

# WORKING WITH PARTNERS AND COORDINATION ON SSR



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# WORKING WITH PARTNERS AND COORDINATION ON SSR

1. Some success criteria for SSR
2. Ownership and leadership
3. Examples of coordination structures



## Some success criteria for partnership on SSR

From the government side:

- An agreed whole of partner government vision and objectives
- A genuinely government owned strategy
- Difficult policy choices and reforms

From development partners:

- Adequate resources for changes that need to be made
- United political support



## Ownership and leadership – why do they matter?

- Security & justice are sovereignty issues
- Government will have control of its security system and wants to keep it that way
- So you can't provide security for a government like you can provide health or education
- This implies that if you are going to help them change:
  - You must do things they want to do
  - You must do things that help them change



## Ownership and leadership – why do they matter?

Experience tells us that if you don't have adequate government ownership and leadership then the security sector is very unlikely to be reformed.



## Working with partners: understand their objectives

- Bilateral objectives or SSR?
- Are partners mostly interested in helping themselves or in helping government?



# Issue of legitimate bilateral work versus support for SSR

Examples of bilateral activities:

- Small scale training for officers
- Border controls
- Intelligence cooperation
- Donating unwanted equipment

Incompatibility with SSR:

- Objective is often to benefit home country
- Doesn't require political will to implement
- Can detract from SSR requirements



## Working with government: identify the common ground

- Identify the common ground with government – however limited
- Agree shared objectives

*Example: Chain of Payments project*



## What can go wrong?

- Partner government gets confused by different advice – leading to loss of focus and political will
- High transaction costs from lots of partners – leaving no time for reform
- Duplication – waste of resources
- Incompatible equipment or training undermines operational capacity



## Examples

- DRC defence reform: too many development partners pushing their ideas of what needs to be done?
- DRC police reform: Public Order training provided to different standards and needing different equipment?
- DRC: TA to Electoral Commission opaque?



## Ownership and leadership: Election Security arrangements

- Strong political will from minister
- Steering and technical committees chaired by Congolese
- All key partners (national and international) involved
- Congolese involved from the start on design – no presenting plans for « appropriation »
- Congolese strategy supported by all development partners



## Ownership and leadership: Election Security arrangements

- TA provided to help Congolese present own plans to their bosses – and based in Police HQ
- Lots of discussions between national and international partners
- Adequate financial and technical resources
- Monitoring information provided to Congolese and development partners equally



## Ownership and leadership: Mixed Justice Commission

- Strong consensual basis for setting it up
- Minister chairing with donor representative
- Time taken to get ToRs right
- Secretariat led by Congolese and funded by donors
- Technical lead of ministry with TA back up where needed
- Donor lead to keep development partners together



# Ownership and leadership: Where can it go wrong?

1. Substitution to promote efficiency?
  - CCRSS set up in 2005 with Defence sub-committee
  - Chaired by MONUC officer because « no suitable Congolese available »
  - Delivered little of real value
  - Would a chairman appointed by the minister have delivered more – even if this person was incompetent, inefficient and corrupt?



# Ownership and leadership: Where can it go wrong?

## 2. Ownership without partnership?

- Uncritical acceptance of government ideas
- Provision of equipment and training as requested
- Doesn't address underlying problems
- Doesn't deliver results government wants
- Provision of training and equipment to FARDC?



## Ownership and leadership: ideas for getting it right

1. Take time to understand real government objectives
2. Provide TA to help government understand what it needs to realise its objectives
3. Identify common ground - don't be overambitious on what you can achieve together
4. Involve government at earliest stage of design
5. Give government as much control as possible
6. Make sure national partners have the right tools
7. Regular political dialogue on progress



## Coordination: ideas for getting it right

1. Requires clear government strategy and objectives that all development partners buy into
2. A secretariat to prepare meetings
3. Government must coordinate its own input
4. Development partners need to coordinate their positions



## Coordination: ideas for getting it right

1. Development assistance must be in support of common plan and coordinated through agreed structures
2. Agreed division of labour can be useful – but beware of dependency
3. Government can need help with any or all of these requirements



# Examples of coordination structures: GTSE/CPSE

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|--|------|
| 1. Clear strategy and objectives?        | Yes  |
| 2. All partners support it?              | Yes  |
| 3. Effective secretariat?                | Yes? |
| 4. Government is coordinated?            | Yes? |
| 5. Development partners are coordinated? | Yes  |
| 6. Agreed division of labour?            | Yes  |
| 7. Government supported on coordination? | Yes  |



# Examples of coordination structures: CMJ

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|--|---------|
| 1. Clear strategy and objectives?        | Yes     |
| 2. All partners support it?              | Most    |
| 3. Effective secretariat?                | Yes     |
| 4. Government is coordinated?            | Broadly |
| 5. Development partners are coordinated? | Most    |
| 6. Agreed division of labour?            | Not yet |
| 7. Government supported on coordination? | Yes     |



# Examples of coordination structures: CCRSS

- |  |   |
|--|---|
| 1. Clear strategy and objectives?        | ? |
| 2. All partners support it?              | - |
| 3. Effective secretariat?                | ? |
| 4. Government is coordinated?            | ? |
| 5. Development partners are coordinated? | ? |
| 6. Agreed division of labour?            | ? |
| 7. Government supported on coordination  | ? |



# So how do you do it?

No substitute for:

- Getting to know your partners – national and international
- Spending a lot of time in meetings!
- And a lot of time on the phone!
- Build trust by delivering
- Keep focused on why it's important
- Be ready to make trade-offs

