



AFRICA CENTER
FOR STRATEGIC STUDIES

Managing Security Resources in Africa: Professional Development Symposium

SYLLABUS

Addis Ababa, Ethiopia

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AFRICA CENTER FOR STRATEGIC STUDIES

Table of Contents

About the Africa Center.....	1
Introduction.....	3
Map of Africa.....	7
Session 1: The Security-Development-Governance Nexus.....	9
Session 2: Trends in Resources Availability and Security Sector Spending.....	11
Session 3: Building External Partnerships.....	13
Concurrent Sessions:	
Set A: Tools for Budgeting in Africa’s Security Sector	17
Set B: Tools for Strengthening Public Expenditure Management	18
Discussion Group Exercise.....	21

ABOUT THE AFRICA CENTER

Since its inception in 1999, the Africa Center has served as a forum for research, academic programs, and the exchange of ideas with the aim of enhancing citizen security by strengthening the effectiveness and accountability of African institutions, in support of U.S.-Africa policy.

VISION

Security for all Africans championed by effective institutions accountable to their citizens.

Realizing the vision of an Africa free from organized armed violence guaranteed by African institutions that are committed to protecting African citizens is the driving motivation of the Africa Center. This aim underscores the Center's commitment to contributing to tangible impacts by working with our African partners – military and civilian, governmental and civil society, as well as national and regional. All have valuable roles to play in mitigating the complex drivers of conflict on the continent today. Accountability to citizens is an important element of our vision as it reinforces the point that in order to be effective, security institutions must not just be “strong,” but also be responsive to and protective of the rights of citizens.

MISSION

To advance African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions.

The Africa Center's mission revolves around the generation and dissemination of knowledge through our research, academic programs, strategic communications, and community chapters. Drawing on the practical experiences and lessons learned from security efforts on the continent, we aim to generate relevant insight and analysis that can inform practitioners and policymakers on the pressing security challenges that they face. Recognizing that addressing serious challenges can only come about through candid and thoughtful exchanges, the Center provides face-to-face and virtual platforms where partners can exchange views on priorities and sound practices. These exchanges foster relationships that, in turn, are maintained over time through the Center's community chapters, communities of interest, follow-on programs, and ongoing dialogue between participants and staff. This dialogue – infused with real world experiences and fresh analysis – provides an opportunity for continued learning and catalyzes concrete actions.

MANDATE

The Africa Center is a U.S. Department of Defense institution established and funded by Congress for the study of security issues relating to Africa and serving as a forum for bilateral and multilateral research, communication, exchange of ideas, and training involving military and civilian participants. (10 U.S.C 342)

Introduction

Background

African countries face challenges in generating, allocating and managing security sector resources for reasons that include: weak institutions, capacity constraints, inadequate oversight and scant transparency and coherent national security strategies. Although some countries are taking steps to address these issues, significant challenges persist. The resulting inefficiency, waste, corruption, fragility, and (in some cases) human rights violations have an impact on force readiness and the attainment of national/regional security goals. Thus, the judicious management of available security sector resources in Africa is both urgent and critical.

This symposium introduces participants to strategic-level implications of resource management in Africa's security sector, and combines interactive plenary presentations, case-based group discussions and scenario-building exercises. The three-day program aims to: (a) enhance capacity and professionalism among Africa Center alumni responsible for the design, implementation and oversight of security sector budgets in Africa, (b) create a supportive peer network, and (c) explore the frontier issues in the management of security resources across Africa. We expect participants to grasp, and eventually adopt sound practices for the management of security resources across Africa, with effective oversight. They will also be able to identify key policy, institutional, and capacity gaps, stimulate innovative thinking in this field, and promote informed policy debate relating to the allocation and utilization of security sector resources.

By pitching this symposium at the strategic level, participants will be challenged to go beyond identifying the problems and will be required to work as a group to develop effective, Africa-centric solutions to enhance resource management capacity at national and regional levels. By so doing, participants will be encouraged to focus on the "ways" (i.e. how best to define successful solutions), the "means" (i.e. how best to judiciously utilize available domestic and external resources) and the "ends" (i.e. how best to define the desired end-state) that are required to address Africa's multifaceted security challenges. The emphasis would be on sharing sound practices, learning lessons from case studies, and formulating practical solutions that could be adapted, adopted and sustained.

