



AFRICA CENTER  
FOR STRATEGIC STUDIES

# Session 4: Managing and Monitoring Security Sector Resources in Africa

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# Overview

- Strategic Framework
- The Economic Environment
- Practical Challenges: Procurement
- Monitoring and Evaluation

# The Case for Improved Resource Management in Africa's Security Sector

- Reform involves a fundamental re-alignment of priorities and financial resources, with implications for:
  - Personnel
  - Training and education
  - Equipment and infrastructure
  - Research and development
- It is, therefore, crucial to reflect the nature and dynamism of Africa's evolving security environment in the allocation, utilization and monitoring of resources across the security sector.

# Understanding Institutional Strengthening

- Strengthening resource management institutions goes beyond building ministries, agencies or uniformed forces.
  
- Focus on a core set of values, principles and relationships that provide a framework for a nation to attain its national security goals:
  - VALUES: Professionalism, Ethics, Representative Governance, Citizen-Centered Security
  
  - PRINCIPLES: Sound Practice vs Best Practice
  
  - RELATIONSHIPS: Within Organizations/Agencies; Across Organizations/Agencies

# Connecting RM and NSS

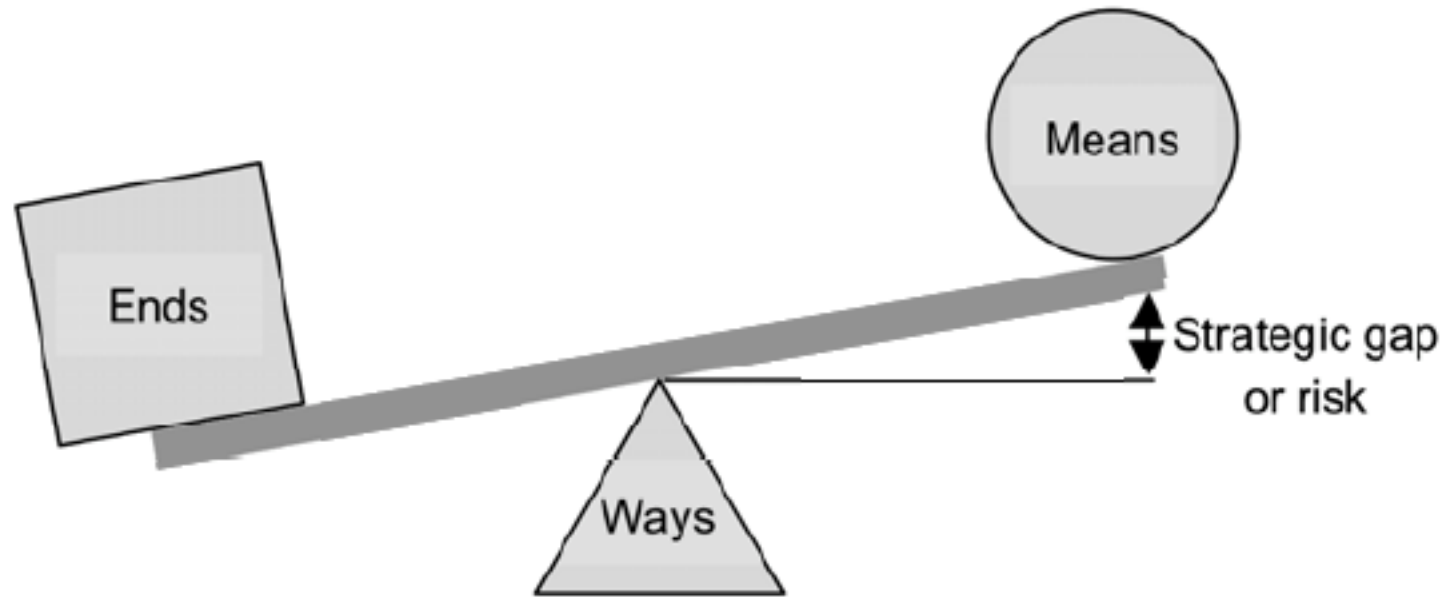
- National Security Strategies (NSS) set goals <vision/end states> and define policies <ways/modalities>.
- Resource Management (RM) highlights how best to utilize scarce resources, within the framework of defined principles/policies, to attain specified goals <using the means>.
- Specific goals lead to specific action and more focused/effective resource management.

