



**Session 4:
Strategic Planning, Budgeting, and Resource Mobilization**

Dr. Willene Johnson

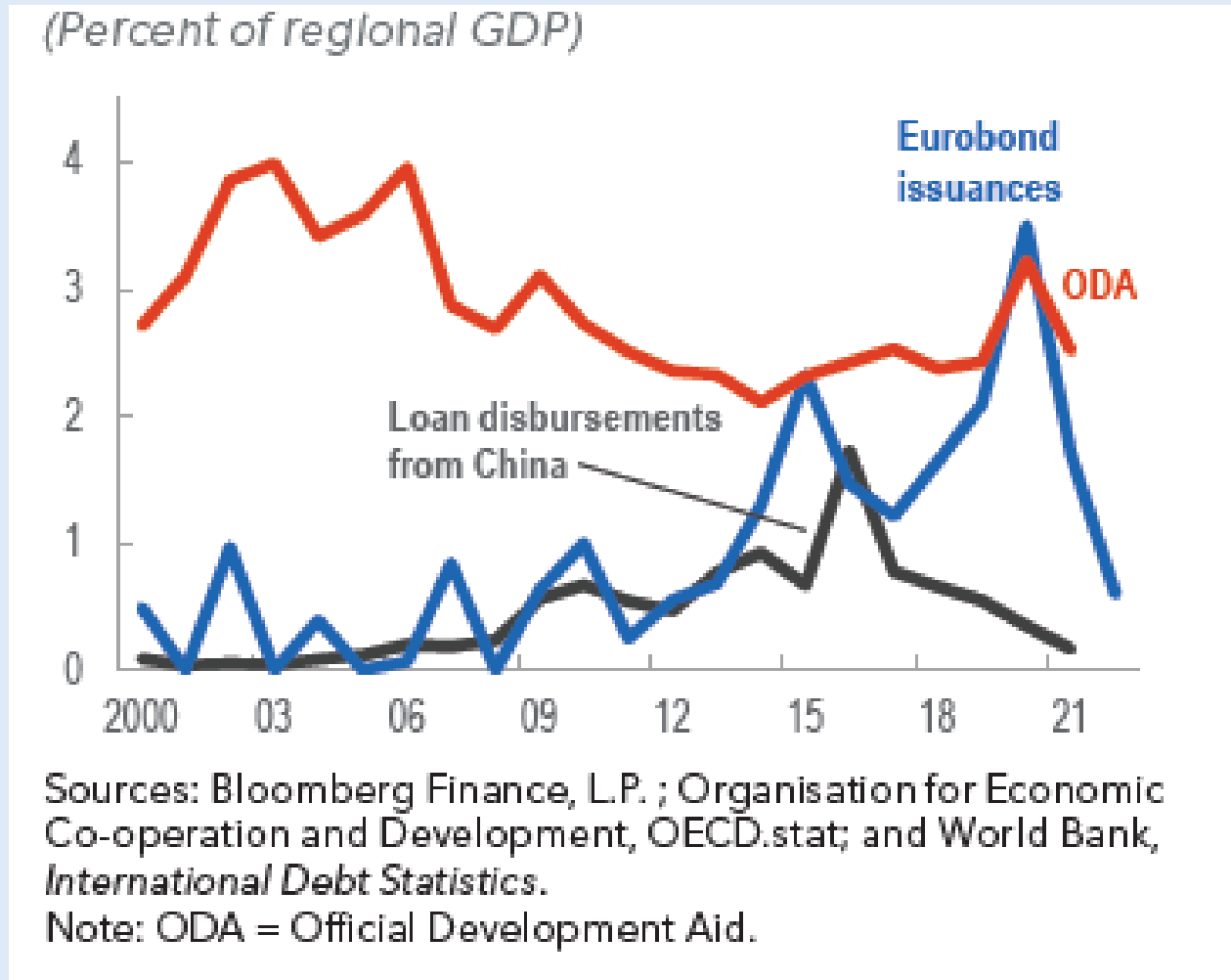
Lomé, Togo

February 13, 2024

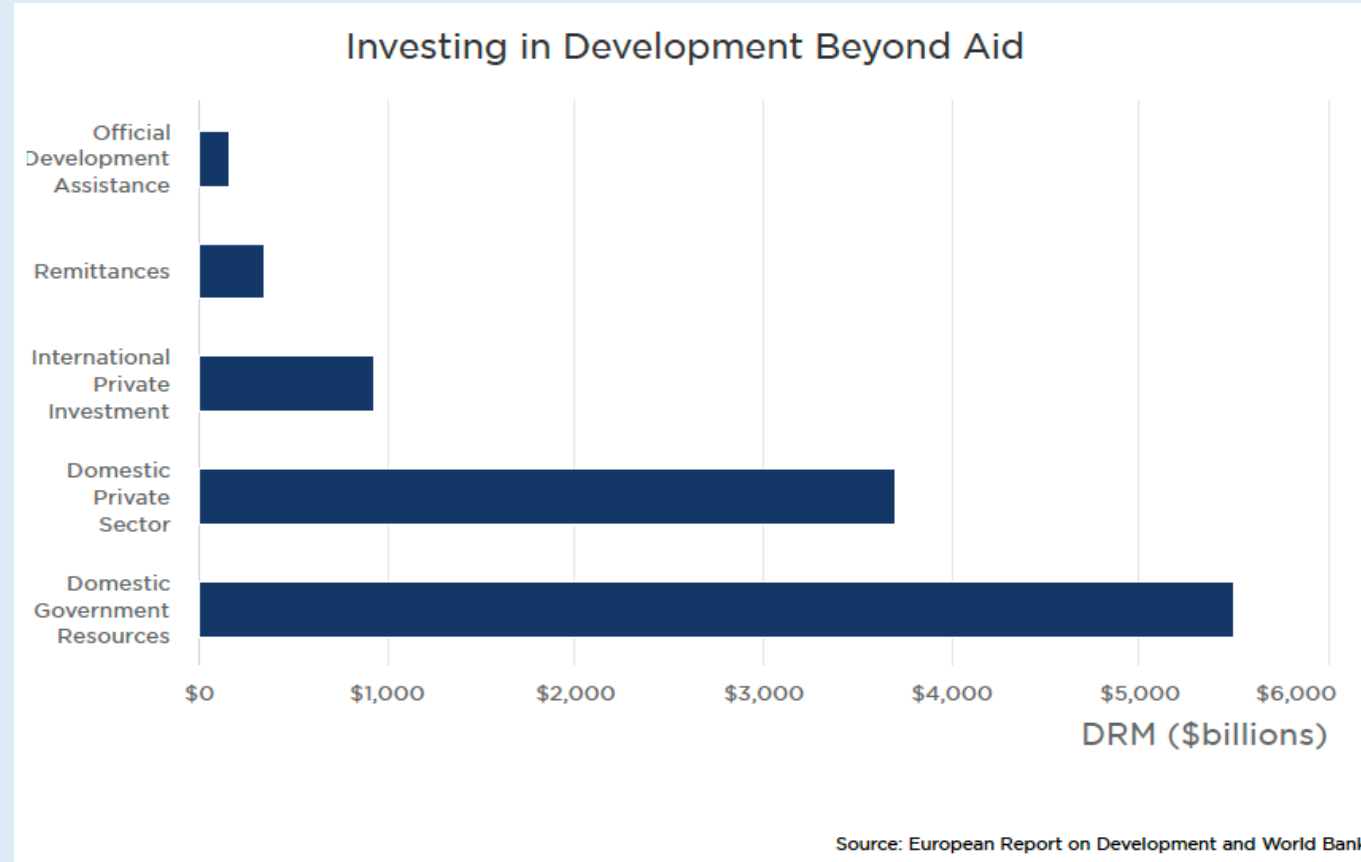
Overview

- **Challenges to Security and Development**
- **Governance Responses to the Security Challenge**
- **The Budget Cycle:**
 - **Principles and Practice**
 - **Linking Resource Mobilization with Budget Execution**
- **An African Guide to Governance Reform**

