inspection of state armories is a core function mandated by the Act establishing LiNCA. These inspections are conducted in collaboration with the Technical Committee on Arms (TCA), which comprises experts from relevant national security agencies. LiNCA has fully assumed responsibility for the periodic inspection of armories and temporary storage facilities across the country. To support this mandate, the Commission developed Standard Operating Procedures (SOPs) to guide the inspection and management of state-owned armories, ensuring compliance with the ECOWAS Convention on Small Arms and Light Weapons and enhancing overall weapons and ammunition management.

5. SITUATION ANALYSIS

5.1 National Context

5.1.1 Political Situation

Liberia has enjoyed over two decades of peace and stability since the end of the Second Civil War in 2003. During this period, the country has made significant progress in rebuilding government capacity, reestablishing the rule of law, and safeguarding citizens' political rights and civil liberties. Liberia has successfully conducted four presidential elections, in 2005, 2011, 2017, and 2023—including its first peaceful transfer of power in decades. The reconstruction of state institutions, reform of the security sector, and the development of an inclusive political process have strengthened citizen engagement, increased public trust in the state, and enhanced confidence in democratic governance.

To accelerate national development, the Government of Liberia has articulated its vision through the ARREST Agenda, which focuses on Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism. This framework seeks to reverse economic stagnation by promoting comprehensive and interconnected sectoral strategies. The Boakai administration continues to advance governance reforms while implementing the national development agenda, with the 2025 plan emphasizing economic strengthening, enhanced public service delivery, and institutional reform.

A major development in 2024 was the issuance of an Executive Order establishing the Office of the War and Economic Crimes Court. This initiative is designed to address abuses stemming from the civil wars, signaling a renewed commitment to combating impunity, strengthening accountability, and restoring public confidence in Liberia's governance system.

5.3 Small Arms and Light Weapons (SALW) Situation

5.3.1 Global Dimension of SALW

The proliferation of SALW is a global challenge, with an estimated one billion small arms in circulation worldwide, over 85% in civilian hands. These weapons fuel armed conflicts, organized crime, and terrorism.

5.3.2 Key Dimensions of the SALW Problem

- Humanitarian Crisis: SALW are a primary cause of civilian deaths and injuries, human rights violations, gender-based violence, and child soldier recruitment.
- Economic and Development Impact: Armed violence increases public health costs, deters investment, and contributes to displacement and food insecurity.
- Security Threat: SALW undermine national and regional security, complicate peacekeeping, and erode the rule of law.
- Transnational Organized Crime: Illicit arms trafficking is linked to drugs, gangs, and human smuggling, with emerging challenges including online and darknet sales.
- Supply and Demand: Global SALW trade is valued at approximately USD 8.5 billion annually, with weapons diverted from state stockpiles, captured in conflict, artisan-made, or sold in poorly regulated civilian markets.

The proliferation of Small Arms and Light Weapons (SALW) in the Economic Community of West African States (ECOWAS) has been a major factor contributing to armed conflict, organized crime, and political instability across the sub-region. Decades of civil wars, coups, and weak arms management systems have led to an overabundance of unregulated weapons in civilian, non-state, and criminal hands.

Key Features:

1. Conflict Legacy and Excess Arms

- Historical conflicts in Liberia, Sierra Leone, Côte d'Ivoire, and Guinea have left millions of small arms circulating illegally.
- Inadequate disarmament, demobilization, and reintegration (DDR) programs allowed combatants to retain or divert weapons into civilian circulation.

2. Cross-Border Proliferation

- Porous borders and weak customs controls facilitate the **transnational movement of SALW**.
- The Mano River Union (MRU) countries (Liberia, Sierra Leone, Guinea) remain hotspots for cross-border trade in both illicit small arms and craft weapons.

3. Criminal Use and Security Threats

- SALW are widely used in armed robberies, gang violence, kidnapping, and political intimidation.
- The availability of SALW in urban and rural areas undermines law enforcement, destabilizes communities, and impedes socioeconomic development.

4. Artisan and Craft Weapons

- In addition to imported arms, the region faces a growing threat from locally made craft weapons.
- These weapons are often used by criminals, trafficked across borders, and pose a persistent security challenge, particularly in rural areas.

5. Regional Initiatives and Coordination

- The ECOWAS Convention on Small Arms and Light Weapons, their Ammunition, and Other Related Materials (2006) provides a legal framework for arms control and calls for the establishment of National Commissions in member states.
- ECOWAS member states collaborate through **NATCOMs (National Commissions on SALW)** to implement measures including civilian arms registration, stockpile management, law enforcement coordination, and public awareness campaigns.
- The region promotes a **coordinated approach**, recognizing that SALW proliferation in one country affects the entire sub-region.

Key Challenges in the ECOWAS Region:

- Weak national arms control legislation and inconsistent enforcement.
- Limited capacity for weapons and ammunition management (WAM).
- Cross-border smuggling and trafficking networks remain active.
- Insufficient regional cooperation and information-sharing in some cases

The global dimension of SALW highlights the transnational nature of the problem, emphasizing the need for Liberia, through LiNCA, to align its national arms control strategies with international and regional frameworks to prevent, control, and mitigate the risks associated with illicit firearms.

5.3.3 Craft Weapons in Liberia

The production and proliferation of craft weapons in Liberia pose a significant national security risk. Reports from across the country indicate growing citizen involvement in the manufacture of these weapons, often for livelihood or self-protection in rural areas. These artisan weapons are frequently used in criminal activities, particularly robberies in hard-to-reach communities, and their increasing prevalence exposes the population to heightened security risks, compounded by delayed or insufficient state security responses.

Of particular concern is the transfer of knowledge and skills related to craft weapon production. Many rural residents have turned to this trade for financial gain or personal protection due to threats from criminals. Investigations reveal that craft weapons are primarily used by criminals to target citizens in remote areas, undermining both public safety and social cohesion.

Craft weapons are also widespread in the Mano River Union (MRU) basin, encompassing Liberia, Sierra Leone, Guinea, and Côte d'Ivoire. Producers have established illicit trade networks with traders and travelers, facilitating cross-border circulation. At the 2025 Annual Coordination Meeting of National Commissions on Small Arms and Light Weapons (NATCOMs) of ECOWAS member states, heads of NATCOMs emphasized the urgent need to develop a robust regional framework to prevent and control the proliferation of craft weapons.

The Liberia National Commission on Arms (LiNCA) stands ready to coordinate with national, regional, and sub-regional partners to proactively address this transnational threat. Effective interventions are essential to reduce the risks posed by craft weapons to security, public order, and the social and political stability of all MRU member states.

5.3.4 Global Response to SALW

Key international and regional frameworks addressing SALW include:

	UNPoA (2001) Combat illicit trade, stockpile control, and transparency
Global	Arms Trade Treaty (ATT, 2014)
Global	UN Firearms Protocol (2001)
Regional	ECOWAS Convention (2006)
Regional	AU "Silencing the Guns" Initiative
	Regulate the international arms trade, prevent diversion
	Combat illicit manufacturing and trafficking
	West Africa SALW control, national commissions, stockpile management
	Eliminate armed conflict, promote regional security

4.3.5 National Dimension of SALW in Liberia

The national approach to arms control in Liberia, including Small Arms and Light Weapons (SALW), is led by the Liberia National Commission on Arms (LiNCA). The focus is on:

1. Strengthening Legal and Policy Frameworks
 - The Firearms and Ammunition Control Act (FACA) of 2022 forms the cornerstone of Liberia's legal framework for regulating firearms.
 - The Act incorporates key provisions from international instruments like the Arms Trade Treaty (ATT) to ensure national compliance with global arms control standards.
2. Executive Mandates
 - Executive Order No. 141 (2025) complements FACA by granting amnesty for voluntary registration of civilian firearms and mandates the registration of all civilian-held weapons.
 - This Executive Order ensures that Liberia aligns with international (ATT, UNPoA) and regional (ECOWAS Convention) commitments.
3. Operational Focus Areas
 - Registration and licensing of civilian firearms to bring weapons under legal oversight.
 - Combating illicit trafficking and unregulated arms proliferation, particularly craft and military-style weapons.
 - Stockpile and armory management for state-owned weapons.
4. Coordination and Implementation
 - LiNCA works closely with the Liberia National Police (LNP), Ministry of Justice, Ministry of Finance and Development Planning, and county authorities to enforce registration, licensing, and safe arms management.
 - LiNCA also develops tools, Standard Operating Procedures (SOPs), and monitoring systems to ensure compliance with national, regional, and global arms control standards.

5.3.7 Legal and Policy Framework

Primary Legislation: The Firearms and Ammunition Control Act (FACA) of 2015 (as amended):

The Firearms and Ammunition Control Act (FACA) of 2022 is fully aligned with the Arms Trade Treaty (ATT) and the ECOWAS Convention on Small Arms and Light Weapons, their Ammunition and Other Related Materials. This alignment ensures that Liberia complies with international arms control standards, regulates the trade, transfer, and possession of conventional arms and ammunition effectively.

- **Key provisions of the FACA include:**
 - ❖ Mandatory registration, licensing, and record-keeping of firearms.
 - ❖ Regulation of import, export, transit, and brokering activities.
 - ❖ Prohibition of transfers if they are used to commit serious violations of humanitarian law or gender-based violence.
 - ❖ Specific measures for marking and tracing weapons.
- **GoL Policy: Executive Order No. 141 (February 2025)**
 - ✓ Signed by President Joseph Nyuma Boakai, Sr., the Executive Order mandates the registration of all firearms in civilian possession, including military-style weapons and single-barrel hunting guns.
 - ✓ The order aims to strengthen national security by creating a national database for all legally held firearms, enhancing traceability and accountability.
 - ✓ It provides a limited-time amnesty period for citizens to register their weapons with LiNCA and the Liberia National Police (LNP).

5.3.8 LiNCA's Operational and Implementation Environment

- **National Coordination:** LiNCA serves as the statutory body for implementing arms control measures and coordinates efforts with other state security entities (LNP, Liberia Immigration Service, National Security Agency) and civil society organizations in the execution of its statutory mandate.
- **International Cooperation:** Liberia's framework is heavily influenced by international and regional commitments, including the UN Programme of Action (UNPoA) on SALW and the ECOWAS Convention. LiNCA partners with international bodies like the EU, UNDP, GIZ, and UNIDIR on capacity building, training, and stockpile management initiatives (e.g., the OCWAR-T project).