*Achieving the “best possible security within a socially-acceptable level of allocated resources.” (p. 52)*

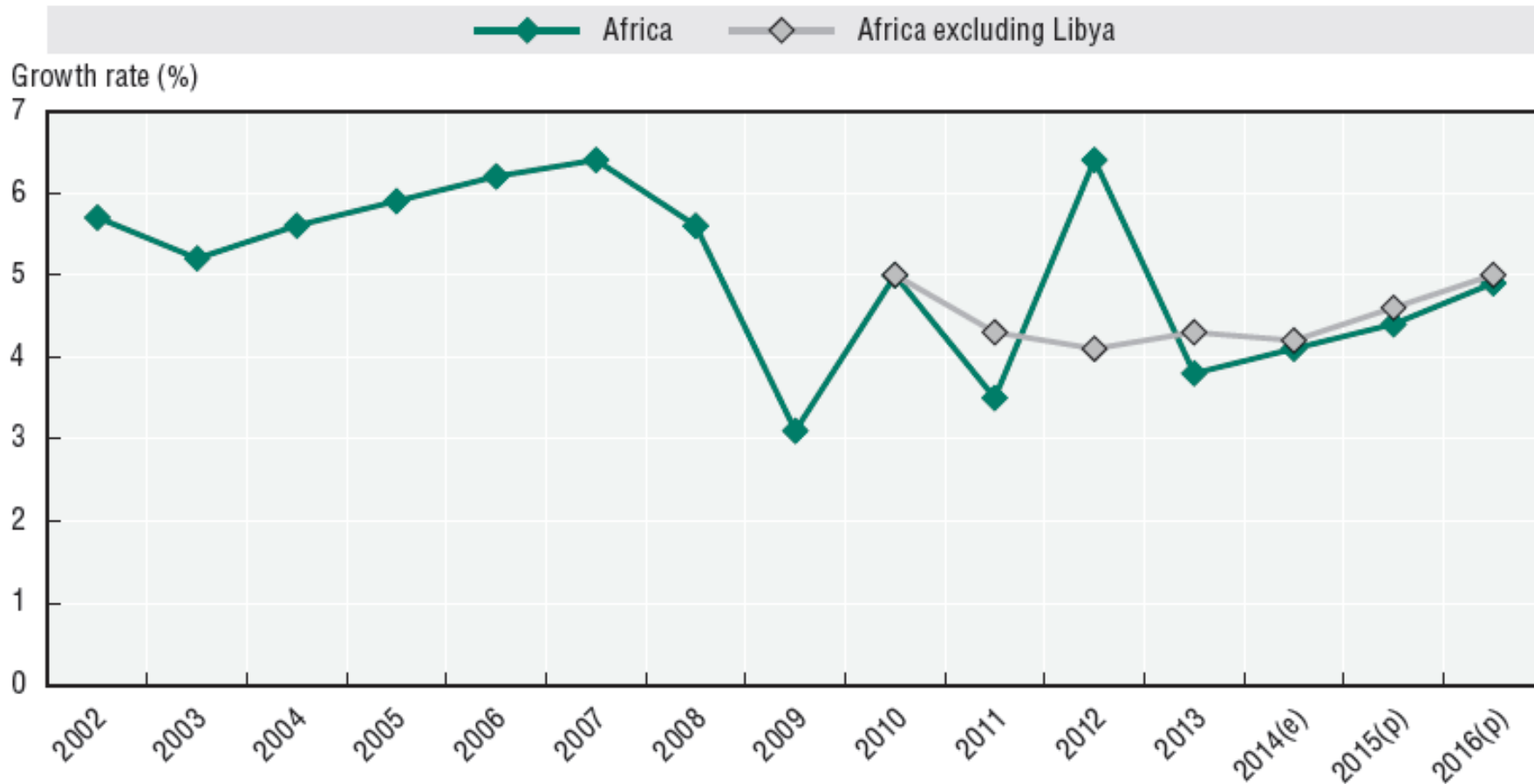
*Avoid “creating or deepening gaps between society and the security sector.” (p. 5)*