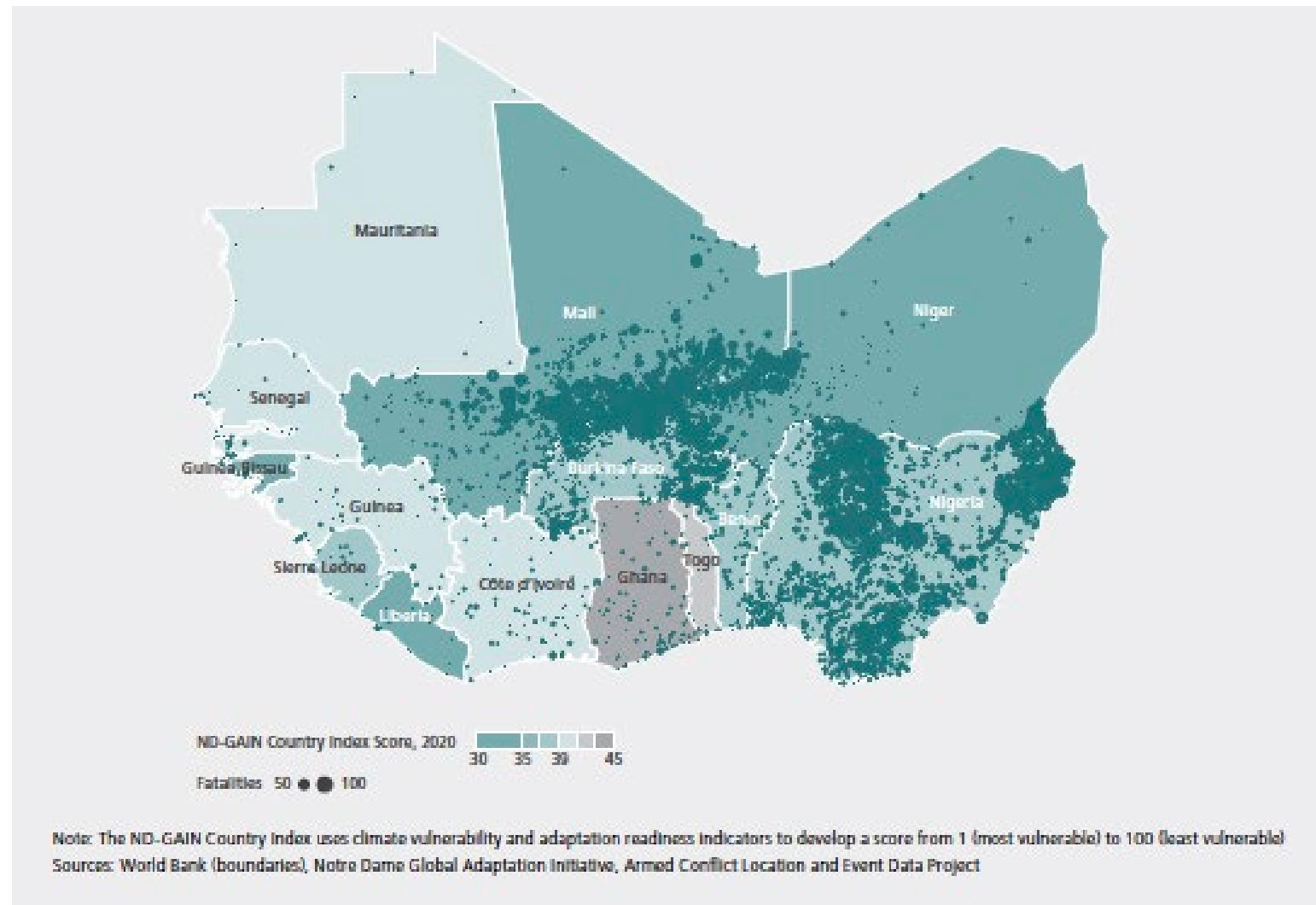
Sources of External Finance for Sub-Saharan Africa



