



## Session 15: Strengthening Security Institutions: Interagency Collaboration

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# Senior Leaders Seminar

Session 15: Strengthening Security Institutions:  
Inter-agency Collaboration

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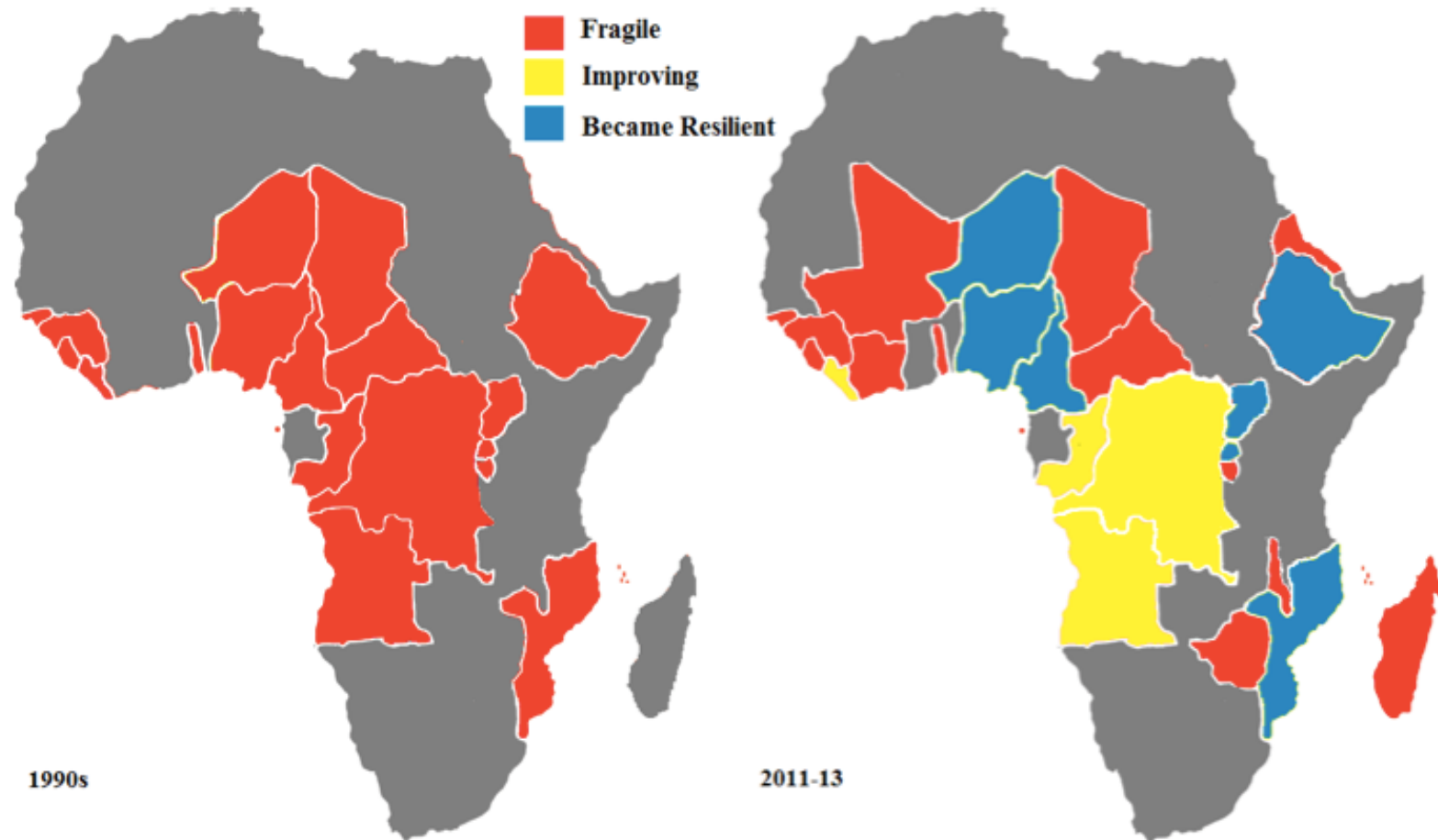
# The Outline of Presentation

- **Status of Institutions and fragility in Africa?**
- **Why institutions are important for Africa?**
- **Beyond Institutions: Inter-Agency Collaboration**
- **The Case of South Sudan: Vertical and Horizontal Inter-agency**
- **Conclusion**

# Status of Institutions and fragility in Africa?

CPIA Scores: 2011-2013, 1991-2001

Figure 3.1. Building Resilience in Sub-Saharan Africa



Sources: IMF staff calculations, based on data for the Country Policy and Institutional Assessment ratings, the Uppsala conflict database, and information on UN/regional peace-keeping or peace-building missions.