Symposium Structure

This symposium is divided into three plenary sessions, two concurrent topical sessions, and discussion groups. Panelists with relevant expertise and experience will lead the plenary and concurrent sessions. Their brief presentations will be followed by moderated question and answer sessions during which participants will be encouraged to share experiences, question assumptions and think through creative approaches. The small group discussions will focus on problem solving. Participants will be encouraged to share perspectives and learn from each other. A team of experienced facilitators will work with participants to this end.

Plenary Sessions: Speakers in these sessions will discuss the current state and scope of security sector resource management trends in Africa after which participants will be given the opportunity to ask questions. These sessions are designed to reinforce peer learning by focusing on practical applications and sound security sector governance principles.

The first plenary session discusses the security-development-governance nexus. It provides a conceptual foundation by analyzing the relationship between effective resource management, the efficacy of national and regional security strategies as key element in improving governance in security sector and the institutional leadership. This plenary will also consider a range of theoretical concepts and empirical findings that inform this debate.

The second plenary session provides the nature and scope of security sector resource management trends in Africa. It examines the trends in resources availability, and security sector spending and implications for better management of resources in security sector.

The third plenary session acknowledges the importance of building external partnerships and explores modalities that would improve coordination and complementarity. It discusses the factors associated with successful partnership development

Concurrent Sessions: During these sessions, participants will be invited to choose two sessions. They should plan to devote the first 40 minutes to discussing one topic, and the second 40 minutes of the session to discussing one additional topic. Participants will make their selections following the conclusion of the relevant plenary sessions.

The first set of concurrent sessions provide tools for budgeting in security sector with each participant to attend two sessions of her/his choice. Each of the concurrent session will discuss tools in four areas (a) participatory processes, (b) domestic resource mobilization, (c) leakages and waste, and (d) analyzing domestic and external debt.

The second set of concurrent sessions provide tools for strengthening public expenditure management. Each participant will attend two sessions of her/his choice. Each of the concurrent session will discuss tools in four areas (a) Affordability and Sustainability, (b) Accountability and Oversight, (c) Inclusion and Consultation, and (d) Coordination and Collaboration.

Groups Sessions: Three case studies will be used to elucidate the challenges and implications of security expenditure trends. With the help of these case studies, the group sessions will provide an opportunity for participants to share experiences and explore some of the issues raised during the presentations.

The case studies: These case studies will depict some of the key shocks such as oil prices, elections, and policy reform that play critical roles influencing the pattern of trends in security expenditure. Security spending is a major component of government discretionary expenditures for both developed and developing countries. Moreover, the net benefit of defense expenditures on economic development has important policy implications, especially for developing countries.

The group discussions: This exercise will map out the evolving security landscape that will be shaped by factors such as population growth, urbanization, migration, global commodities prices, Socio-economic fragility, and environmental change. The participants will be challenged to anticipate change and its implications for managing resources in security sector.

Africa Center programs are conducted under a strict non-attribution policy. This allows participants to contribute and exchange views without reservation, thereby creating an effective and productive learning environment. Simultaneous interpretation will be provided to allow the

workshop to be conducted in English, French, and Portuguese. All workshop materials will be provided in these languages.

Academic Material

The seminar will succeed only with honest analysis and productive dialogue. To achieve this end, the Africa Center utilizes academic tools to promote frank and open dialogue on critical issues and to lay the foundation for the development of effective peer networking. To facilitate your discussion, we have provided an academic syllabus and recommended readings. We encourage you to challenge the analyses and content in all the materials provided. In this regard, the readings are intended to foster a healthy dialogue on the security challenges under discussion, which, in turn, will allow you to forge realistic and effective strategies to address insecurity in Africa. As with all Africa Center programs, this seminar will be conducted under a strict policy of non-attribution, which is binding during and after the seminar. We hope that this will allow you to address the sensitive issues under discussion.