*Source: Ratchev, V (2011) A Functional Approach to a Modern Defense Institution, DCAF*

# Strategic Planning



# Recent Economic Growth

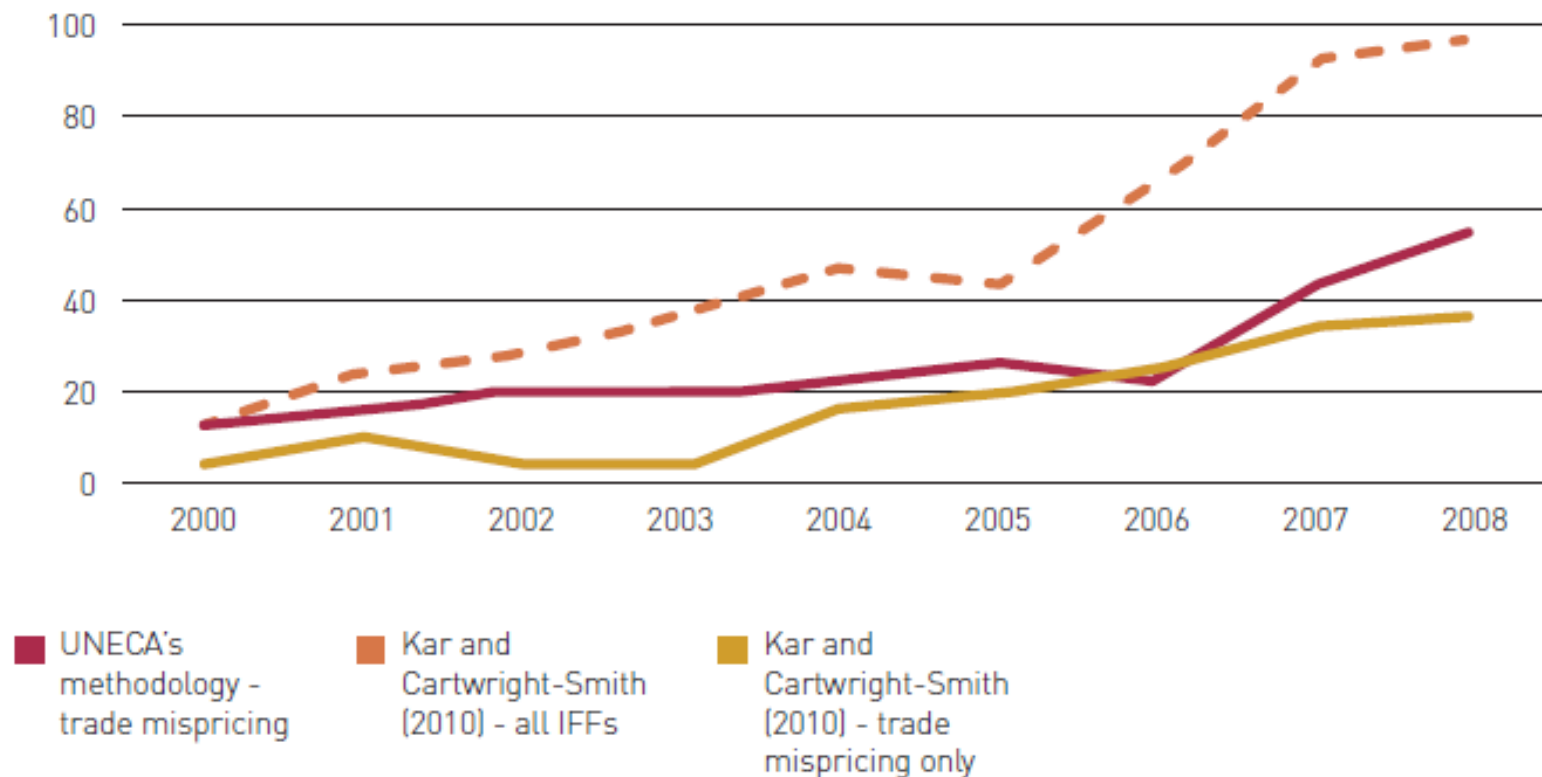


