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Session 4: Introduction to Public Expenditure Management in the Security Sector

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Africa Center for Strategic Studies
Managing Security Resources in Africa
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Overview

- Key Definitions
- Strategic Frameworks
- Managing Resources
- Managing Budget Processes
- Public Expenditure Reviews

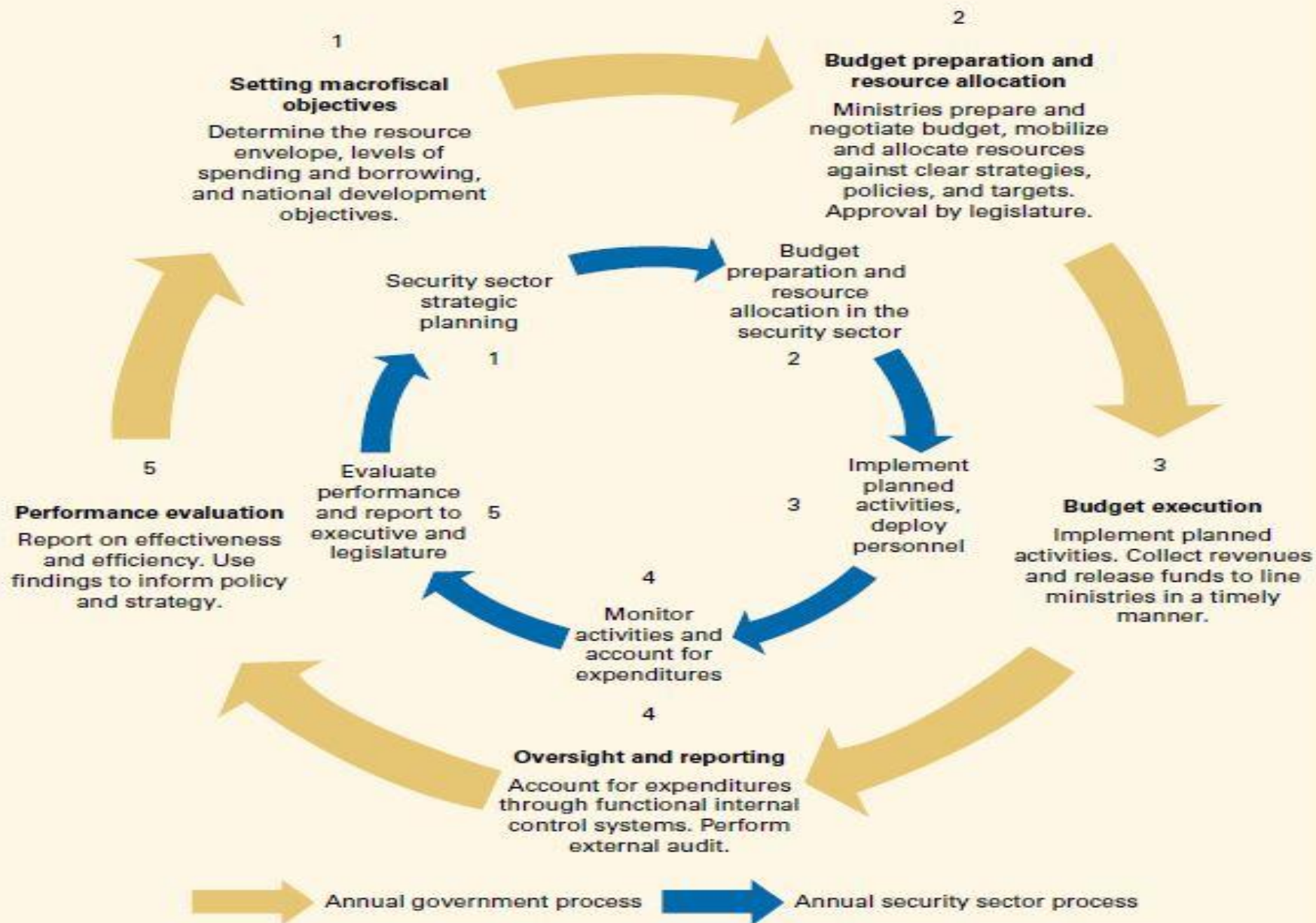
Key Definitions

- Public Expenditure Policy
- Public Financial Management
- Public Expenditure Management
- Public Expenditure Review

Strategic Frameworks

- The National Security Strategy
 - Identifying Drivers of Conflict
 - Assessing Risk of Disasters
- Instruments of Security
- The National Budget
 - Open Budgeting
 - Parliamentary Oversight
- Integrating the Security Sector Budget into the National Budget

Figure O.2 The Security Sector in the Budget Cycle



Source: Adapted from Ball and Holmes 2002.

The Inter- Agency Process

- How is transparency central to this process?
- What is the objective of inter-agency coordination?
- Who are the essential actors?
- Why are these concepts so important?
 - Influence
 - Constructive criticism
 - Functional interdependence
- What challenges emerge when “inter-agency” becomes international?
 - Regional collaborations
 - External partnerships

Managing Budget Processes

- Guiding Principles of Public Expenditure Management
- Principles of Open Budgets
 - Transparency, Participation, and Accountability
- Principles of Inter-agency Cooperation
 - Legitimacy, Contestability, and Honesty
- Developing Systems, Expertise, and Norms

Public Expenditure Reviews

- What motivates a review?
- What is the scope of the review?
- What is the context (political, economic/fiscal)?
- How do you formulate and implement recommendations?
- Is there synergy with the national security strategy?

Questions?
Comments?



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