The views expressed in the readings, case studies, and presentations are not an official policy or position of the National Defense University, the Department of Defense, or the U.S. Government. All workshop documentation will be posted on the Africa Center website. Please contact us if you have any difficulty accessing the website. Ideally, we would like to initiate discussion about the key questions and objectives before the workshop starts. Our facilitators will be available to respond to your questions, discuss your perspectives on the topic and the academic materials, share experiences and examine relevant case studies.

Academic Preparation

Consultation and partnership are hallmarks of the Africa Center's program development process. Formal and informal consultative meetings were held with a wide range of regional and non-regional experts, representatives of African governments, and stakeholders in relevant U.S. government entities to determine the scope and focus of this workshop. A number of scholars and practitioners were particularly helpful in reviewing the content and relevance of the academic material for this workshop.

The Syllabus

This syllabus provides an overview of academic goals and key policy questions related to managing security resources in Africa. For each session, we provide a brief introduction and list questions for discussion. We also include selected articles, whose primary purpose is to help frame the issues within the context of available scholarship and policy documents. The syllabus likely covers more issues and materials than can be sufficiently discussed in the available time. We hope that you use these materials as resources even after the program concludes.

We encourage you to bring questions and suggestions about the materials and the course to our attention. The quality of our programs and courses has greatly benefited from the enthusiastic willingness of past participants to offer constructive criticisms and suggestions. We are quite willing to discuss specific topics with you. We encourage you to call upon them, as we also encourage you to read the assigned material and actively participate in your discussion groups.

Plenary Session 1: Security-Development-Governance Nexus

Format: Plenary presentations and moderated question-and-answer session

Objectives:

- Describe the links between development, security and governance and the areas of overlap and convergence.
- Understand the role of resources, national security strategy and leadership in the security-development-governance nexus.
- Discuss lessons from development programming that could apply to management of security sector resources.

Background:

There is a considerable paradigm shift from seeing security and development as mutually exclusive to inextricably and inseparably linked fields. This interconnection is well articulated and summarized by the former UN Secretary General, Kofi Annan: “Humanity will not enjoy development without security and will not enjoy security without development and will not enjoy either without respect for human rights.” Many studies have shown that underdevelopment contributes to violent conflict and insecurity undermines development.

The end of the Cold War coincided with the beginning of the move from a state-centric to human-centric security paradigm, as laid out in the 1994 human development report, published by UNDP. The 2011 Human Development Report (HDR), the 2011 World Development Report (WDR), Pathways for Peace, all further deepened understanding of the strong and growing link between security, development, and governance.

With the multifaceted, complex, and evolving security threats facing Africa, security, development, and governance have been increasingly recognized on the continent as inseparable and convergent fields. Despite the growing recognition that the security-development-governance nexus is essential, its utility remains elusive in most parts of the continent. Strategy development, should be inclusive and participatory through national dialogue and processes that involve all stakeholders (including external development partners), to ensure it is people-centered and sustainable.

A National Security Strategy plays not only a critical role in the practical application of the security-development-governance nexus but it is also a litmus test of how security and development can converge. The strategy should emphasize the effective allocation and management of resources. In this context, is it important to understand how best to manage security sector resources (Including classified expenditures) in order to attain national security goals.

Such a strategy balances the ends (national security interests including provision of human security) and the means (national power including military resources and

monopoly of means of violence) to secure national security objectives. This can only be achieved through strategic and institutional leadership.

Discussion Questions:

1. Why is it important or useful to see security, development, and governance as interconnected fields?
2. How can a national security strategy contribute to reinforce and strengthen the interconnection between security, development, and governance. What would be the role of leadership?
3. On the basis of your experience, how do you see the link between resources, strategy, and leadership in your country or region?

Recommended Reading:

World Bank (2011). "Conflict, Security and Development". World Development Report. Washington: World Bank.

https://siteresources.worldbank.org/INTWDRS/Resources/WDR2011_Full_Text.pdf

Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict

<https://openknowledge.worldbank.org/bitstream/handle/10986/.../211162mm.pdf>

Additional Materials:

Dunne, J. (2010). "Military Spending and Economic Growth in Sub-Saharan Africa." Bristol: School of Economics, University of the West of England.