Liberia is also an active participant in regional and international arms control initiatives, including the UN Programme of Action (PoA), the ATT, and the African Union's "Silencing the Guns" campaign. In April 2024, Liberia hosted a workshop in Monrovia aimed at promoting ATT universalization and implementation in Africa.

5.4. Regional Initiatives

The challenge of SALW proliferation varies by region, influenced by local conflict dynamics, governance issues, and external factors:

- **West Africa and the Sahel:** This region faces significant threats from SALW proliferation, which fuels insurgency, banditry, kidnapping, and farmer-herder conflicts. The strategic location and porous borders contribute to illicit trafficking. Local craft production of firearms is also a major source of weapons in countries like Nigeria and Ghana. The ECOWAS Convention serves as a key regional instrument for control.
- **Southern Africa:** Countries in Southern Africa, such as Mozambique, South Africa, Tanzania, and Zimbabwe, are working to integrate gender considerations into SALW control policies and strengthen regional cooperation in alignment with the SADC Protocol on Firearms. The UNODC also released a Regional Framework for Southern Africa 2024-2030 to address various crimes, including those linked to arms.
- **Sudan Crisis:** The 2023 Sudan crisis has been cited in 2024 analysis as an example where external forces and internal political and economic instability exacerbate SALW proliferation, highlighting the role of arms availability in perpetuating conflict.

Overall, experts in the field of illicit proliferation and tracking of arms emphasize that addressing the SALW issue requires a comprehensive approach that includes not only supply and possession controls, but also tackles the underlying socio-cultural, economic, and political factors that drive the demand for small arms and light weapons.

Regionally, collaboration and shared standards are key to combatting cross-border trafficking and illicit flows. The following are mechanisms put in place by regional bodies to prevent and roll back the negative impact of illicit flows and tracking of Small and light weapons across regions:

- **African Union (AU) Initiatives:** The AU's "Silencing the Guns by 2030" initiative received substantial support during Africa Amnesty Month in 2024, a continent-wide effort to encourage the surrender of illicit arms.
- **Regional Economic Communities (RECs):** RECs remain vital implementation bodies, working to harmonize national efforts with regional instruments.
- **ECOWAS (West Africa):** The ECOWAS Convention on Small Arms sets the framework for member states to control, regulate, and/or prohibit the transfer,

manufacture, and possession of SALW, with a focus on transparency and information sharing.

- SADC (Southern Africa): Member States in Southern Africa vowed to strengthen cooperation and align their recommendations with the SADC Protocol on Firearms, focusing on mainstreaming gender into SALW control policy frameworks.
- Great Lakes Region and Horn of Africa: The Nairobi Protocol serves as a key regional agreement for the prevention, control, and reduction of SALW in this area.
- International Partner Support: The United Nations Regional Centre for Peace and Disarmament in Africa (UNREC), with support from partners including the EU, provided technical assistance and capacity-building to Member States and regional organizations.
- Information Sharing and Technology: Regional meetings in East and Southern Africa in March 2024 emphasized the need for new technology and a shared approach to combat arms smuggling effectively across borders.

These Regional efforts are aimed at addressing the enduring threat of illicit SALW proliferation, which exacerbates violent conflict, organized crime, and terrorism across the continent.

5. SWOT ANALYSIS

A SWOT analysis is used to generate Matching and Converting strategies. Matching strategy enables the Commission to seek competitive advantage by matching strengths to opportunities. This strategy ensures that the Commission leverages its core competencies, resources, and capabilities to capitalize on favorable external conditions, while Converting strategy enables the Commission to convert opportunities into strengths and then use those strengths to minimize weaknesses and threats

It was on this basis, that extensive consultations for a SWOT analysis, involving all three Commissioners and key staff were held to identify the strengths, weaknesses, opportunities and threats capable of facilitating or hindering the Liberia National Commission on Arms (LiNCA) in the execution of its mandate and fulfillment of its mission. Strengths are those internal factors which facilitate the organization's ability to fulfill its mission; weaknesses are those internal factors which hinder the organization's ability to fulfill its mission; opportunities are those external factors capable of enabling the mission; and threats are those external factors capable of negatively impacting the mission or hindering the execution of its mandate.

In the analysis, the internal weaknesses and external threats of LiNCA were analyzed looking at what internal weaknesses and external threats could be converted into opportunities. The Converting strategy was used to minimize internal weaknesses and external threats and maximize external opportunities using internal strengths.

The analysis also matched internal strengths to external threats to minimize external threats and maximize internal strengths. Finally, in the SWOT analysis, we looked at a strategy that maximizes both internal strengths and external opportunities by matching strengths to opportunities.

5.1 Outcome of the SWOT Analysis

Outcome of the SWOT analysis revealed that LiNCA has the requisite managerial and technical capacities, and legal framework to effectively execute its mandate. The Commission can leverage its internal strengths to minimize its internal weaknesses and maximize opportunities that will turn its external threats into opportunities. The analysis also revealed that internal threats which can be minimized are more than the strengths and opportunities.

To overcome its external threats and internal weaknesses is by converting them into opportunities. And this will require substantial financial resources on the part of the Commission. While the government of Liberia will make budgetary appropriation for the Commission, a robust strategy for resource mobilization should be crafted to attract funding from both internal and external sources.

Furthermore, there must be the harmonization of regulatory frameworks such as the inconsistency between the Panel Code and the FACA of 2022 and the conflicting roles of MACs with respect to the statutory mandate of the Commission. With these measures and others, the logistical gaps that have made the operationalization of the Commission's National Plan of Action (NAP) extremely challenging, if not difficult, will be bridged. The counterproductive approach to civilian arms registration amongst competing agencies, and the current weak enforcement regime of the firearms law and regulations due to several technical, administrative and capacity constraints within the justice system continue to pose a threat to operations of LiNCA.

In the midst of these challenges, LiNCA is positioned to leverage a number of opportunities, including the existence of an enabling legal framework for firearms control, increasing political will within the Executive and Legislative branches of government, the increasing recognition of LiNCSA's work among national and international partners and the global nature of the small arms and light weapons control situation, which continues to attract international donor assistance and support in spite of competing global priorities. **The matrix of the SWOT exercises is presented in Appendix: I**

6. STRATEGIC DIRECTION (2026-2030)

The strategic direction of the **Liberia National Commission on Arms (LiNCA)** is centered on enhancing national and regional security by preventing illicit arms trafficking and promoting responsible arms management. A key part of this strategy involved the development of a new, long-term strategic plan which will be an embodiment of the experiences, successes and challenges faced by the commission over almost two decades, transitioning from post-war ad-hoc institution to a full-fledged national commission with a clear mandate and the attending managerial responsibilities and operational scope. In charting its strategic direction, LiNCA

will be guided by the following guideposts which are the strategic priority of the Commission: (1) A new 5-year Strategic Plan 2026-2030, (2) The strengthening of regional cooperation, (3) Improvement in arms management and accountability; and (4) Institutional reform.

6.1 LiNCA's Strategic Priorities

The Liberia National Commission on Arms (LiNCA)'s key strategic priorities will revolve around intensifying civilian firearms registration under Executive Order #141 (aimed at bringing existing arms into legal oversight); public awareness of FACA 2022 and compliance; preventing illicit trafficking, enhancing national security through better arms control; mainstreaming gender perspectives in arms control; improving armory management; and promotion of international and regional cooperation while adhering to international protocols and treaties like the Arms Trade Treaty (ATT).

6.1.1 Strategic Areas of Focus for 2026:

1. Full Implementation of Civilian Arms Registration:

Actively conducting nationwide registration of hunting guns (single/double barrel) and special needs firearms, with a strong push for compliance before amnesty periods end in early 2026

2. Conduct of Nationwide Physical Security and Stockpile Management (PSSM) Exercises.

Conduct civilian arms registration activities across at least five (5) counties of Liberia

4. Prevention of Illicit Arms Trafficking: Strengthening border controls and national systems to stop illegal arms flow, a core mandate alongside public safety.

5. Gender Mainstreaming: Integrating a gender-sensitive approach into arms control policies and training for security forces, recognizing the impact of conflict on women and ensuring their participation in arms management.

6. Strengthening Armory Management & Standards: Inspecting and upgrading state-owned armories and storage facilities to meet international Physical Security and Stockpile Management (PSSM) standards.

7. Public Awareness & Compliance: Educating citizens on the Firearms and Ammunition

Control Act (FACA) and encouraging voluntary disarmament of illicit firearms, while warning against illegal importation.

8. International & Regional Cooperation: Upholding commitments to treaties like the Arms Trade Treaty (ATT) and the UN Programme of Action (UNPoA) to enhance regional peace and security.

9. Enhancement of LiNCA's Operational Capacity: Building capacity of staff to undertake the management of **commercial** explosives, including promotion of LiNCA's licensing regimes.

10. Development of legal and regulatory framework: The development of legal and regulatory frameworks on Countering Improvised Explosive Devices (IEDs).

11. Devising PVE Strategy: Putting in place strategy that will effectively strengthen the Prevention of Violent Extremism (PVE), including Craft Weapons Production in Liberia

These priorities aim to create a safer Liberia by regulating existing firearms and preventing new illicit ones from entering circulation, thereby ensuring accountability and transparency in arms control. The Commission's past experiences, achievements and challenges as well as available opportunities will be leveraged at this point in time, in the implementation of the full scope of its statutory mandate over the next five (5) years. These strategic priorities are informed by an assessment of the Commission by an external consultant, the outcomes of series of consultations and institutional assessment sessions with Commissioners and Senior Staff, as well as physical assessment of the Commission's operating environment.

6.1.2 Success Factors of the Plan

There are four success factors that form the core of this strategic plan. As such, the fulfillment of all strategic objectives will depend on constantly referencing them throughout the planning and the execution processes. Each of these factors plays a significant role in the implementation of all key activities.

- Focusing on outcomes**-LiNCA will take an outcome-driven approach by prioritizing activities that will lead to strategic outcomes.
- Collaboration across the Commission and partners**-The Commission will proactively identify "areas of collaboration" whereby the collective expertise of LiNCA and strategic partners can be leveraged.
- Maximizing available resources**-LiNCA will maximize all resources at its disposal to pursue desired outcomes on behalf of the Liberian people.
- Internal and external resource mobilization**-While national government budgetary allocation to the commission will be main resource of funding, additional funding should be mobilized both internally and externally.