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Source: Gelbard *et al* 2015. *Building Resilience in Sub-Saharan Africa's Fragile States*. Washington: IMF

# Status of Institutions and fragility in Africa?

CPIA Scores: 2011-2013, 1991-2001

	Overall CPIA <sup>1</sup>	Economic Management <sup>2</sup>	Structural Policies <sup>3</sup>	Policies for Social Inclusion/Equity <sup>4</sup>	Public Sector Management and Institutions <sup>5</sup>
			(Units)		
Resilient	0.41	0.43	0.26	0.37	0.23
Fragile resource-rich	0.40	0.29	0.17	0.33	0.31
Improving	1.01	1.24	0.85	0.76	0.71
Other	-0.21	-0.42	-0.33	0.00	0.01
Fragile nonresource-rich	-0.33	-0.20	-0.28	0.12	0.00

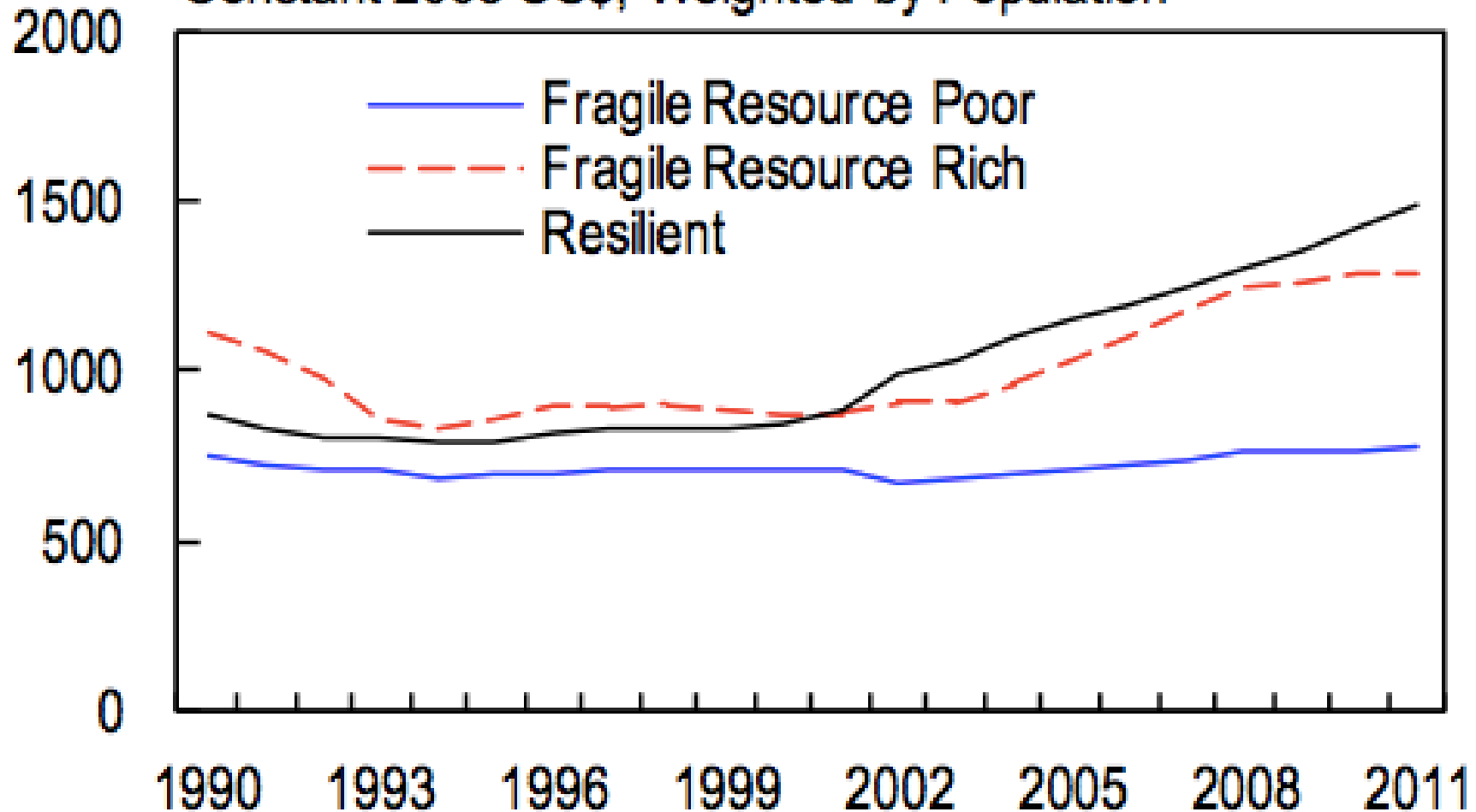
Sources: World Bank; and IMF staff calculations.