UNDP (1994). "Human Development Report: New Dimensions of Human Security". Human Development Report. Rome: United Nations Development Program.

UNDP (2011). "Human Development Report: Sustainability and Equity: A Better Future for All". Human Development Report. Rome: United Nations Development Program.

Video Presentations:

Dr. Eboe Hutchful, Professor of African Studies, Wayne University

Africa Center for Strategic Studies "Understanding Africa's Development-Security Nexus". Published on May 19, 2017

YouTube https://www.youtube.com/watch?v=Tn03gdd_q1w

Mr. Bernard Harborne, Lead Specialist, Peace, Conflict and Violence, World Bank
Africa Center for Strategic Studies "Understanding Africa's Development-Security Nexus." Published on Jun 12, 2017

YouTube <https://www.youtube.com/watch?v=RrKIm6DXvvs>

Session 2: Trends in Resources Availability and Security Sector Spending

Format: Plenary presentations and moderated question-and-answer session

Objectives:

- Analyze the trends in security spending in Africa.
- Assess the drivers of spending patterns in Africa's security sector.
- Examine strategies for effective management of security sector resources for both security and economic development.

Background:

According to SIPRI, annual defense spending in Africa fell by 0.5% in 2017, but increased significantly over the past decade. Both post-cold war slump and more recent increase mirror trends in global commodities prices in Africa's economic performance. Even during Africa's boom years, increased spending did not always translate into improved security. The principal reason for this problem is weak management of security sector resources and public finance. Another is the over-dependence on external funding sources, which undermines sustainability.

A number of countries are working with external partners to conduct Public Expenditure Reviews of the security sector and Public Financial Management reforms. Such interventions aim at helping Africa to build capacity in budget analysis, procurement, operations, and control. Procurement-related leakages, endemic corruption, and ineffective oversight also contribute to the malaise in this area. It is important to note that over-investment in the security sector is not, in itself, a panacea to economic malaise. In fact, it can divert resources away from other important sectors (like health, education and infrastructure), and crowd-out private sector investments that are crucial to stimulating economic growth. These trends will have serious impact on budgeting and management of resources, particularly in the security sector.

Discussion Questions:

1. What are the main sources of government revenue in your country?
2. How do you see the future trends of scope and sources of revenues in your country and which sectors will be most affected in the process of budget allocation?
3. Does increased security spending guarantee improved security?
4. What tradeoffs are involved in determining levels of security sector spending in your country?
5. What challenges should be overcome to ensure effective public expenditure management in your country's security sector?

Recommended Readings:

Tian, N. 2018. "Oil price shocks and military expenditure" in SIPRI Year Book 2017.
<https://www.sipri.org/yearbook/2017>.

Harborne, B., Dorotinsky, W., & Bisca, P. M. (Eds.). (2017). Securing Development: Public Finance and the Security Sector. The World Bank. Pg. 119-142
<http://www.sipotra.it/wp-content/uploads/2017/05/SECURING-DEVELOPMENT.-Public-Finance-and-the-Security-Sector.pdf>

Additional Reading:

The Economist. "Arms and the African" (November 2014)
<http://www.economist.com/news/middle-east-and-africa/21633901-continents-armies-are-going-spending-spree-arms-and-african>

Radelet, S. (2015) Africa's Rise – Interrupted? - IMF FINANCE & DEVELOPMENT June 2016 • Volume 53 • Number 2,
<https://www.imf.org/external/pubs/ft/fandd/2016/06/pdf/radelet.pdf>

Session 3: Building External Partnerships

Format: Plenary presentations and moderated question-and-answer session

Objectives:

- Discuss the role of external partners in supporting security access in Africa.
- Analyze and understand potential costs and benefits of external partnerships.
- Describe how best to enhance and coordinate external partnerships in Africa's security sector.

Background:

External partnerships represent a crucial source of support for Africa's security sector.