Note: (e) estimates; (p) projections.

Source: Statistics Department, African Development Bank.

# Illicit Outflows

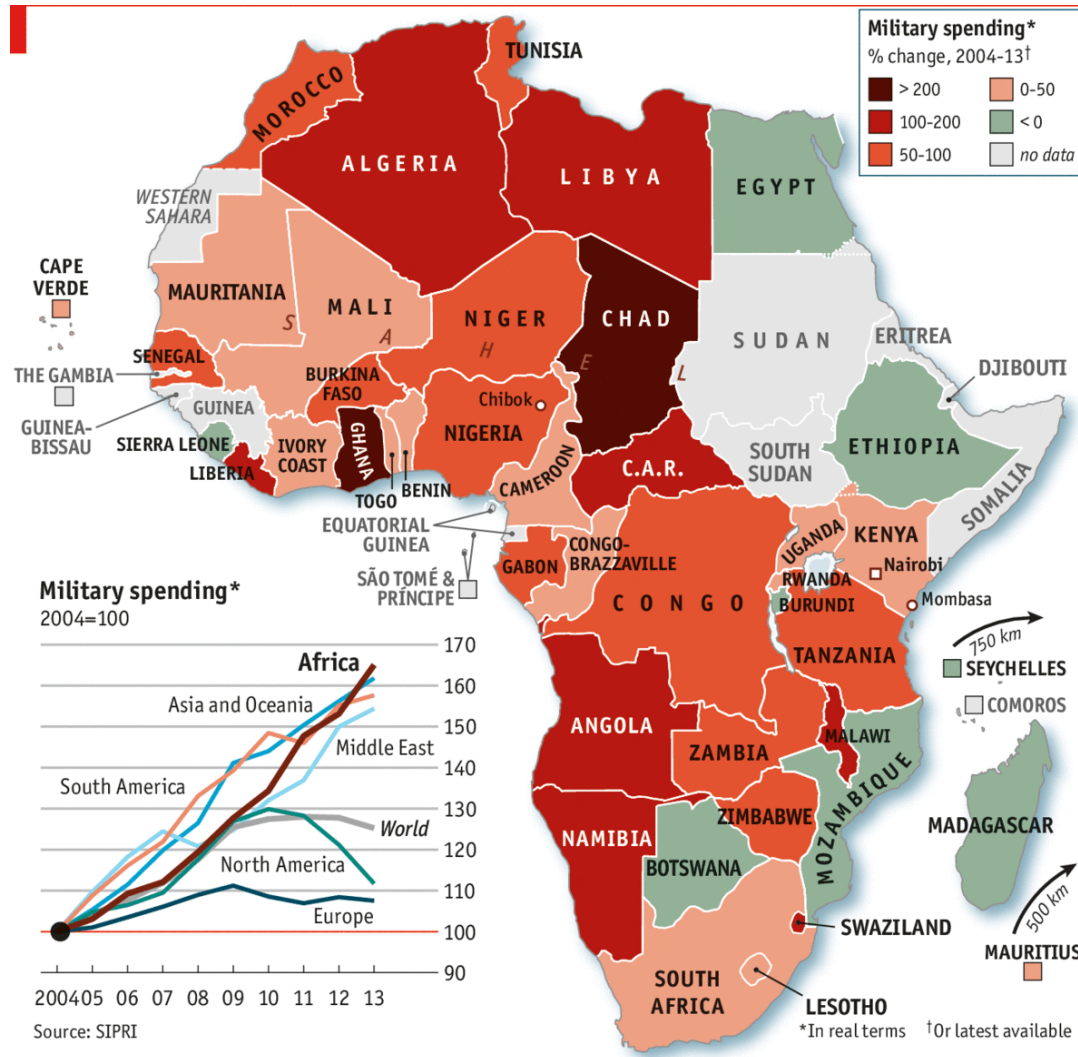
Evolution of IFFs from Africa, 2000–2008 (US\$ Billion)