6.1.3 Goal Statement

Overall, the Goal of this Strategic Plan is to contribute to the fostering of a safe, stable and peaceful Liberia through a robust and effective arms control programs that ultimately seek to reduce proliferation of illicit arms and its attending consequences of armed violence and related crimes in Liberia. As this goal aligns with Pillar 3 of GOL development agenda (2026-2030)-ARREST Agenda for Inclusive Development, which seeks to establish a just, equitable and accountable legal framework that ensures the protection of rights, promotion of good governance and fostering of a safe and stable environment. The goal specifically aligns with sections 6.3.1 and 6.3.2; and Strategic Policies 13 and 14. The implementation of the plan seeks to build on the gains made over the past fourteen years since the establishment of the Commission by law and to further strengthen it to be more responsive to arms control in the fulfillment of its mandate over the next five years.

6.1.4 Strategic Objectives

Towards the achievement of this goal, LiNCA in collaboration with stakeholders will pursue the following Strategic Objectives under Seven (7) Pillars.

6.1.5 PILLAR 1: Harmonization of Liberia's Penal Code with FACA 2022 and its Regulatory Frameworks

Context:

In keeping with Article 24 of the ECOWAS Convention and in accordance with Article 51 of the Protocol on Mechanisms for Prevention, Management, Resolution of Conflict, Keeping Peace and Security, and in response to ECOWAS Convention and protocol as prescribed in Article 24, the Act that created the Commission was repealed by a new Act establishing the National Commission on Arms (LiNCA) expanding its mandate to cover all conventional arms including explosives and related materials. To that effect, the Legislature in 2022, repealed the Firearms and Ammunition Control Act of 2015 to domesticate the ECOWAS Convention on Small Arms and Light Weapons. The emerging trends and changes in the arms control environment globally, such as the advent of the Arms Trade Treaty, require that state parties take appropriate steps to reform their existing arms control legislations to be compliant with the international laws as well as to deliver on the treaty obligations.

The FACA serves as the primary domestic arms control law regulating all aspects of SALW and related materials, including registration, levying fees, fines, administrative sanctions and ensuring that all conventional arms specified in the Firearms and Ammunitions Control Act, are subjected to efficient and effective administrative procedures. The procedures will cover manufacturing, marking, record-keeping, tracing, importing, exporting, selling, buying, repairing, processing transferring and deactivating, whether temporarily or permanently, to achieve an accurate regional record system provided that registration shall be done in a timely manner and made public, excluding information relating to armed forces and national security agencies which shall remain classified.

To give impetus to the FACA, the Commission formulated the Regulations on Administrative and Standard Operating Procedures to govern the Implementation of the Firearms and Ammunition Control Act. The Regulations are intended to guide the Commission and the Police in the implementation of the Firearms Act and to provide the public information on the procedures for obtaining permit, license and registration regarding the possession, operation, repair, sale, import, import, export, manufacture, transit, transshipment, safety, storage, deactivation and destruction of small arms and light weapons.

a) Harmonizing Existing Arms Control laws

The FACA essentially domesticates the ECOWAS Convention on Small Arms and Light Weapons. Hence, as the FACA and its administrative regulations currently stand, their implementation does not only cover small arms and light weapons, but conventional weapons, their ammunition and other related materials. Other conventional arms which in addition to SALW are the subject of the global Arms Trade Treaty (ATT), such as battle tanks, armored combat vehicles, large-caliber artillery systems, combat aircraft, attack helicopters, warships, missiles and launchers are covered by the FACA. Pursuant to the implementation requirements of ATT obligations which among other things mandates state parties to establish a national control system to regulate the trade and transfer of all conventional arms including the setting up of a competent national authority, a national control list and a national point of contact, LiNCA seeks to harmonize the current legal and regulatory frameworks for arms control in the

country. Harmonizing existing domestic arms control legislations including the 1978 revised penal Code of Liberia on the possession of arms with the ATT will further align with the AU Roadmap for *Silencing the Guns* which also encourages the implementation of regional, continental and international arms control treaties; as well as the ECOWAS guide for harmonizing national laws with the ATT.

6.1.6 Strategic Objective 1.1:

Harmonize Liberia's Penal Code on the possession and use of firearms in Liberia with the FACA 2022

Core Actions:

- Undertake a revision of the Penal Code on the illegal and use of firearms to be aligned with relevant provision of FACA 2022.
- Conduct public education and sensitization of the harmonized provision of the Penal Code in line with FACA 2022.
- Print and distribute copies of the harmonized provisions of the Panel Code in line with FACA 222.
- Develop legal framework for the management, manufacture and use of commercial explosives and their related materials.
- Develop the legal and regulatory framework for Countering Improvise Explosive Dives(C-IEDs).
- Develop legal and regulatory frameworks for the production, distribution and possession of craft weapons.

b) Popularization of the harmonized Provision of the Penal Code

Once the provisions of the Penal Code are harmonized with the FACA 2022 there will be the need to popularize the harmonized provision of the Penal Code nationwide to promote public understanding of the laws and secure public support in their implementation. This will be achieved through outreach activities, use of the print and electronic media, and the dissemination of awareness and sensitization materials targeting wide range of stakeholders and beneficiaries.

6.1.7 Strategic Objective 1.2:

Promote public understanding and awareness of the harmonized provisions of the Penal Code with the FACA 2022 through a nationwide awareness campaign thereby securing public support towards their implementation.

Core Actions:

- Carry out country-wide outreach activities in collaboration with civil society to publicize the harmonized provisions of the Penal Code with the FACA 2022, targeting a broad range of stakeholders including local leaders, local joint security including

border security, law enforcement officers, judicial officers, students, youth groups, women groups and traders, hunters/farmers, etc.

- Print and disseminate copies of the harmonized provisions to key stakeholders including relevant government agencies, lawmakers, local officials including county attorneys, farmers groups and cooperatives, students, the media and civil society organizations.
- Print and disseminate awareness and sensitization materials such as brochures, posters, flyers, banners and t-shirts.
- Publish and air special features and commentaries in newspapers, radio stations and social media intended to educate the reading public about key relevant provisions of the FACA 2022.
- Produce radio and television programs such as spot messages, dramas and jingles to reach a much wider population across the country.

6.1.8 PILLAR 2: Strengthening Enforcement Mechanisms

Context:

Part I Section 1.4 of the Firearms and Ammunition Control Act, 2015, provides the institutional arrangement for implementing the FACA and gives the sole responsibility to the Police and the Commission for enforcement of the FACA's provision relating to the registration, licensing and control of small arms (shoulder-fired single barrel hunting guns), their ammunition and other related materials throughout the Republic of Liberia as well as provisions relating to the effective monitoring and management of state-owned arms stockpile. Whilst the FACA lays out the general procedures and measures, the Administration Regulations of the FACA provide additional and specific procedures for the registration, licensing and control of conventional arms including Small and light weapons in all its aspects including manufacture, import, export, brokering, transport, transit, transshipment, sale, repair, possession and use. The FACA also lays out specific penalties for violation of provisions of the Act, most of which goes beyond administrative sanctions (mainly levied for minor and first-time offences) to encompass prosecution of felonious crimes and the sentencing of convicts in the courts.

The effective roll-out of these arms control laws and policies lie partly in the efficiency of the enforcement systems and the competence of the range of actors. However, existing capacity gaps in the arms control sector, particularly within law enforcement and the justice system, continue to undermine implementation and enforcement efforts.

a) Capacity enhancement for law enforcement and judicial structures and personnel

Despite the existence of the Firearms and Ammunition Control Act (FACA), many violators, including those committing felonious offenses, often escape accountability. A range of factors undermines the effective enforcement of the law, chief among them being capacity constraints within law enforcement and the justice system.

Key challenges include a lack of knowledge and training among law enforcement officers and court prosecutors regarding firearms law and enforcement procedures, limited prosecutorial capacity, and instances of corruption. Weak community-police relations further hinder the surveillance, documentation, and reporting of arms-related activities such as trafficking and illicit trade. Additional constraints include inadequate infrastructure for the secure storage of

weapons, insufficient logistics, and overall resource limitations. These systemic challenges collectively impede the effective application of FACA and highlight the need for targeted capacity-building, infrastructure development, and procedural strengthening to ensure that firearms violations are appropriately investigated, prosecuted, and sanctioned.

6.1.9 Strategic Objective 2.1:

Enhance the operational and professional capacities of relevant criminal justice structures, systems and personnel (the courts and police) to facilitate the enforcement of the FACA 2022 and its regulations.

Core Actions:

- Formulate a policy on seized weapons clearly defining roles of actors, scope of authority and the procedures for seizure, handling, processing, documentation, safe storage, their production in court as evidence, and their handover for marking, recording and final disposal.
- Design training curriculum on mechanisms and procedures for enforcement of the FACA for the police, county attorneys and court officials.
- Conduct training workshops for members of the state security Small Arms Control Units, county attorneys and relevant court officials (circuit court judges and magistrates) on existing mechanisms and procedures for enforcement of the FACA.
- Organize engagement/awareness session with officials of the Ministry of Justice, Police and Immigration high command, high court officials and relevant staff
- Provide relevant tools including copies of the Firearms Act and regulations and related documents.
- Provide temporary storage facilities at secure locations within proximity of circuit courts for the safe keeping of seized weapons.
- Provide basic operational logistics to facilitate the work of the courts and the Police Small Arms Control Units in the investigation and prosecution of violators of the FACA.

b) Capacity Enhancement for County Security Councils and Civil Society Actors

Limited knowledge and training among civil society actors and local leadership structures have hindered the effective implementation and enforcement of the Firearms and Ammunition Control Act (FACA) and its associated regulations. Under the Government of Liberia's decentralization program, local security councils have been established in the country's fifteen political subdivisions. However, due to insufficient resources and limited technical capacity, these structures have been largely ineffective in addressing arms-related issues, including trafficking, illicit trade, and armed violence at the county level. Similarly, the involvement of local civil society in arms control remains limited, in part due to a lack of practical knowledge and skills in monitoring, documenting, and reporting arms-related incidents.

To address these challenges, LiNCA will develop and deliver a training curriculum on arms-related issues, including SALW, for local stakeholders such as members of county and district security councils and civil society actors. A critical component of this initiative will be the provision of basic operational logistics to support these local networks in monitoring and reporting arms-related activities.