# Status of Institutions and fragility in Africa?

## Fragility and Development

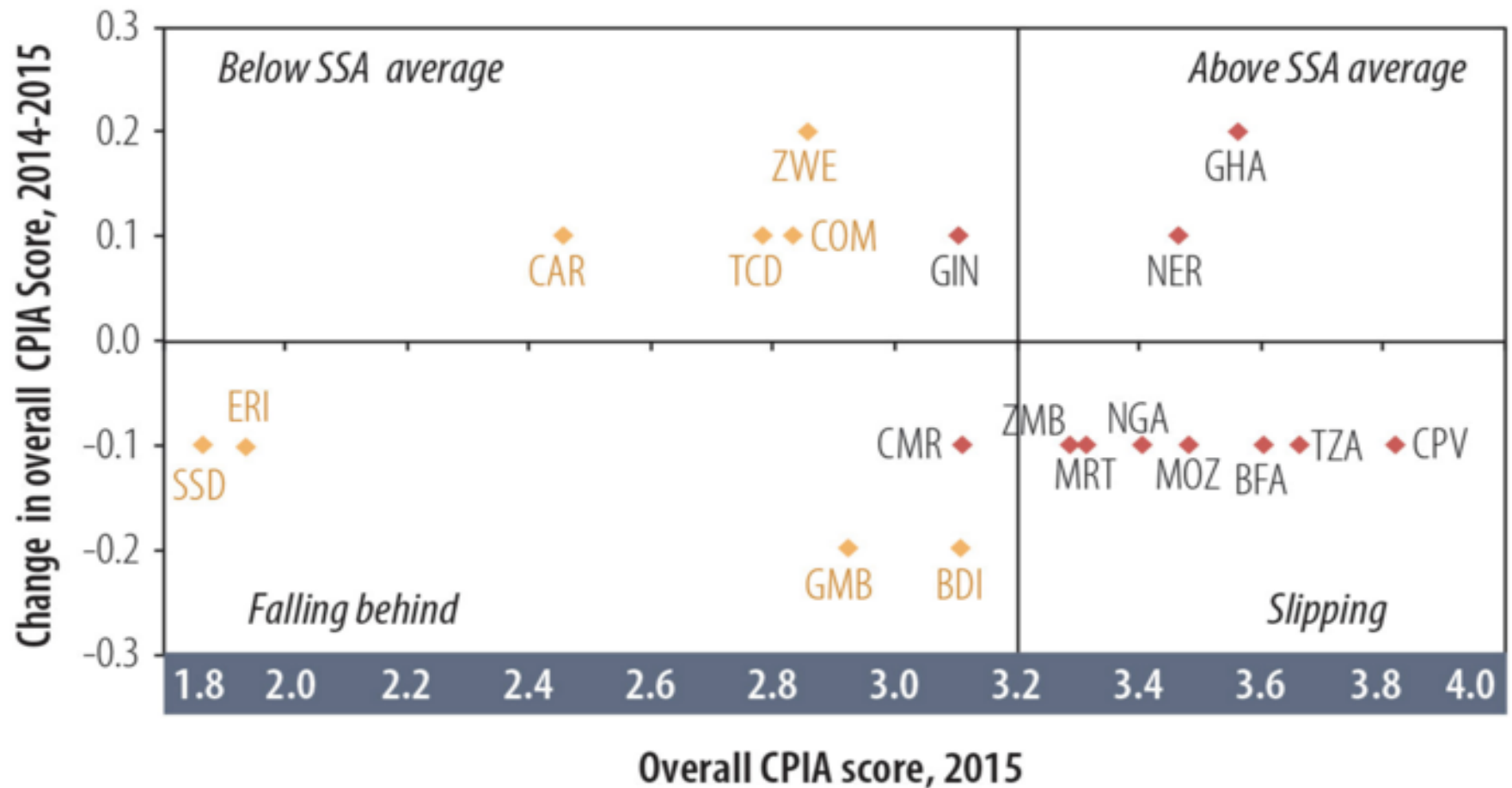
### Gross Domestic Product Per Capita

Constant 2005 US\$, Weighted by Population



# Status of Institutions and fragility in Africa?

CPIA Score and Change in Score for Selected Countries, 2015



Source: CPIA database.

Note: Fragile countries are in orange color

# Escaping State Capacity Trap:

## The Time to High Capacity

### Escaping State Capacity Trap, 1996 - 2013

State Capacity	Pace of Growth		Total
	Negative Growth	Positive Growth	
Strong	3	5	8 (8%)
Middle	31 <i>(Time to High Capacity: 8 before the end of century and 4 will take more than 50yrs)</i>	14	45 (44%)
Weak	36 <i>(Time to High Capacity: Forever)</i>	13 <i>(Time to High Capacity: only 3 in &lt;90yrs)</i>	49 (48%)
Total	70 (69%)	32 (31%)	102

Source: Andrews, M., Pritchett, L. and Woolcock, M. (ed). 2017. *Building State Capacity: Evidence, Analysis, Action*. Oxford: Oxford University Press.

- Lack of Common Vision:
- Ineffective Institutions:



# Why institutions are important for Africa?

- **What are institutions? They are:**
  - formal and **informal** rules of the game in a society;
  - humanly devised constraints that shape human interactions; and
  - with incentives as their major effect.
- **But, institutions:**
  - do not determine human behavior in economic, social and political life;
  - are neither self-generating nor self-sustaining;
  - cannot be had to order; and
  - achieve little on their own

# Why institutions are important for Africa?

- Why do countries have different levels of economic growth and political stability?
  - The nature of political institutions,
  - Political power and
  - Economic institutions
- But, the real challenge is how to put a country on a political power equilibrium that produces political institutions and economic institutions that promote good governance and inclusive economic growth.
- Botswana: A success of Africa:
  - Rooted in good political and economic institutions
  - Indigenous political institutions put constraints and checks and balances on traditional chiefs and political elites who were interested in ranching; the main economic sector, and with incentives to improve economic institutions that were socially desirable.
  - Homogeneity of Botswana is an outcome of the process of state formation, rather than a prerequisite for it.

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# Beyond Institutions: Inter-Agency Collaboration

- Institutions as set of rules of the game are shaped, implemented, undermined or reformed by individuals and organizations.
- Institutional effectiveness depend largely on the way in which institutions interact between themselves and with individuals and organizations (**political processes**).
- While institutions embody the rules of the game, the organizations and individuals play the game according to the rules or may seek to avoid or undermine the rules or work to influence or shape the rules.
- The interaction between and among (inter-agency) institutions and organizations and individuals is the heart of the politics of development and stability and we need to think beyond “institutions”