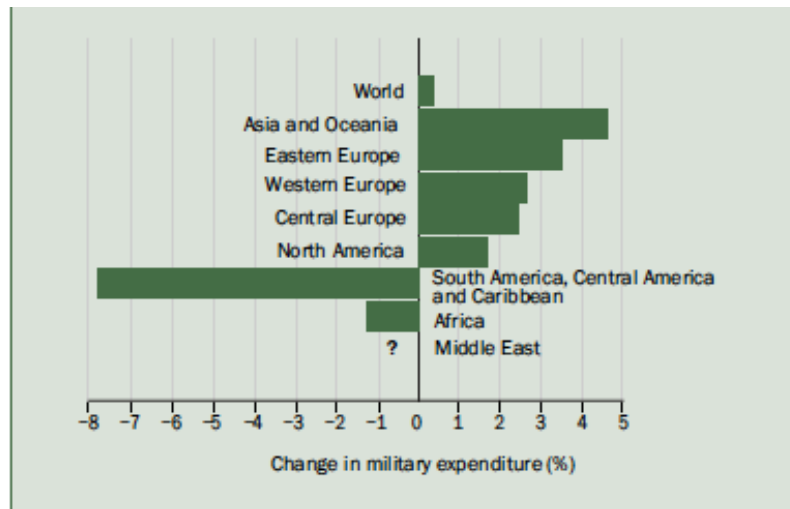
Source: Based on Ndikumana and Boyce [2008], Kar and Cartwright-Smith [2010], Kar and Freitas [2011] and ECA's calculations.