This approach is premised on the understanding that effective surveillance and reporting of illegal firearms activities, including cross-border trafficking and illicit trade within communities, is essential for subsequent enforcement through the criminal justice system. By strengthening the capacities of local security structures and civil society networks, LiNCA aims to enhance compliance with firearms control laws and improve the overall effectiveness of arms control at the grassroots level.

6.2.1 Strategic Objective 2.2:

Enhance capacities of county security councils and civil society actors to monitor, document and report FACA 2022 related issues within their respective locales.

Core Actions:

- Design a training curriculum on conventional arms-related issues including SALW monitoring, documentation and reporting for civil society and local security councils.
- Formulate guidelines for arms monitoring, documenting and reporting at the local levels.
- Train local stakeholders in the counties including members of county & district security councils and civil society actors in conventional arms including SALW monitoring, documenting and reporting.
- Provide basic operational logistics (communication, stationery, etc.) to existing local networks such as local security councils and CSO networks for monitoring and reporting arms-related issues across the targeted counties.
- Print and distribute copies of the Firearms Act and regulations.

6.2.2 PILLAR 3: Weapons and Ammunition Management (WAM) Including Commercial Explosives

Context:

The easy availability of illicit small arms and light weapons (SALW) has contributed to the prolongation of civil conflicts and military unrest in Liberia and other countries in the Mano River Union (MRU) basin, with devastating social and economic consequences. A key feature of these conflicts has been the breakdown of national arms management systems, resulting in leakages from government stockpiles, with many of these “missing” weapons ending up in the hands of non-state actors. Additionally, the trafficking, unregulated trade, and circulation of craft weapons across Liberia’s porous borders have posed ongoing threats to national and regional peace and security.

While Liberia has made significant progress in establishing institutional and legal frameworks for arms control, the management of the full cycle of weapons and ammunition (WAM) remains a critical challenge to achieving sustainable national security, peace, and stability. Recognizing this, the Government of Liberia has prioritized improving WAM services as part of its broader security sector reform efforts.

A recent national WAM baseline assessment, funded by UNIDIR in collaboration with ECOWAS and UNDP, recommended several measures to strengthen WAM services. Key priorities included conducting nationwide assessments of storage sites to guide domestic and international prioritization of storage needs; establishing procedures for technical surveillance and assessment of weapon serviceability; implementing storage plans for all security forces,

including new, refurbished, or relocated facilities; conducting technical capacity-building for storekeepers and armory managers; and developing specialized training and mentoring programs in Explosives Ordnance Disposal (EOD).

Some progress has already been made, including armory assessments, specialized PSSM training for state security actors, development of training and awareness materials, and improved inter-agency coordination for SALW control. Nevertheless, significant work remains to fully enhance the management of the complete weapons and ammunition cycle in Liberia, which is essential for ensuring long-term national security, peace, and stability.

a) National Action Plan for Arms Control

The development and implementation of a National Action Plan (NAP) that clearly delineates the responsibilities and roles of actors is seen as the best option for managing weapons and ammunition in an effective and sustainable way. The NAP is a roadmap that encapsulates the national vision, goals and objectives for arms control and lays out a clear path for operationalizing the different aspects for achieving milestones and set objectives.

6.2.3 Strategic Objective 3.1:

Build synergy and harmonize approaches in the management of the full cycle of weapons and ammunition through the development of a National Action Plan (NAP) for arms control.

Core Actions:

- Secure the services of an international and a national consultant to formulate a National Action Plan (NAP) for arms control in Liberia.
- Organize a national stakeholder's conference to validate and adopt the national Action Plan for arms control. The NAP should lift key recommendations from the national WAM baseline assessment report in addition to new strategies.
- Formulate a national strategy on addressing illicit manufacturing and possession of craft weapons; and establish profiling of illicit manufacturers, trafficking routes and users.
- Formulate a national strategy for the effective regulation of commercial explosives and related materials in collaboration with relevant private and public sector stakeholders.

b) NAP Implementation

Once elaborated, the NAP will be rolled out through the implementation of the various components. This will also include rolling out some of the key outstanding recommendations from the national arms control baseline assessment.

6.2.4 Strategic Objective 3.2:

Effective implementation of the National Action Plan (NAP) including outstanding recommendations of the national arms control baseline assessment.

Core Actions:

- Carve out and operationalize an annual implementation schedule for the NAP detailing priority activities for the year, implementation timelines, deliverables and responsible parties.
- Follow up on the implementation of outstanding recommendations from the national arms control baseline survey, including the following:
 - Operationalize the civilian arms registration and licensing mechanism, including implementation of basic guns safety and handling training for licensed persons; ensure marking and recording of legally possessed civilian arms.
 - Clarify regulatory provisions applicable for the safe and secure management of commercial explosives.
 - Reinforce transfer controls through training of relevant authority on the ECOWAS exemptions procedures, awareness raising on end-user agreement compliance, information sharing and coordination between relevant agencies in order to prevent diversion.
 - Continue marking of newly acquired state arms in compliance with ECOWAS Convention and sensitize marking obligations as it relates to internal transfers; and in the case of integration of serviceable seized or recovered weapons, ensure appropriate marking prior to integration.
 - Establish inter-agency training-of-trainer (ToT) Programme for PSSM for state security agencies.

c) Effective Arm Control Coordination

The effective coordination of arms control will entail setting up follow-up and coordination mechanisms across agencies. Setting up a central monitoring mechanism to follow up on progress, address identified gaps and mitigate risks, as well as document lessons learned to be a critical part of this component.

6.2.5 Strategic Objective 3.3:

Strengthening Weapons and Ammunition Management (WAM)services through effective coordination, monitoring and follow-ups

Core Actions:

- Set up a WAM Coordination Committee comprising high level security sector officials to follow up on progress of the implementation of the WAM; said committee shall hold coordination meetings to review progress once every six months.
- Set up an inter-agency WAM implementation & monitoring structure within LiNCA (or expand the mandate of the TCA) to follow up on the progress of implementation of the various components of the WAM taking place within the agencies; and this body will convene regular monthly meetings, reports of which will be submitted to the WAM Coordination Committee through LiNCA's Management.
- Develop and implement a monitoring and evaluation (M&E) plan for the WAM.

- Ensure a dedicated budget line for WAM in the national budget by engaging in national legislature and relevant agencies
- Organize biennial conference of security sector stakeholders to review progress of implementation of the WAM and to identify ways to address challenges and gaps.

6.2.6 PILLAR 4: Institutional Capacity Strengthening

Context:

Over the years, LiNCA has evolved into a full-fledged national Commission, transitioning from a Working Group on Arms established through an Executive Order, and ultimately formalized by the Act Creating the Commission in August 2012. During its formative years, the Commission focused on developing the legal, policy, and institutional frameworks necessary for the effective control of small arms and light weapons (SALW). The Act outlines LiNCA's mandate, functions, and the organizational structures required to execute them effectively.

The Commission has also established and staffed a Technical Secretariat for day-to-day operations and developed several Standard Operating Procedures (SOPs) for administrative, operational, and financial management. However, in light of evolving global, regional, and national arms control trends, there is a need to strengthen LiNCA's capacity to address existing gaps and enhance its policy formulation, planning, and operational delivery.

This Strategic Plan envisions strengthening institutional capacity through four key actions:

1. Strengthening systems and procedures to improve administrative, operational, and financial management;
2. Enhancing human resource capacity to ensure skilled and competent personnel across all functions;
3. Decentralizing LiNCA's activities nationwide to improve monitoring, regulation, and public engagement; and
4. Ensuring sustainability of programs and activities through innovative resource mobilization approaches.

By pursuing these actions, LiNCA aims to consolidate its institutional development and position itself to respond effectively to contemporary arms control challenges.

a) Systems and procedures

The current organizational structure of LiNCA requires a comprehensive review and update to reflect the Commission's evolving roles and operational realities. For instance, the establishment of a Gender Unit and the separation of administrative and procurement functions from the former Administrative and Finance Department will need to be incorporated into a revised organogram.

In addition, there is a need to develop a clear internal governance policy that defines the roles and responsibilities of the Board, Commissioners, and the Technical Secretariat. Existing systems and procedures will also be reviewed to enhance the management of critical administrative areas such as finance, procurement, logistics, and asset management, in line with emerging national policies and regulations, including the implementation of IFMIS (Integrated Financial Management Information System). These reforms aim to strengthen institutional efficiency, accountability, and overall operational effectiveness.

6.2.7 Strategic Objective 4.1:

Strengthening of institutional capacity through the improvement of existing administrative, financial and operational management structures, systems and procedures.

Core Actions:

- Rationalize and revise LiNCA's organizational structure to reflect international best practices and ensure it is logical and in a manner that enhances communication, reporting and overall performance.
- Develop an internal governance policy clearly defining:
 - Policy and oversight functions of the Board
 - Administrative functions of the Commissioners
 - Operational responsibilities of the Technical Secretariat
 - Delegation of authority (authorizations) without compromising checks and balance within the organization
- Review and update existing procedures for financial, procurement and assets management, including robust budgetary management and reporting at all levels.
- Strengthen information management: information flow and general communication and the coordination of these within the organization.

b) Human resource capacity

Human resource planning, recruitment, deployment and retention will also need to follow a standard merit-based approach that considers staff performance, work quality, productivity, effectiveness and efficiency.

6.2.8 Strategic Objective 4.2:

Strengthening of human resource capacity of LiNCA to enhance its policy formulation, planning and operational delivery.

Core Actions:

- Strengthening human resources planning, recruitment and deployment policy and processes by adopting proactive human resource development planning and merit-based approach recruitment as well as performance management principles and practices within the organization:
 - Establish an internal policy for staff recruitment, training, deployment, retention and retirement.
 - Review and update personnel handbook to reflect current situation particularly with respect to quality performance, work ethics, gender sensitivity, etc.
 - Undertake management and staff succession planning.
- Strengthening staff and management's capacities and efficiency through training, experience, learning and continued education:

- Undertake an institutional capacity assessment focusing mainly on staff capacity development and training needs.
- Enhance the technical skill sets of LiNCA staff by providing targeted skill-builder training in specific technical areas as may be determined and related to the successful execution of LiNCA's day-to-day work. Examples include data collection methodology, quantitative analyses, computer applications, etc.
- Deepen the expertise of existing staff in line with their interests and LiNCA's work. This will be accomplished by learning from the experiences of successful institutions and programs around the world, especially in Africa, through study tours, workshops and other capacity building activities for commissioners and professional staff. Professional development opportunities will be identified and pursued on an ongoing basis.