Africa's key external security assistance partners include the following:

United States Government (USG): Offers a variety of assistance programs in security sector such as **Africa Contingency Operations Training and Assistance Program (ACOTA)**, **Security Governance Initiative (SGI)**, and **African Peacekeeping Rapid Response Partnership (APRRP)**. Underlying these programs is a continued insistence of USG that the U.S.-Africa relationship be one based on partnership and African ownership and responsibility.

The European Union (EU): A key player on the continent as reflected in Africa-EU dialogues and Africa-EU strategy and France's peacekeeping training program (RECAMP), are now under the EU umbrella (EURORECAMP). The European Union has given more than €1.2 billion to the African Peace Facility to support African peace operations and has also launched its own peacekeeping missions on the continent.

China: Relations between Africa and China has evolved rapidly over the years. China surpassed the United States as Africa's largest trade partner in 2009. It has become a significant source of foreign direct investment in Africa; offers development loans to resource-rich nations; invests in agriculture; and develops special trade and economic cooperation zones in several states. Recent years have also witnessed increasingly active cultural and people-to-people exchanges between China and Africa and a strong expansion of their cooperation in education, science and technology, health and human resources development.

Other Partners: A defining feature of Africa's contemporary security environment is the ever-growing interest and presence of emerging partners such as India, Russia, Brazil,

Vietnam, South Korea, Gulf States, and Turkey. To varying degrees, all of these countries have taken an increased interest in Africa as a destination for business and a place to procure vital natural resources. These countries are also cultivating ties with African countries to enhance their diplomatic standing and influence in multilateral institutions such as the United Nations, the African Union, and the Regional Economic Communities (RECs). African leaders have largely welcomed the engagement of emerging powers because of the tangible economic benefits these relationships bring. In addition, these emerging powers offer a new partnership model, one that is based ostensibly on non-interference in internal affairs. External partners in development and security are constantly evolving new strategies of intervention and partnership strategies, oversight modalities, and incentives for national engagement.

However, countries must align external assistance with domestic resources and national strategic objectives. Having a National Security Strategy will help better coordinate and utilize security assistance on the continent. Otherwise, donor priorities may overshadow the strategic interests of recipient nations, failing to achieve the desired outcomes for either donor or recipient. Donor security assistance should therefore be based upon shared mutual interests between donor and recipient and calibrated against a comprehensive and holistic National Security Strategy. External assistance is most effective when predicated on a solid institutional framework and when tailored and appropriate to national needs and interests. The National Security Strategy will be in itself a tool for assessing and measuring external security partnerships and domestic resource utilization for greater transparency, accountability, and sustainability in the security sector.

Discussion Questions:

1. How significant is external assistance and particularly external security assistance in your country/region?
2. How has the external assistance helped in reducing and combating the security threats facing your country/region?
3. How can you make better use of external assistance to help in achieving your national priorities?
4. What strategies do African countries, regional economic communities and the AU employ to articulate their national and regional interests when negotiating with external actors?
5. How can African countries/institutions best coordinate multiple offers of external assistance?

Recommended Readings:

Moderan, O. (2015). Political Leadership and National Ownership of Security Sector Reform Processes. Toolkit for Security Sector Reform and Governance in West Africa, 3. <https://www.dcaf.ch/sites/default/files/publications/documents/SSRG-West-Africa-Toolkit-Tool-1-EN.pdf>

Watts, Steve. "Identifying and Mitigating Risks in Security Sector Assistance for Africa's Fragile States". Rand Corporation 2015.

http://www.rand.org/content/dam/rand/pubs/research_reports/RR800/RR808/RAND_RR808.pdf

Wekesa, Bob. "FOCAC, African agency and Africa's China policy." L dialogue (2017): 2.

https://www.fessouthafrica.org/fileadmin/user_upload/Global_Dialogue_Special_Edition_FOCAC.pdf#page=2

Additional Readings:

Ismail, Olawale, and Elisabeth Skons, eds. Security Activities of External Actors in Africa. Oxford University Press, 2014.

<https://www.sipri.org/sites/default/files/files/books/SIPRI2014IsSk01.pdf>

OECD: Evaluation of the Paris Declaration. Country Ownership of Development: Political Correctness or a Practical Key to Better Aid?