# Beyond Institutions: Inter-Agency Collaboration

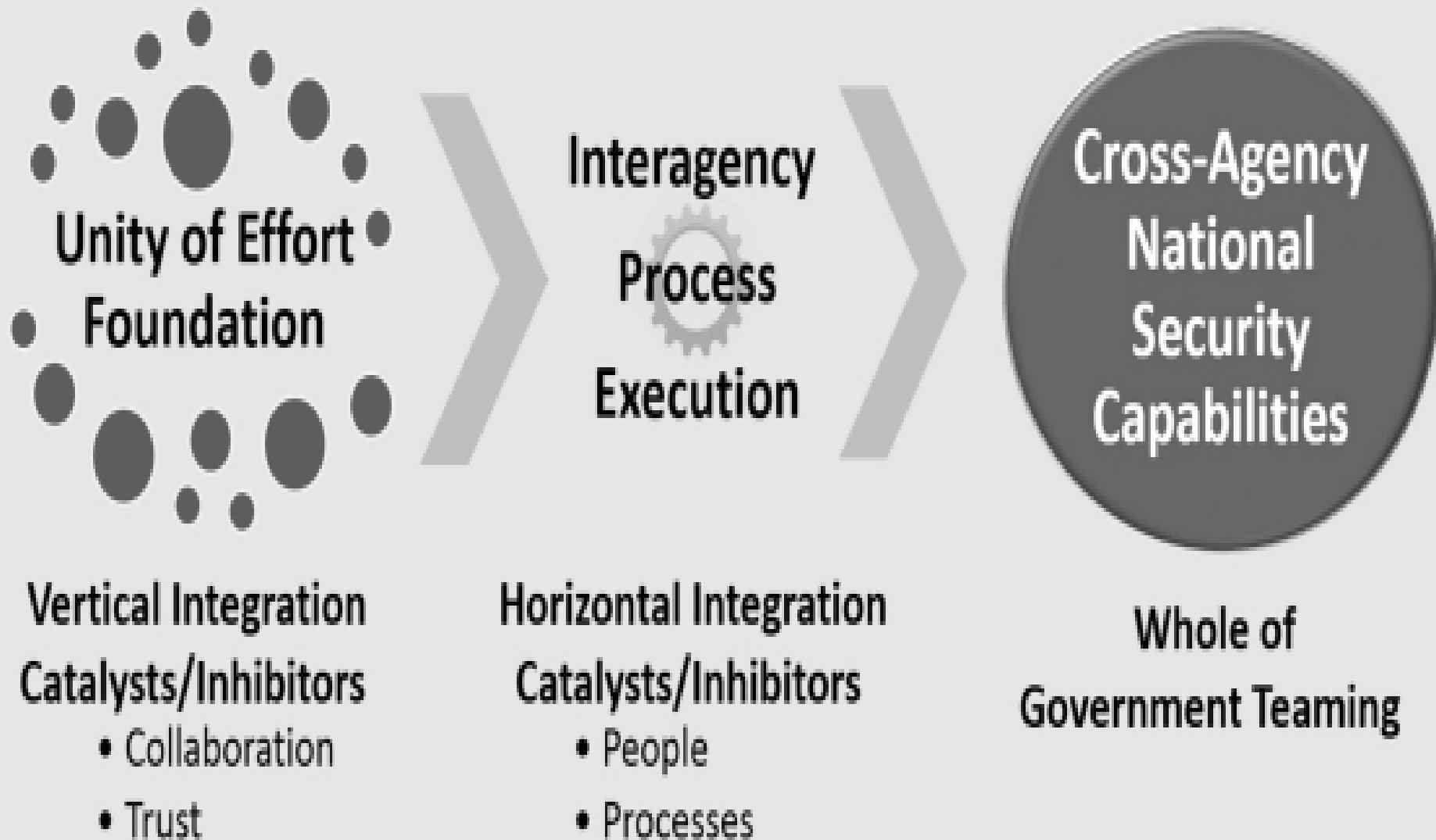
- “Interagency: Nice to Talk About.....Hard to Do”  
*Interagency Journal, 2015 Vol. 6 (3)*
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# Beyond Institutions: Inter-Agency Collaboration

- Interagency is about promoting effective working relationships among different organizations to improve their performance collectively rather than individually (synergy effect) at reduced cost (effective use of resources).
- It improves decisions, reduces risk, prevents overlapping of tasks and coordination.
- However, organizational difference and competition will continue pose a critical challenge to the interagency.

# The Challenges of Forging Interagency Collaboration

## The Case of South Sudan



# The Challenges of Forging Interagency Collaboration

## The Case of South Sudan

### Interaction between Informal and Informal Institutions

		<b>Formal Institutions Effectiveness</b>	
<b>Informal Institutions Goals</b>		<b>Effective</b>	<b>Ineffective or Capacity Deficit trap</b>
	<b>Compatible</b>	<b>Complementary</b>	<b>Substitutive</b>
	<b>Conflicting</b>	<b>Accommodating</b>	<b>Competing</b>



# Conclusion

## Forging Effective Interagency Collaboration

- It is about whole of the government teaming .
- The centrality of political leadership.
- The critical role of National Security Strategy.



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