Decentralization and Regional Presence

The centralized nature of LiNCA's operations has presented challenges to effective monitoring and regulation of small arms and light weapons (SALW) activities across the country. Apart from a single local office in Gbarnga—whose operations have been constrained by limited logistics LiNCA's presence has been largely confined to its headquarters in Monrovia. While the Commission has conducted intermittent public awareness activities in other counties, the lack of a permanent presence in most regions has hindered effective oversight and engagement on SALW issues.

To address this, the rollout of the Strategic Plan will decentralize LiNCA's operations by establishing regional, county, and local structures for enhanced surveillance, monitoring, regulation, and reporting of firearms. Implementation will include the creation of regional offices and the appointment of county liaison officers and monitors, ensuring that the Commission's work is effectively supported and strengthened at both the regional and provincial levels. This decentralized approach will enable more robust enforcement, improved public engagement, and a stronger national framework for arms control.

6.2.9 Strategic Objective 4.3

Extend LiNCA's operations beyond Monrovia through the setting up of regional and county level structures within the rest of the country where LiNCA does not have permanent presence.

Core Actions:

- Set up and operationalize five (5) regional offices; appoint 5 regional SALW coordinators plus relevant officers to man the regional offices.
- Appointing 15 county Arms monitors
- Appoint desk officer(s) at HQ level to oversee the activities of local offices
- Provide logistics for regional offices and county monitors

d) Sustainability

e) Here's a **narrative-style, polished version** of your passage on funding and resource mobilization:

Sustainable Financing and Resource Mobilization

Currently, the Government of Liberia funds the core operations of the Commission through the national budget, covering salaries and recurrent goods and services. There are positive indications that Liberia's economy is gradually improving, and if this trend continues, the Government may be able to increase budgetary support for the Commission's operations.

However, LiNCA recognizes that relying solely on government funding is not sustainable. To ensure the long-term viability of the institution, the Commission will proactively seek alternative internal and external funding sources. This will require a robust resource mobilization strategy aimed at attracting financial support from donors, private sector partners, regional and international organizations, and other innovative sources. By diversifying its funding base, LiNCA will be better positioned to sustain its programs and operations over the long term.

6.3.1 Strategic Objective 4.4:

Increase income base of LiNCA for effective service delivery on a sustainable basis

Core Actions:

- Undertake an assessment of possible income-generation sources available to the commission and their potential for institutional sustainability (eg. license and permit fees for civilian arms registration, license fees for brokerage, importation, sale, etc.).
- Develop appropriate plans to systematically operationalize the exploration of these alternative sources of income generation.
- Identify and secure seed funding (internal and external) for operationalizing the programs and activities for income generation.
- Establish a Trust Fund to enhance the sustainability of LiNCA programs and activities.
- Organize and conduct resource mobilization training for key staff.
- Identify and secure strategic partnerships for long-term institutional sustainability.

6.3.2 PILLAR 5: Public Education and Sensitization

Context:

Public education is a core mandate of LiNCA, as stipulated in both the ECOWAS Convention on Small Arms (Article 23) and the Act Creating LiNCA (Chapter IV, Section 2g). Effective public education is critical for raising awareness and mobilizing citizens to prevent the proliferation, circulation, trafficking, and illicit trade of firearms. However, Liberia's high illiteracy rate of 51% has historically posed a challenge to disseminating information, contributing to low public awareness regarding small arms and light weapons (SALW) and hindering efforts to curb their proliferation.

Despite progress in educating communities about the dangers of illicit SALW, many citizens still lack the knowledge and understanding necessary to actively support arms control initiatives. A public perception survey conducted by the Commission in 2016—prior to the popularization of the Firearms and Ammunition Control Act—revealed that only 13% of

respondents in Montserrado, Grand Bassa, and Bong counties were aware of any civilian gun control law. When asked about their community's understanding of guns control laws, 56% rated it as "very low", and while 29% knew about the Small Arms Commission, most could not describe its mandate.

In addition to high illiteracy, other constraints have limited the effectiveness of LiNCA's IEC efforts. These include inadequate resources to implement a comprehensive IEC program, competing national priorities, and a shortage of trained personnel. To address these challenges, the Commission will adopt a multi-track approach to strengthen its IEC functions, aiming to enhance public knowledge, awareness, and participation in preventing the proliferation and illicit trade of firearms across Liberia.

6.3.3 Strategic Objective 5.1

Strengthening of Information, Education and Communication (IEC) services of LiNCA to increase awareness, motivation, participation and support of the public in efforts to prevent the proliferation, circulation, trafficking and illicit trade in illegal firearms within and across the borders of Liberia.

Core Actions:

a) Strategy development

- Design a multi-year IECs strategy on arms control and convene a stakeholders' session to validate the strategy
- Design a communication plan targeting multiple stakeholders and identifying various modes and channels for public education and sensitization; and convene a stakeholders' session to validate the plan.

b) IEC Strategy & Plan Implementation

- Conduct a baseline survey to establish the present level of awareness of arms control issues among the public; said survey should also gauge the level of awareness about LiNCA and its work, censor public perception of personal safety and security, illegal guns activities, guns control legislations, civilian possession and registration, etc.
- Undertake nationwide public education and sensitization campaigns to:
 - Increase public awareness with respect to LiNCA's mandate, functions, programs and activities.
 - Increase public understanding and knowledge about the harmful effects of illicit SALW proliferation, trafficking, illegal manufacturing and trade, illegal possession and use.
 - Significantly reduce the risks and threats posed to community peace and security by actively engaging community residents in arms control outreach and monitoring programs.
 - Print and distribute awareness and sensitization materials including an up-to-date LiNCA brochures, posters, fliers, banners, etc.

- Update the Commission’s existing website to incorporate all current programs and activities of LiNCA.

6.3.4 PILLAR 6: Gender Inclusion in Arms Control

Context

Equality between women and men is a fundamental right and a critical factor in governance, peace, and security. It ensures meaningful participation, which is essential for sustainable socio-economic development and the maintenance of peace and stability. In line with global trends on peace and security, LiNCA developed a three-year Gender Strategy and Action Plan, which outlined key milestones for mainstreaming gender across all policies, programs, and activities of the Commission.

With the conclusion of that initial strategy in 2020, this Strategic Plan reaffirms LiNCA’s commitment to gender equality and the empowerment of women. It sets realistic goals, objectives, and actions to build on previous progress, ensuring that gender considerations are fully integrated into arms control programming, organizational policies, and operational practices.

The updated gender strategy aligns with UN Security Council Resolution 1325, the National Gender Policy, the Liberia National Action Plan on Women, Peace and Security, and other relevant regional and international commitments on gender parity. In November 2025, LiNCA was represented by its only female Commissioner at the Paris Gender Forum, where regional participants called for a harmonized gender approach among NATCOMs in arms control. This approach aims to increase the representation of women at all levels of the Commission, bringing Liberia in line with other regional member states in promoting gender equality and empowerment within arms control initiatives.

The gender strategy also commits all LiNCA staff to combat gender-based discrimination, harassment, sexual exploitation, and stereotyping, fostering an organizational culture where everyone can contribute freely and effectively to the Commission’s work.

6.3.5 Strategic Objective 6.1

Mainstream Gender in the management and operationalization of arms, ammunition and related materials.

Core actions:

- Conduct gender analysis and gather evidence in understanding how the Commission’s operations will affect women and men differently
- Use a gender perspective in policy and program design to ensure gender is mainstreamed in all LiNCA programmatic and administrative processes
- Conduct gender awareness workshops for LiNCA personnel and all LiNCA collaborating GoL partners
- Monitor and evaluate outcomes with gender perspective and collect gender disaggregated data
- Train security personnel on Stress and Trauma Sensitive (STS A) Approach
- Conduct workshop on Sexual Exploitation and Abuse (SEA) and Sexual and Gender Based Violence (SGBV) for LiNCA’s collaborating partners.

6.3.6 PILLAR 7: Plan Implementation, Coordination, Equipment, Logistics & Digital Innovation, Justice & Security Decentralization

Context:

LiNCA's operational capacity context is defined by its mandate to control all arms in Liberia, leveraging a strengthening framework including new legislation (Firearms & Ammunition Control Act 2022), international partnerships (ECOWAS, UN), and ongoing institutional reforms like HR audits and strategic planning, all while facing challenges of illicit proliferation and aiming for enhanced national security and peace through better coordination and public engagement.

Key Aspects of LiNCA's implementation and coordination focus:

- LiNCA is Liberia's premier authority for regulating and monitoring conventional arms, ammunition, and explosives, adhering to international norms like the ECOWAS Convention.
- LiNCA is implementing the Firearms and Ammunition Control Act (2015/2016) and work is ongoing to domesticate the Arms Trade Treaty (ATT).
- Collaborating with security forces (LNP, NSA, AFL), ministries (Justice, Defense), and international bodies (UN, UNDP, Small Arms Survey) for policy, training, and resource mobilization.
- Institutional Strengthening: Recent efforts focus on HR reforms, developing a new Strategic Plan (2025-2029), modernizing offices, and enhancing staff capacity for better performance.
- **Activities & Programs:**
 - Civilian Arms Registration: Implementing an amnesty and registration drive for civilian firearms with a February 2026 deadline.
 - Technical Committees: Leading working groups with security experts for vetting and implementation.
 - Public Awareness: Conducting outreach in counties to promote responsible ownership.
 - Arms Tracking: Training state security institutions on arms tracking.
- Challenges & Focus Areas: Combating illicit firearms proliferation, improving national accounting systems for arms, and enhancing physical Security and Stockpile Management (PSSM).

All these interventions will require effective planning, coordination and implementation backed by adequate logistics and digital innovation.

6.3.7 Strategic Objective 7.1

Strengthening of operational capacity of LiNCA for effective planning, implementation and coordination with adequate logistics and digital innovation.