<https://www.oecd.org/dac/evaluation/dcdndep/48704765.pdf>

Concurrent Sessions

The concurrent sessions are designed to provide participants practical tools to address specific challenges associated with the management of security sector resources in Africa. The first set A of sessions focuses on security sector budgeting processes and practice, while the second set B highlights elements of effective public expenditure management strategies. During each concurrent session, participants will be invited to choose two sessions. Each 40-minute session will feature a speaker who would share recent scholarship, sound practice and relevant case studies (20 minutes) and moderate a question and answer session (20 minutes). The objective is to equip participants with practical insights and strategies to enhance their effectiveness.

Set A. Tools for Budgeting in Africa's Security Sector

1. **Participatory Budgeting Processes:** The complex nature of insecurity in Africa necessitates the inclusion of a broad range of stakeholders in the design, allocation, utilization, and oversight of security sector resources. This session will examine how these stakeholders could be involved in processes to analyze, prioritize, and monitor security sector budgets. The readings for this session present tools to support the development and implementation of participatory budgeting processes in Africa's security sector.

Reading: UN-HABITAT, 2008. "Participatory Budgeting in Africa". Nairobi: United Nations Human Settlements Program, pages: 1-10, 32-38

Link: <https://www.internationalbudget.org/.../Participatory-Budgeting-in-Africa-A-Training->

Reading: Reutener, M. and Fourie, D., 2015. "The role of civic participation in the South African budgeting process", *Public and Municipal Finance*, Vol 4(3), pp: 7-15

Link: https://repository.up.ac.za/bitstream/handle/2263/59169/Reutener_Role_2015.pdf?...

2. **Domestic Resource Mobilization:** The level of untapped tax revenues in Sub-Saharan Africa is colossal with half of the countries raising less than 17 percent of their Gross Domestic Product (GDP) that may hinder their efforts to achieve the Sustainable Development Goals by 2030. The session will assess the status of untapped tax revenues and provide options and tools for mobilizing domestic resources. The reading for this session provides an example of the challenges fragile states face in raising their own domestic resource and implications for security sector.

Reading: Harbone et al 2017, *Securing Development*, World Bank, pages: 18-20

Link: <https://openknowledge.worldbank.org/handle/10986/25138>

3. **Leakages and Waste:** It is estimated that Africa is losing about \$50 billion annually in form of illicit financial flows that is roughly double the official development assistance that Africa receives. The session will examine the phenomenon of illicit financial flows in Africa and ways to tackle such outflows from Africa. The reading for this session provides tools for analyzing and tackling illicit financial flows from Africa.

Reading: United Nations Economic Commission for Africa (UNECA), 2017. Illicit Financial Flows from Africa, UNECA, pages: 16-18 (case studies), 23-32, 55 (Table 3.1), Chapter 5.

Link: https://www.uneca.org/sites/default/files/PublicationFiles/iff_main_report_26feb_en.pdf

4. **Domestic and External Debt:** With substantial reduction of debt in Sub-Saharan Africa as a result of debt relief initiatives, the public debt has been increasing at a rapid pace since 2008 with serious implications for security and survival of such states. The session will analyze the magnitude of public debt in Africa and its implications for the functioning of heavily indebted governments. The readings for this session provide information on Africa's debt as well as a case study of the government of Kenya's struggle to deal with its public debt.

Reading: Gill, I, and Karakulah, K., 2018. Sounding the alarm on Africa's debt. Brookings

Link: <https://www.brookings.edu/blog/future-development/2018/04/06/sounding-the-alarm-on-africas-debt/>

Reading 2: David Ndi, September 15, 2018. Between the hammer of the markets and anvil of politics: Mr. Kenyatta, in debt distress. *The East Africa Review*.