Comparing Global Sources of Finance

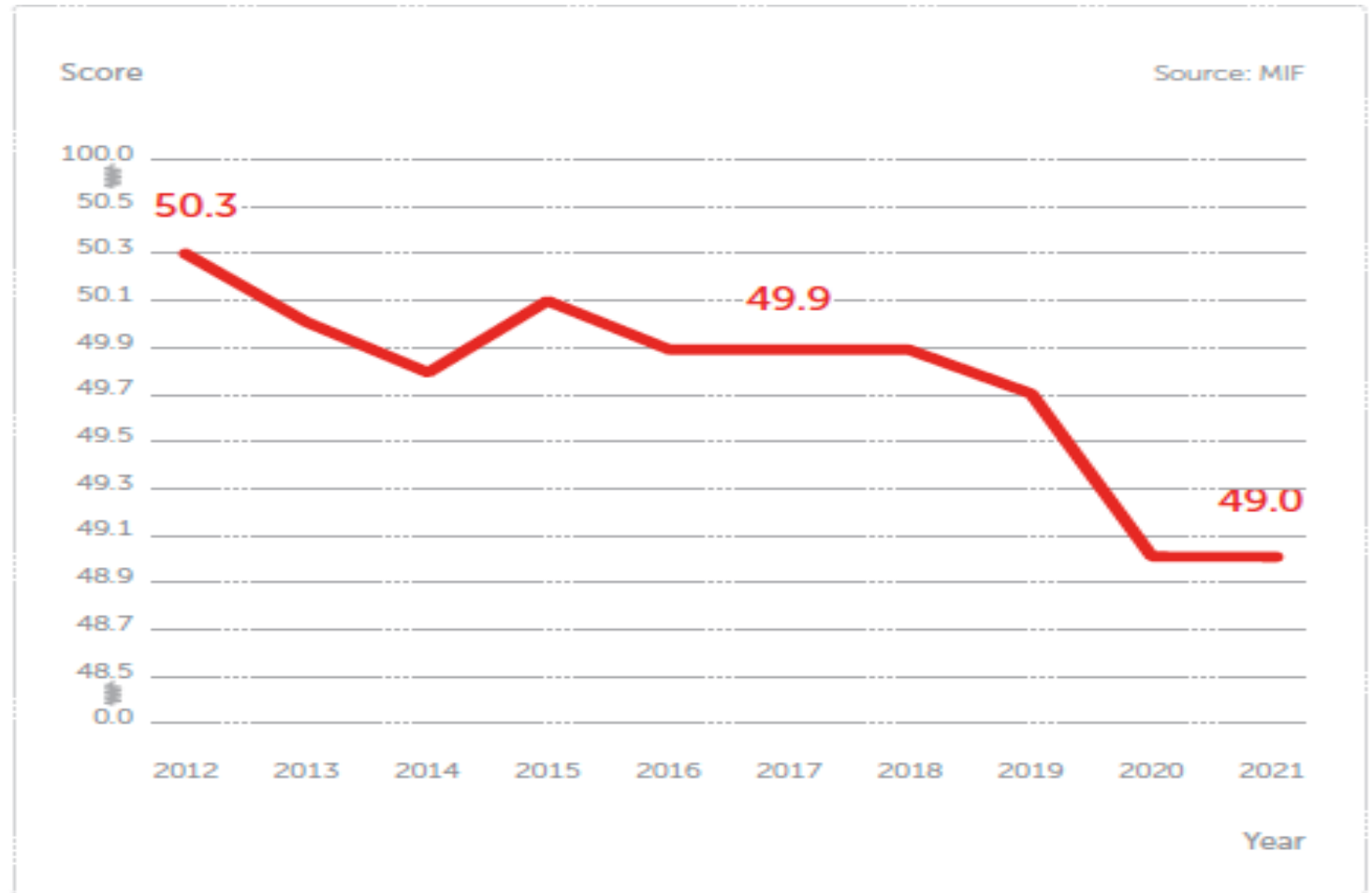


West Africa: Climate and Conflict



Africa: Security & Rule of Law Scores (2012-2021)

Security & Rule of Law-- the only Ibrahim Index of African Governance (IIAG) category to follow a trajectory of increasing deterioration in the latest five years



IIAG Security and Rule of Law

- **Security and Safety**
- **Rule of Law and Justice**
- **Accountability and Transparency**
 - **Institutional and Civic Checks and Balances**
 - **Absence of Undue Influence on Government**
 - **Disclosure and Accessibility of Public Records**
- **Anti-Corruption**
 - **Anti-Corruption Mechanisms**
 - **Absence of Corruption in the Public and Private Sectors**
 - **Public Procurement Procedures**

