Session 3: Budgeting and Resource Mobilization

Dr. Willene Johnson, PhD
Dr. El Haj Ibrahima Sall, PhD
Session 3: Budgeting and Resource Management

Africa Center for Strategic Studies
Managing Security Resources in Africa
Abidjan, December 11, 2019

Dr. Willene A. Johnson
Overview

• Strategic Frameworks
• Fiscal and Governance Constraints
• Budget Systems and Institutions
• Expanding Sources of Revenue
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 and National Budgets
The Fiscal Context

- Sources of funding
  - Domestic resources and tax revenue
  - Direct foreign investment, borrowing, and aid
- Stability of funding
  - Fluctuations in aid and investment flows
  - Commodity price volatility and uncertain fiscal flows
The Governance Context

- Security forces accountable to elected civilian authority;
- Security forces adhere to international and domestic constitutional law;
- Security sector adheres to principles of public expenditure management, including transparency;
- Clear hierarchy of authority between civil authorities and security forces, and a clear statement of the mutual rights and obligations of civil authorities and security forces;
- Civilian authorities have capacity to exercise oversight.

Source: Omitoogun and Hutchful
Budget Systems

- Line Item Budgeting
- Program Budgeting
- Planning Programming Budgeting System
- Medium-Term Expenditure Frameworks
Building Institutions

- Defining roles and interactions
- Determining overall security spending
- Allocating resources within the sector
- Monitoring and evaluation
Expanding Sources of Revenue

- Domestic Taxation
  - Value Added Tax (VAT); Excise Taxes
  - Corporate Income Tax; Personal Income Tax
- Other Revenues
  - Royalties
  - Production sharing
  - Tariffs; customs duties
  - Tolls; User fees
- Taxing Multinationals
Questions?
Comments?