Link: <https://www.google.com/search?q=ndii-between+the+hammer+of+the+markets+and+anvil+of+politics&aq=chrome..69i57.40298j0j4&sourceid=chrome&ie=UTF-8>

Set B. Tools for Strengthening Public Expenditure Management

1. **Affordability and Sustainability:** Although there has been progress in Africa to standardize and improve measures around Public Financial Management (PFM) standards such as affordability and sustainability, it is still a challenge for the security sector to adhere to such standards as in other sectors. This session will discuss the security sector and the national budget system with focus on affordability and sustainability. Using Liberia as a case study, the reading for this session discusses affordability questions for countries emerging from conflict.

Reading: Harbone et al 2017, Securing Development, World Bank, pages: 24-28.

Link: <https://openknowledge.worldbank.org/handle/10986/25138>

2. **Accountability and Oversight:** Best practice in Public Financial Management calls for civilian oversight and democratic control of all public institutions; yet it continues to be a challenge for a security sector that remains susceptible to a culture of exceptionalism. The readings for this session will examine the civilian oversight and financial accountability in the security sector. The readings for this session are about the two case studies of Ghana and Central African Republic that examine civilian oversight of the security sector.

Reading: Harbone et al 2017, *Securing Development*, World Bank, pages: 3637.

Link: <https://openknowledge.worldbank.org/handle/10986/25138>

Reading: Aning, K. and Lartey, E., 2009. "Parliamentary Oversight of the Security Sector: Lessons from Ghana", Kofi Anan International Peacekeeping Training Center. Accra: Ghana.

Link: <https://www.researchgate.net/publication/237499121/download>

3. **Inclusion and Consultation:** Effective public expenditure management requires inclusion and consultation of citizens in the entire cycle of budgeting and its implementation. While the role of civic participation in the budgeting process is gaining ground in most sectors, it is remote in security sector. This session discusses the value of public participation in budgeting processes and its implications for security sector. The reading for this session is about the case study of South Africa in participatory budgeting.

Reading: Reutener, M. and Fourie, D., 2015. "The role of civic participation in the South African budgeting process", *Public and Municipal Finance*, Vol 4(3), pp: 7-15

Link: https://repository.up.ac.za/bitstream/handle/2263/59169/Reutener_Role_2015.pdf?...

4. **Coordination and Cooperation:** The principles of Public Financial Management demand effective coordination and cooperation between and among agencies and institutions in security sector so as to harness synergy and complementarity. This session examines the challenges and opportunities in interagency coordination in security sector. The readings for this session are about the experience of Nigeria and United States in interagency coordination in security sector.

Reading: Professor Isaac Olawale Albert. "Interagency Approach to Security Management in Nigeria: Prospects and Problems". Ibadan: Institute of African Studies, University of Ibadan.

Link: http://www.kas.de/wf/doc/kas_15732-1442-1-30.pdf?150428165720

Reading: DeWitt, L., and Dillinger, B., 2015. "Whole-of-Government Teaming Through Collaborative Construction". *InterAgency Journal*, Vol 6(3), pp: 32-38.

Link: <http://thesimonscenter.org/wp-content/uploads/2015/07/IAJ-6-3-Summer-2015-32-38.pdf>

Discussion Group Exercise

Anticipating change: Responding to Africa's Evolving Security Landscape

Format: Discussion Groups Exercise

Objectives:

- Map how megatrends will shape Africa's future security landscape.
- Analyze the implications for security sector spending across Africa.
- Outline cogent strategies to enhance national and regional management of security expenditure both nationally and regionally.

Background¹:

Available data suggests that a number of megatrends will increasingly affect Africa for the foreseeable future. By 2030, Africa will be a different place, perhaps radically, with diverse implications for security. These trends are inevitable but their outcome will depend on the policy response. African governments have no choice but to proactively plan for and respond to these trends so as to mitigate anticipated risks and harness potential opportunities. These megatrends include the following:

- **Demographic and Social Change:** All statistics indicate that by 2050, the population of Africa will double and 50 percent of the world's population growth will come from Africa, with its under-18 population to increase by two thirds reaching about one billion. By 2050, one in four habitants of the planet will be African. This will provide an enormous working age labor force that can become an engine of economic growth with a large proportion of manufacturing and service shifted to Africa. But it will exacerbate the current challenges on creating meaningful job opportunities for the youth. If unemployed, this growing population of youth will pose significant security threats nationally, regionally, and internationally.
- **The Rising Middle Class:** By 2030, it is estimated that 60 percent of the world's population will be middle class with 80 percent of the global middle class will reside in developing countries. However, this rising middle class will be accompanied by rising income inequality. Africa will have the fastest growing middle class in the world that may reach 107 million by 2030. This will raise expectations among citizens who will increasingly demand improved