Core Actions:

- Coordination of LiNCA programmatic activities at all levels of implementation in collaboration with its collaborating partners and non-state actors.
- Development of an online platform for service delivery across relevant sectors
- Provision of adequate logistics to enhance operations of the Commission
- Provision of communication gadgets and ITC equipment to enhance coordination
- Decentralization of operations across the country

7. COMMUNICATIONS STRATEGY

LiNCA's communications strategy will target both urban and non-urban communities throughout the country. The core objectives of the strategy are to: (1) work with CSOs to inform and educate the public regarding the mandate, functions and responsibilities of the Commission; (2) raise the overall awareness amongst the population concerning the Liberia National Commission on Arms, its' mandate, mission and activities; and (3) promote the public policy recommendations,

implementation strategies. This strategy will be pursued in close cooperation with all departmental areas throughout the five-year strategic planning period.

7.1 Print and Electronic Media

The communications strategy will be operationalized through several key approaches to ensure broad outreach and public engagement. Radio will serve as a primary medium, given its cost-effectiveness and ability to reach both large and small communities across the country. Informational programming, including special programs and talk show appearances, will be used to engage the population, while radio jingles will help raise awareness on specific issues. Outreach and broadcast programs will be conducted in partnership with the Liberia Broadcasting System (ELBC) to ensure nationwide coverage through both ELBC transmitters and community radio stations.

In addition to radio, print and electronic media will be utilized to support the communications strategy. Current informational brochures about LiNCA will be distributed, and the Commission's website will be enhanced to support video and audio postings, upload large documents, produce professional-quality publications, and ensure secure backups to internal storage devices. These efforts will strengthen public awareness, accessibility of information, and engagement with the Commission's initiatives.

8 IMPLEMENTATION MECHANISM

8.1 Strategic Plan Implementation Management Committee

To ensure the successful implementation of the Strategic Plan, the Commission will establish a special implementation committee to oversee all aspects of its execution. The committee will be led by the Chairperson, who will provide overall guidance and leadership throughout the implementation process.

The committee will be responsible for tracking targets against timelines, monitoring and evaluating progress, and addressing any implementation challenges that arise. It will also hold responsible officers and actors accountable for agreed actions, timelines, and deliverables. To maintain effective oversight, the special committee will meet quarterly to review progress and ensure that the Plan remains on course for achieving its objectives.

8.2 Implementation Schedule

A five-year implementation schedule for the Strategic Plan will be developed by the special committee responsible for overseeing its execution. The schedule will detail the specific activities to be carried out, establish timelines and targets, and identify the key actors responsible for each activity. It will also outline individual responsibilities and indicate the funding sources for each activity, providing a clear roadmap for the effective and coordinated implementation of the Plan.

8.3 Stakeholders' Engagement

For the successful implementation of the Plan, the Commission will maintain continuous engagement with relevant stakeholders. Periodic Stakeholders' Fora will be convened, bringing together security sector agencies, relevant committees of the National Legislature, civil society actors, and international partners. These forums will serve to:

1. Brief stakeholders on ongoing activities;
2. Provide a platform for consultation on SALW-related issues; and
3. Involve stakeholders in monitoring and evaluating the progress of Plan implementation.

The Commission will convene these fora at least every six months, ensuring sustained dialogue, collaboration, and accountability throughout the life of the Strategic Plan.

8.4 Donors' Engagement

Continuous engagement with donors will be a critical component of implementing the Strategic Plan. Donors will be actively and constructively involved to support the Plan's activities and objectives. To facilitate this engagement, a Donors' Forum will be established as a periodic roundtable where donors are briefed on progress and consulted on key aspects of implementation. The Commission will convene the Forum at least every six months, ensuring regular dialogue, transparency, and coordinated support for the Plan.

9. MONITORING AND EVALUATION

Data for monitoring and evaluation will be collected systematically using participatory approaches, working closely with local authorities and existing legal structures. Periodic field visits will be conducted to assess progress and ensure that implementation aligns with planned objectives. An approved M&E plan, developed at the outset of implementation, will guide scheduled missions by the Commission to ensure value for money and accountability.

The plan will clearly define activities, outputs, and outcomes, with associated targets and verifiable indicators. These indicators will guide the timely collection and analysis of data for

internal performance assessments and comprehensive reporting on results. The M&E approach will specify how indicators are tracked, the timeframe for monitoring, and the responsibilities of those carrying out the activities. Both the M&E plan and Annual Work Plans will be fully aligned with the approved results monitoring framework.

Additionally, periodic joint monitoring will be conducted by the special implementation committee, both in-person and through existing county structures, to identify key areas for assessment. The monitoring strategy will include regular updates from the special committee through technical coordination meetings and periodic reviews. A final level of monitoring will be carried out through joint evaluations to ensure comprehensive assessment of plan performance and outcomes.

monitoring missions by heads of agencies and the Chairman of the Commission to examine progress based on monitoring reports received from the special committee.

9.1 Formative & Summative Evaluation

The Strategic Plan will undergo both formative and summative evaluation to ensure its effectiveness. Formative evaluations will be conducted periodically throughout the implementation process to assess progress and identify areas for improvement. At the end of each year, a summative evaluation will be carried out to review overall performance, with findings feeding into the formulation of the subsequent annual work plan, thereby incorporating lessons learned from previous cycles.

To guarantee effective and efficient implementation, the Strategic Plan will be continuously monitored throughout its five-year lifespan. Progress reports will be generated from quarterly and semi-annual reviews, providing timely feedback on achievements and challenges. A matrix-based monitoring and evaluation (M&E) framework will be developed to capture relevant data on expected outputs and other performance indicators. In addition to regular monitoring reports by implementing units, the Plan will undergo mid-term and final evaluations to assess overall impact and guide strategic decision-making.

10. COST & FINANCING

10.1 Cost Estimates

The Total Cost of the project is estimated at USD13,581,250. It consists of all cost estimates of all the activities earmarked in the Plan. The table below presents the summary estimated cost for implementing the planned activities over the next 5 years.

10.2 Summary Cost Estimate

No	Cost Items	Estimated Cost (in US\$)
1	Reform of Legal Framework	881,000.00
2.	Strengthening Enforcement Mechanisms	1,655,000.00
3.	Weapons, Ammunition, Commercial Explosive Management, including IEDs Management	2,185,000.00
4	Institutional Capacity Strengthening	2,862,500.00
5	Public Education and Sensitization	1,709,000.00
6	Gender Inclusion in Arms Control	883,000.00
7	Plan Implementation Coordination, Equipment, Logistics & Innovation, Justice & Security Decentralization	3,075,000.00
Grand Total		13,250,500.00

Cost details of the Action plan is in Appendix B

10.2 Resource Mobilization

The financing of this 5-year Strategic Plan will rely on a combination of national, regional, and international sources. Beyond its regular annual budget, LiNCA will work closely with the Ministry of Finance and Development Planning (MFDP) to secure a multi-year allocation specifically for arms control. At the highest levels, the Commission will engage the Government of Liberia to formalize the country's financial commitments under the Arms Trade Treaty (ATT), the United Nations Programme of Action (UN PoA), and the ECOWAS Convention on Small Arms and Light Weapons.

To support long-term sustainability, LiNCA will establish a Trust Fund, drawing resources from private sector contributions and endowments, fees from permits and licenses, as well as funding from friendly governments, regional bodies, international partners, and the donor community. This Trust Fund will provide a stable financial base for implementing the key components of the Strategic Plan, ensuring that the Commission can carry out its arms control mandate effectively over the next five years.

11. APPENDIXES

Appendix A. SWOT Analysis Matrix

SWOT ANALYSIS
Liberia National Commission
Arms(LiNCA)

Strengths(internal)	Weaknesses (Internal)	Comments
Statutory mandate and regulations backed by laws	Limited logistical capacity for operations	Statutory mandate is a major strength to maximize opportunities and minimize weakness of limited logistical capacity for operations
LiNCA's Act, FACA of 2022 Regulations No.5 on Civilian Possession of small and light weapons	Limited operational budget for arms control activities	FACA Act of 22 is a strength that can maximize opportunities and minimize weakness of limited operational budget for arms control activities
Law on the control and monitoring of commercial explosives	Low financial contribution by LiNCA/GoL to partners	Law on the control and monitoring of commercial explosives is internal strength to maximize opportunity and minimize internal weakness of low GoL financial contribution to partners
The issuance of Executive Order No. 141	Lack of intensive specialized training for relevant staff working commercial explosives	The issuance of Executive Order #141 is both an internal strength and external opportunity which can be used to maximize internal strength and external opportunities
LiNCA's commitment to regional and international obligations	Limited understanding of the FACA 2022 by manufacturers and users of commercial explosives	LiNCA's regional and international commitment is internal strength that can maximize external opportunities
Effective public awareness program	Limited operational space given LiNCA's new mandate	LiNCA's public awareness program is internal strength that can be used to maximize opportunities and minimize the internal weakness of limited operational space.
Active and effective communication/information dissemination mechanisms		

Opportunities(external)	Threats (External)	Comments
Strong arms control program for supporting national and regional security	Conflicting roles of other line ministries, agencies and commissions (MACs) in arm control activities	The opportunity of a strong arms control program for supporting national and regional security efforts can be used to minimize external threat of conflicting roles of other line ministries and agencies in arms control activities
Arms control measures put in place by international, and regional bodies.	Lack of harmonization between the Panel Code and FACA Act of 2022	Regional and international measures put in place are opportunities that can be used to minimize the threat of lack of harmonization of the Panel Code and FACA Act of 2022
On-going arms registration program by LiNCA	Remote locations of hunters	The ongoing arms registration by LiNCA is an opportunity that can be used to minimize the external threat of remote locations of hunters by deploying GPS and other digital solutions to locate hunters
Availability of external goodwill for resource mobilization	Local authorities conducting pre-registration of hunting guns	The Arms Act 2022 which is an internal strength, plus other regulatory frameworks can be used to maximize external goodwill for resource mobilization and also minimize the threat of local authorities conducting pre-registration of hunting guns
Access to manufacturers and users of commercial explosives in Liberia	The turn-around time to obtain a Police clearance for civilian arms registration	
	Growing wave of motorcyclists carrying artisan weapons for self-protection	LiNCA can use its internal strengths and opportunities to minimize the threat of growing wave of motorcyclists carrying artisan weapons for self-protection
	Increase in local manufacturing and use of artisan weapons based on the transfer of knowledge	LiNCA can use its internal strengths and opportunities to minimize the threat of increased local manufacturing and use of artisan

		weapons as a result of knowledge transfer
	The use of explosives in rivers through unsaved fishing methods	LiNCA can use its internal strengths and opportunities to minimize the threat of use of explosives in rivers through unsaved fishing methods
	Limited information on companies involved in the manufacturing and use of commercial explosives	LiNCA can use its internal strength of effective communication mechanism to minimize this the threat of limited information on companies involved in the manufacturing and use of commercial explosives