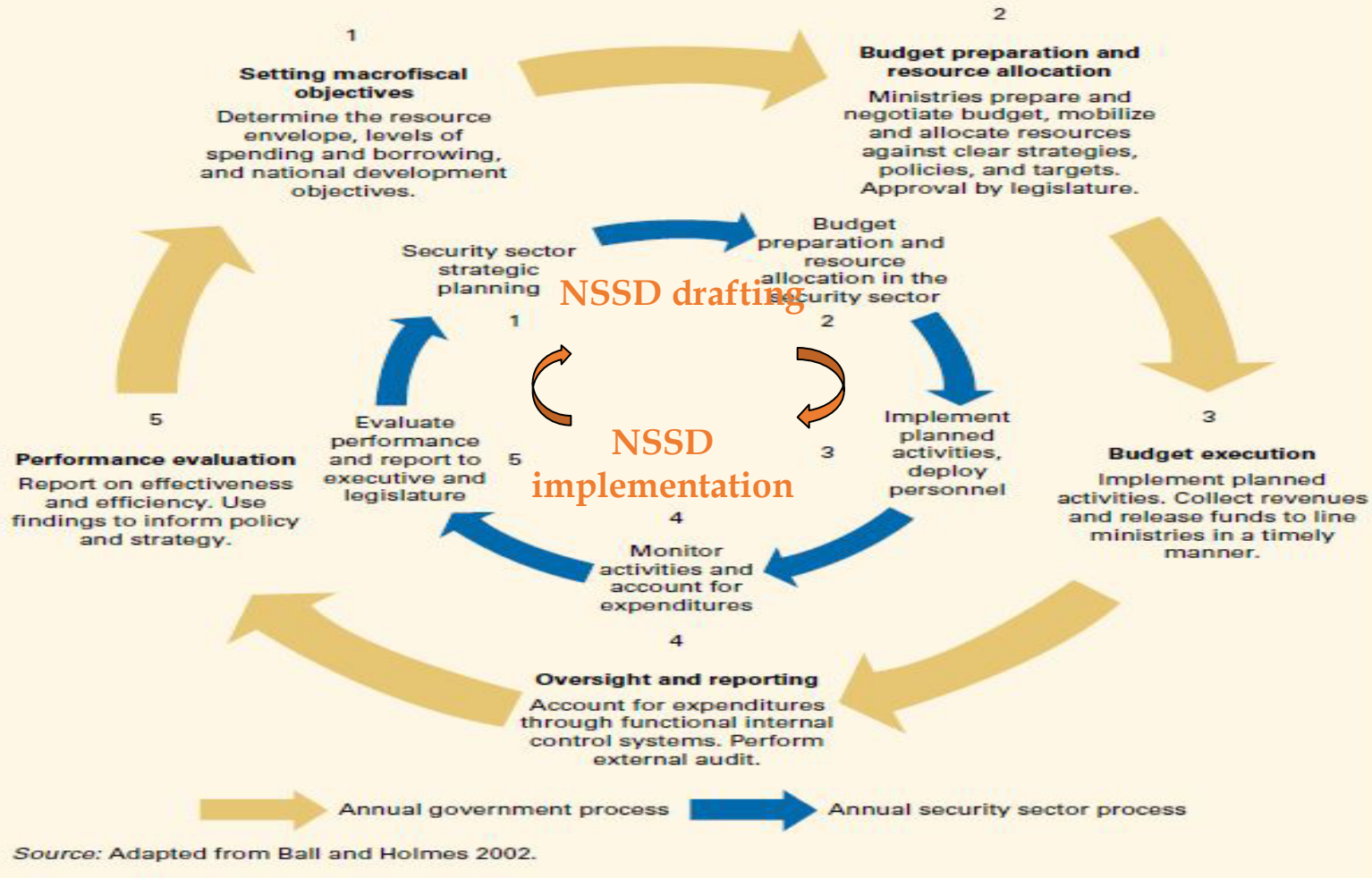
Guiding Principles of Public Expenditure Management

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

Source: World Bank, *Public Expenditure Management Handbook*, 1998

The Budget Cycle: Planning and Process

Figure O.2 The Security Sector in the Budget Cycle



Mobilizing and Economizing Domestic Resources

- **Tax reforms**
- **Subsidy reforms**
- **Customs reforms**
- **Procurement reforms**

Lessons Learned

- **Key Role of the National Strategy Strategy**
- **Principled policies and sound practices**
- **National and regional information sharing & coordination**
- **Integrating domestic and external resources**
- **Audit and enforcement**
- **An African Guide to Institutional Reform**