¹This background and statistics and information provided in this background are based on KPMG, 2014. "Future State 2030: The global megatrends shaping governments". <https://assets.kpmg.com/content/dam/kpmg/pdf/2014/02/future-state-2030-v3.pdf>, and PWC, 2016. "Disrupting Africa: Riding the wave of the digital revolution". <https://www.pwc.com/gx/en/issues/high-growth-markets/assets/disrupting-africa-riding-the-wave-of-the-digital-revolution.pdf>

representative and accountable governance. Rising income inequality could precipitate social unrest.

- **Enabling Technology:** The growth in mobile phone usage in Africa between 2007-2016 was about 344 percent, compared to 107 percent in the rest of the world during the same period. This will have great potential on security sector resource management and technology. Despite its impressive transformation and utility, this megatrend has its challenges and risks, such as cyber security challenges. It is anticipated that the cyber sphere is likely to become a battlefield not only between states but also individuals or private companies.
- **Climate Change and Resource Stress:** There is a considerable climate change that has been caused largely by the rising greenhouse gas emission levels that are about 14 percent higher than the estimated emission levels required to meet the 2020 goal with cities accounting for 60-80 percent of the global emissions. It is estimated that by 2050, the costs of extreme weather could reach up to one percent of annual global Gross Domestic Product (GDP) that would be equal to USD720 billion. The developing world will bear 75-80 percent of adaptation costs. It is estimated that 200 million people could become permanently displaced due to rising sea levels, flooding and droughts. Also, the global gap between water supply and demand is expected to widen by 40 percent in 2030. Climate variability will exacerbate the conditions of 40 percent of the population of Sub-Saharan Africa that currently live in water scarce environments and may cause global food prices to double by 2030.
- **Urbanization:** It is estimated that more than 50 percent of the population of Africa will live in cities by 2030, with 80 percent of all urban growth estimated to take place in Africa and Asia. As the number of megacities (population of 10+ million) will increase to 37 cities by 2025, about one third of these cities (12 megacities) will be in Africa. By 2030, the urban population in Africa will be at par with rural population and will increase to 60 percent by 2050. Although this rapid urbanization will provide opportunities for social and economic development and more sustainable living in Africa, it will also increase urban poverty pressures including growing populations living in informal settlements and city slums that may pose security threats.

These megatrends create new challenges and opportunities for governments and shape the policy and regulatory tools available to them, demanding new responses to deliver on core mandates. Looking across the individual implications of these megatrends, both in terms of what and how governments may need to change, key themes emerge. The need to increase effective collaboration across multiple government agencies to meet the challenges posed by new demographic realities, flexible and adaptive planning to facilitate greater risk taking and more timely responses to unanticipated situations, improve mutual understanding and collaboration with external partners, ensure access to leading thinking on new and emerging technologies, technology trends and their relevance to governments.

Discussion Questions:

1. What are the most relevant megatrends that will necessitate change in the management of Africa's security sector? Which trends need to be addressed today?
2. How would roles and responsibilities of some security agencies and institutions change, and why?
3. In what ways do you envisage these megatrends would influence the Africa's modernization, professionalism, effectiveness and public expenditure management in Africa's security sector?
4. In what ways do you see these megatrends affecting accountability and transparency in security expenditure management?

Recommended Readings:

KPMG, 2014. "Future State 2030: The global megatrends shaping governments".
<https://assets.kpmg.com/content/dam/kpmg/pdf/2014/02/future-state-2030-v3.pdf>.

PWC, 2016. "Disrupting Africa: Riding the wave of the digital revolution".
<https://www.pwc.com/gx/en/issues/high-growth-markets/assets/disrupting-africa-riding-the-wave-of-the-digital-revolution.pdf>