PILLAR I: HARMONIZATION OF LIBERIA PENAL CODE WITH FACA 2022 AND ITS REGULATORY FRAMEWORKS

Strategic Objective: 1.1 Harmonize Liberia's Penal Code on the possession and use of illegal weapons in Liberia with the FACA 2022

Expected Output: 1 Liberia's Penal Code on the production, possession and use of firearms harmonized with the FACA 2022

Planned Activities:	Time Frame					Responsible Person/Unit	Budget
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Undertake a revision of the Penal Code on the illegal possession and use of firearms to be aligned with relevant provisions of FACA 2022.	X					Office of the Commissioner	30,000
1.2 Conduct public education and sensitization of the harmonized provisions of the Penal Code in line with FACA 2022.	X	X				Technical Secretariat	50,000
1.3 Print and distribute copies of the harmonized provisions of the Penal Code in line with FACA 2022.	X	X				Technical Secretariat	20,000
1.4 Develop legal framework for the management, manufacture and use of commercial explosives and their related materials	X	X				Office of the Commissioner	40,000
1.5 Develop the legal and regulatory framework for Countering Improvise Explosive Devices (C-IEDs)	X	X				Technical Secretariat	39,000
1.6 Develop legal and regulatory frameworks for the		X	X			Office of the Commissioner	40,000

production, distribution and possession of craft weapons							
Sub-total-1							219,000.00
Strategic Objective 1.2 Promote public understanding and awareness of the harmonized provisions of the Penal Code and the FACA 2022 through a nationwide awareness campaign and thereby increasing public support towards their implementation.							
Expected Output: 1 Public understanding and awareness of the harmonized provisions of Penal Code with the FACA 2022 promoted and public support towards their implementation increased							
Planned Activities:	Time Frame					Responsible Person/Unit	
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Carry out country-wide outreach activities in collaboration with civil society to publicize the amended provisions of the Penal Code targeting a broad range of stakeholders including local leaders, local joint security including border security, law enforcement and judicial officers, youth and students, women groups, traders, hunters/farmers, etc.			X			Technical Secretariat	95,000
1.2 Print and disseminate copies of the amended laws to key stakeholders including relevant governmental agencies, lawmakers, local officials including county attorneys, farmers groups and cooperatives, students, the media and civil society organizations.			X			Technical Secretariat	90,000
1.3 Print and disseminate awareness and sensitization materials such as brochures, posters, flyers, banners and t-shirts.			X			Technical Secretariat	140,000
1.4 Publish features and commentaries in newspapers, radios stations and social media intended to educate the reading public about key relevant provisions of the amended	X	X				Technical Secretariat	140,000

provisions.							
1.5 Produce and air radio and television programs such as spot messages, dramas and jingles to reach a much wider population across the country.	X	X				Technical Secretariat	197,000
Sub-total							662,000.00
PILLAR 2: STRENGTHENING ENFORCEMENT MECHANISMS							
Strategic Objective: 2.1 Enhance Operational professional capacities of relevant criminal justice structures, systems and personnel (the courts and police) enhanced to facilitate the enforcement of the FACA 2022 and its regulations.							
Expected output: 1 Operational professional capacity of relevant criminal justice structures, systems and personnel (the courts and police) enhanced to facilitate the enforcement of the FACA 2022 and regulations.							
Planned Activities:	Timeframe					Responsible Person/Unit	Budget
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Formulate a policy on seized weapons clearly defining actors' roles and scope of authority and the procedures for seizure, handling, processing, documentation, safe storage, their production in court as evidence, and their handover for marking, recording and final disposal.	X	X				Office of the Commissioner	105,000
1.2 Design training curriculum on mechanisms and procedures for enforcement of the FACA for the police, county attorneys and court Sheriff.	X	X				Technical Secretariat	255,000
1.3 Conduct training workshops for members of the State security Small Arms Control units, county attorneys and relevant court sheriff on existing mechanisms and procedures for enforcement of the FACA.						Technical Secretariat	70,000
1.4 Organize engagement/awareness sessions with officials of the Ministry of Justice, Police and Immigration high	X	X				Office of the Commissioner	140,000

command, high court officials and relevant staff							
1.5 Provide relevant tools including copies of the Firearms Act and regulations and related documents to relevant stakeholders	X	X				Technical Secretariat	120,000
1.6 Provide temporary storage facilities at secure locations within proximity of circuit courts for the safe keeping of seized weapons.	X	X	X	X	X	Technical Secretariat	185,000
1.7 Provide basic operational logistics to facilitate the work of the Ministry of Justice and the State Small Arms Control units in the investigation and prosecution of violations of the FACA.		X	X	X	X	Technical Secretariat	106,000
Sub-total							1081,000.00

Strategic Objective: 2.2 Enhance capacities of local security councils and civil society actors to monitor, document and report FACA 2022 related issues within their respective locales.

Expected Output: 1 Local security councils and civil society actors' capacity to monitor, document and report FACA related issues enhanced

Planned Activities	Time Frame					Responsible Person/Unit	
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Design a training curriculum on SALW monitoring, documentation and reporting for civil society and local security councils.		X				Technical Secretariat	110,000
1.2 Formulate guidelines for SALW monitoring, documenting and reporting at the local levels for local security councils and civil society organizations		X				Technical secretariat	160,000
1.3 Train local stakeholders in the counties including members of county & district security councils and civil			X	X	X	Technical secretariat	135,000

society actors in SALW monitoring, documenting and reporting.							
1.4 Provide basic operational logistics (communication, stationery, etc.) to existing local networks such as local security councils and CSO networks for monitoring and reporting SALW related issues across the targeted counties.			X	X	X	Technical secretariat	60,000
1.5 Print and distribute copies of the Firearms Act and regulations.	X	X	X	X	X	Technical secretariat	109,000
Sub-total-1							574,000.00
PILLAR 3: WEAPONS AND AMMUNITION MANAGEMENT (WAM), Including Commercial Explosive							
Strategic Objective: 3.1 Built and harmonize approaches in the management of the full cycle of weapons and ammunition management through the development of a National Action Plan (NAP) for WAM.							
Expected output: 1 Synergy built and approaches harmonized in the management of the full cycle of weapons and ammunition through the development of a National Action Plan (NAP) for WAM.							
Planned Activities	Timeframe					Responsible Person/Unit	Budget
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Secure the services of an international and a national consultant to formulate a National Action Plan (NAP) for WAM in Liberia.	X	X	X			Office of the Commissioner	185000
1.2 Organize a national stakeholder's conference to validate and adopt the WAM national Action Plan. The NAP should lift key recommendations from the national WAM baseline assessment report in addition to new strategies.		X	X			Office of the Commissioner	195,000
1.3 Formulate a national strategy on addressing illicit manufacturing and possession of craft weapons; and establish profiling of illicit manufacturers, trafficking routes and users.	X	X	X	X	X	Office of the Commissioner	115,000

1.4 Formulate a national strategy for the effective regulation of commercial explosives and related materials in collaboration with relevant private and public sector stakeholders.		X	X			Office of the Commissioner	113,000
Sub-total							608,000.00
Strategic Objective 3.2 Effectively implemented WAM services through the roll out of the National Action Plan (NAP) including outstanding recommendations of the national WAM baseline assessment							
Expected Output 1: WAM services including the recommendations of WAM baseline assessment effectively implemented							
		Time Frame					
Planned Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Responsible Person/Unit	
1.1 Carve out and operationalize an annual implementation schedule from the NAP detailing priority activities for the year, timelines, deliverables and responsible parties.	X	X	X			Technical Secretariat	160,000
1.2 Operationalize the civilian arms registration and licensing mechanism, including implementation of basic guns safety and handling training for licensed persons; ensure marking and recording of legally possessed civilian arms.	X	X	X	X	X	Technical Secretariat	160,000
1.3 Clarify regulatory provisions applicable for the safe and secure management of commercial explosives.		X	X			Technical Secretariat	135,000
1.4 Reinforce transfer controls through training of relevant authority on the ECOWAS Exemptions Procedures, awareness raising on end-user agreement compliance, and information sharing and coordination between relevant agencies in order to prevent diversion.	X	X	X	X	X	Technical Secretariat	60,000
1.5 Continue marking of newly acquired state arms in compliance with ECOWAS Convention and sensitize marking obligations as it relates to internal transfers; and in	X	X	X	X	X	Technical Secretariat	60,000

the case of integration of serviceable seized or recovered weapons, ensure appropriate marking prior to integration.							
1.6 Establish inter-agency training-of-trainer (ToT) Programme for technical WAM services using trained officers, especially training of decentralized officers.	X	X	X	X	X	Office of the Commissioner	193,000
Sub-total							768,000.00
Strategic Objective: 3.3 Strengthen Weapons and ammunition management (WAM) services through effective coordination, monitoring and follow-ups							
Expected Output: 1 Weapons and ammunition management (WAM) services strengthened through effective coordination and monitoring follow-ups							
Planned Activities	Time Frame					Responsible Person/Unit	
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Set up a WAM Coordination Committee comprising high level security sector officials to follow up on progress of the implementation of the NAP; said committee shall hold coordination meetings to review progress once every six months.		X	X	X	X	Technical Secretariat	160,000
1.2 Set up an inter-agency WAM implementation & monitoring structure within LiNCA (or expand the mandate of the TCA) to follow up on the progress of implementation of the various components of the NAP taking place within the agencies; this body will convene regular monthly meetings, reports of which will be submitted to the WAM Coordination Committee through LiNCA management.	X	X	X	X	X	Office of the Commissioner	170,000
1.3 Develop and implement a monitoring and evaluation (M&E) plan for the NAP.	X	X				Technical Secretariat	135,000