# Increased Military Spending?

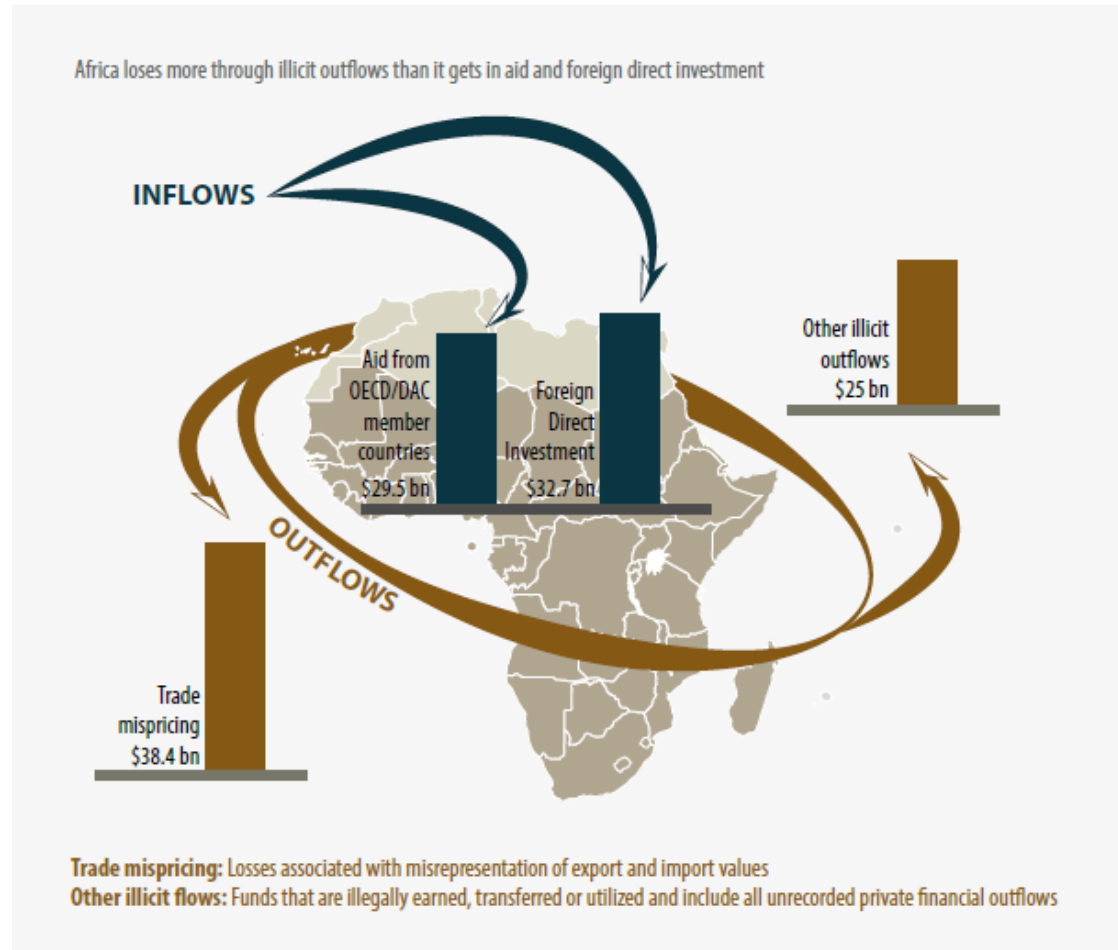


# Changes in Military Expenditure by region: 2015-2016



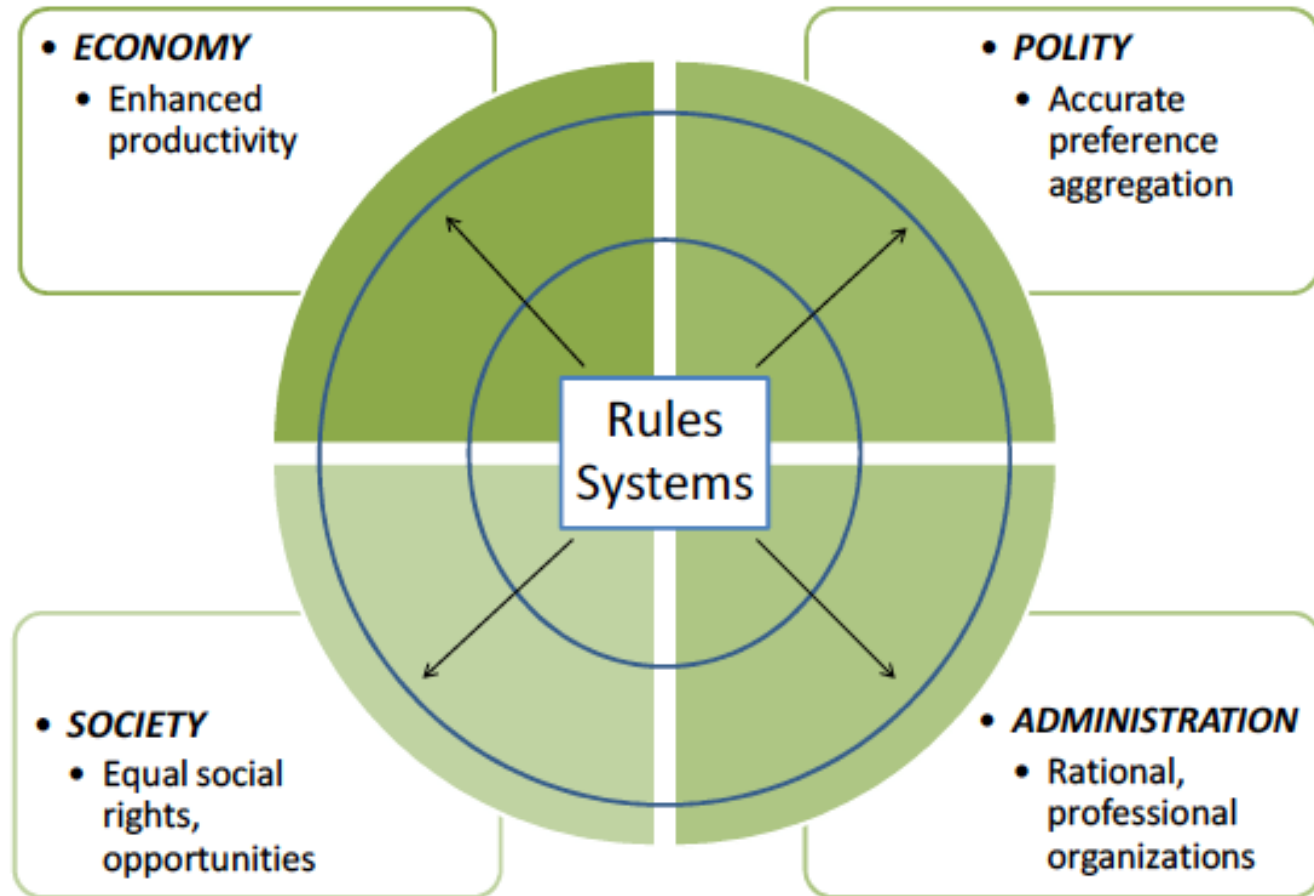
	Spending, 2016 (\$ b.)	Change (%) <sup>d</sup>	
		2015-16	2007-16
<i>Africa</i> <sup>b</sup>	(37.9)	-1.3	48
North Africa	(18.7)	1.5	145
Sub-Saharan	(19.2)	-3.6	8.5
<i>Africa</i> <sup>b</sup>			

# Effects of Illicit Outflows



Source: Africa progress Panel, "Equity in Extractives: Stewarding Africa's natural resources for all" (2013)

# Development Transformations



# Guiding Principles of Resource Management

- Comprehensiveness
- Discipline
- Legitimacy
- Flexibility
- Predictability
- **Contestability**
- Honesty
- Information
- Transparency
- Accountability

# Guiding Principles of Resource Management

- What role do the principles play in linking national security strategies and resource management?
- *Contestability* means that “All sectors must compete on an equal footing for funding during budget planning and formulation.”
  - Is the principle of contestability followed in the budgeting process of your country?
  - What role can leadership play?

# Main Procurement Challenges

- Competitive Strategy
  - Infrequent, high-value contracts; vital to supplying companies who are willing to “compete aggressively” to secure contracts.
- The “Ostrich Effect”
  - Use of “agents” and multiple sub-contracting makes it easy for bribes to be masked as “fees”.

# Main Procurement Challenges

- The “Revolving Door” Syndrome
  - Companies owned by retired (or serving) government officials consult for, or transact business on behalf of, suppliers.
- Large Post-Contract Requirements
  - Conceals magnitude of deals, and spreads payments over time --- this is a possible concealment strategy.



# Problem-Driven Iterative Adaption and Resource Management

- Adjust relationships among agents and organizations
  - Polity; economy; social relations; public administration
- Feedback loops
  - Monitoring (short loops) for process and compliance
  - Evaluation (long loops) for output and outcome

Questions?  
Comments?



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