1.4 Ensure a dedicated budget line for WAM in the national budget by engaging the national legislature and relevant agencies	X	X	X	X	X	Office of the Chairman	235,000
1.5 Organize bi-annual conference of security sector stakeholders to review progress of implementation of the NAP and to identify ways to address challenges and gaps.			X	X	X	Technical Secretariat	109,000
Sub-total							809,000.00
PILLAR 4: INSTITUTIONAL CAPACITY STRENGTHENING							
Strategic Objective 4.1 Strengthen institutional capacity through the improvement of existing administrative, financial and operational management structures, systems and procedures.							
Expected output: 1 Administrative, Financial and operational management structures and procedures strengthened							
Planned Activities:	Timeframe					Responsible Person/Unit	Budget
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Rationalize and revise LiNCA's organizational structure to reflect international best practices and ensure it is logical and in a manner that enhances communication, reporting and overall performance	X	X				Office of the Vice Chair	217,500
1.2 Develop an internal governance policy clearly defining the policy and oversight function of the Board; administrative functions of the commissioners, operational responsibility of the Technical Secretariat, delegation of authority without compromising checks and balance in the organization.	X	X				Office of the Chairman	255,000
1.3 Review and update existing procedures for financial, procurement and assets management, including robust budgetary management and reporting at all levels.	X	X				Technical Secretariat	270,000
1.4 Strengthen information management, information flow and general communication and the coordination of these within the organization.						Technical Secretariat	259,000

Sub-total							1,001,500.00
Strategic Objective: 4.2 Strengthen Human resource capacity of LiNCA to enhance its policy formulation, planning and operational delivery.							
Expected Output: 1 Human resource capacity LiNCA strengthened for policy formulation, planning and operational delivery							
	Time Frame						
Planned Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Responsible Person/Unit	
1.1 Establish an internal policy for staff recruitment, training, deployment, retention and retirement.	X	X	X	X	X	Technical Secretariat	82,500
1.2 Review and update personnel handbook to reflect current situation particularly with respect to quality performance, work ethics, gender sensitivity, etc.	X	X	X	X	X	Technical Secretariat	57,500
1.3 Undertake management and staff succession planning.	X	X	X	X	X	Technical Secretariat	35,000
1.4 Undertake an institutional capacity assessment focusing mainly on staff capacity development and training needs.	X	X	X	X	X	Technical Secretariat	106,000
1.5 Enhance the technical skill sets of LiNCA staff by providing targeted skill-builder training in specific technical areas as may be determined and related to the successful execution of LiNCA's day-to-day work. Examples include data collection methodologies, quantitative analyses, computer applications, etc.	X	X	X	X	X	Technical Secretariat	45,000
1.6 Deepen the expertise of existing staff in line with their interests and LiNCA's work. This will be accomplished by learning from the experiences of successful institutions and programs around the world, especially in Africa, through study tours, workshops and other capacity building activities for commissioners and professional staff.	X	X	X	X	X	Technical Secretariat	85,000
Sub-total							411,000.00
Strategic Objective 4.3 Extend LiNCA's operations beyond Monrovia through the setting up of regional and county level structures in the rest of							

the country where LiNCA does not have permanent presence.

Expected Output: 1 LiNCA operations extended beyond Monrovia through the setting up of regional and county level structures within the rest of the country where LiNCA does not have a permanent presence

Planned Activities	Time Frame					Responsible Person/Unit	Amount
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Set up and operationalize five (5) regional offices; appoint 5 regional SALW coordinators plus relevant officers to man the regional offices	X	X	X	X	X	Office of the Chairman	195,000
1.2 Appointing 15 county SALW field monitors	X	X	X	X	X	Office of the Chairman	191,000
1.3 Appoint desk officer(s) at HQ level to oversee the activities of local offices	X	X	X	X	X	Office of the Chairman	191,000
1.4 Provide logistics for regional offices and county field monitors	X	X	X	X	X	Office of the Vice Chair	165,000
Sub-total							742,000

Strategic Objective: 4.4 Increase Income base of LiNCA as an institution for effective service delivery on a sustainable basis

Expected Output: 1 Income base of LiNCA as an institution increased for effective service delivery on a sustainable basis

Planned Activities	Time Frame					Responsible Person/Unit	Amount
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Undertake an assessment of possible income-generation sources available to the commission and their potential for institutional sustainability (eg. license and permit fees for civilian arms registration, license fees for brokerage, importation, sale, etc.).	X	X	X	X	X	Technical Secretariat	160,000
1.2 Develop appropriate plans to systematically operationalize the exploration of these alternative sources of income generation.	X	X	X	X	X	Technical Secretariat	110,000
1.3 Identify and secure seed funding (internal and external)	X	X	X	X	X	Technical Secretariat	110,000

for operationalizing the programs and activities for income generation							
1.4 Establish a Trust Fund to enhance the sustainability of LiNCA's programs and activities.	X	X				Office of the Chairman	110,000
1.5 Organize and conduct resource mobilization training for key staff	X	X				Technical Secretariat	90,000
1.6 Identify and secure strategic partnership for long-term institutional sustainability	X					Office of the Chairman	128,000
Sub-total							708,000.00
PILLAR 5: PUBLIC EDUCATION & SENSITIZATION							
Strategic Objective 5.1 Strengthen Information, education and communication (IEC) services of LiNCA to increase awareness, motivation, participation and support of the public in efforts to prevent the proliferation, circulation, trafficking and illicit trade in illegal firearms							
Expected output:1 Information, education and communication (IEC) services of LiNCA strengthened to increase awareness, motivation, participation and support of the public in efforts to prevent the proliferation, circulation, trafficking and illicit trade in illegal firearms							
Planned Activities	Timeframe					Responsible Person/Unit	Budget
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Design a multi-year IEC's strategy on arms control and convene a stakeholders' session to validate the strategy	X	X				Technical Secretariat	185,000
1.2 Design a communication plan targeting multiple stakeholders and identifying various modes and channels for public education and sensitization; and convene a stakeholders' session to validate the plan	X	X				Technical Secretariat	205,000
1.3 Conduct a baseline survey to establish the present level of awareness of SALW control issues among the public; said survey should also gauge the level of awareness about LiNCA and its work, censor public perception of personal	X	X				Technical Secretariat	185,000

safety and security, illegal guns activities, guns control legislation, civilian possession and registration, etc.							
1.4 Increase public awareness with respect to LiNCA's mandate, functions, programs and activities;	X	X	X	X	X	Technical Secretariat	250,000
1.5 Increase public understanding and knowledge about the harmful effects of illicit SALW proliferation, trafficking, illegal manufacturing and trade, illegal possession and use;	X	X	X	X	X	Technical Secretariat	165,000
1.6 Significantly reduce the risks and threats posed to community peace and security by actively engaging community residents in arms control outreach and monitoring programs;	X	X	X	X	X	Technical Secretariat	160,000
1.7 Print and distribute awareness and sensitization materials including an up-to-date LiNCA brochures, posters, fliers, banners, etc.	X	X	X	X	X	Technical Secretariat	290,000
1.8 Update the Commission's existing website to incorporate all current programs and activities of LiNCA.	X	X	X	X	X	Technical Secretariat	269,000
Sub-total							1,709,000
PILLAR 6: GENDER INCLUSION IN ARMS CONTROL							
Strategic Objective 1.1: Mainstream Gender in the management and operationalization of SALW, ammunition and related materials							
Expected output: 1 Gender mainstreamed in the management and operationalization of SALW, ammunition and related materials							
	Timeframe						
Planned Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Responsible Person/Unit	Budget
1.1 Conduct gender analysis and gather evidence in understanding how the Commission's operations will affect women and men differently	X		X		X	Technical Secretariat	158,000

1.2 Use a gender perspective in policy and program design to ensure gender is mainstreamed in all LiNCA programmatic and administrative processes	X	X	X	X	X	Technical Secretariat	185,000
1.3 Conduct gender awareness workshops for LiNCA personnel and all LiNCA collaborating GoL partners	X	X	X	X	X	Technical Secretariat	110,000
1.4 Monitor and evaluate outcomes with gender perspective and collect gender disaggregated data	X		X		X	Technical Secretariat	185,000
1.5 Training of LiNCA personnel on Stress and Trauma Sensitive Approach (STSA)	X		X		X	Technical Secretariat	60,000
1.6 Conduct workshop on Sexual Exploitation and Abuse (SEA) and Sexual and Gender Based Violence (SGBV) for LiNCA and Collaborating Partners	X	X	X	X	X	Technical Secretariat	135,000
Sub-total							833,000.00

PILLAR 7: Plan Implementation Coordination, Equipment, Logistics & Digital Innovation, Justice & Security Decentralization

Strategic Objective: 7.1 Strengthen Operational capacities of LiNCA for decentralization, effective plan implementation and coordination with adequate logistics and digital innovation.

Expected output: 1 Operational capacity of LiNCA strengthened for decentralization, effective plan implementation and coordination and digital innovation

Planned Activities	Timeframe					Responsible Person/Unit	Budget
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1 Coordination of all LiNCA's programmatic activities at all levels of implementation in collaboration with its partners and non-state actors	X	X	X	X	X	Technical Secretariat	615,000
1.2 Develop an online platform for service delivery across relevant sectors	X	X				Technical Secretariat	650,000
1.3 Provision of adequate logistics to enhance operations of the Commission	X	X	X	X	X	Office of the Chairman	560,000
1.4 provision of communication gadgets and ITC equipment	X	X	X	X	X	Office of the Chairman	545,000
1.5 Decentralization of operations across the country	X	X	X	X	X	Office of the Chairman	755,000

Sub-total-7							3,125,000.00
Grand Total							13,250,500

Appendix C: Documents Consulted

1. ECOWAS Convention on Small Arms and Light Weapons, Their Ammunition and other Related Materials.
2. Small Arms Survey, a Geneva-based Research Project, 2018 Update
3. Weapons and Ammunition Management in Africa: Insight 2024 Update (UNDIR).
4. Government of Liberia National Performance and Results Report (NPRR)
5. Summary of Weapons and Ammunition Management (WAM) priorities for Liberia
6. LiNCA Annual Report 2025.
7. LiNCA National Arms Control Program 2025
8. Government of Liberia ARREST Agenda for Inclusive Development (AAID)
9. Liberia National Commission on Small Arms (LiNCSA) Strategic Plan 2021-2025
10. The Firearms and Ammunition Control Act 2022.
11. The President of Liberia Policy: Executive Order No. 141
12. The Arms Commission Act of 2022.
13. The International Arms Trade Treaty
14. Options for enhancement of Weapons and Ammunition Management in Liberia (WAM Assessment)