

Right-financing Security Sector Reform

With international peace-support operations placing a progressively heavier burden on the purse strings of tax payers, and with the failure to consolidate peace in Afghanistan and Iraq high on the political agenda, the need to adopt a 'right financing' approach has never been more pressing. Moreover, given the paucity of resources available for peace-support and SSR operations, it is imperative that viable and efficient financing models are urgently developed so that finance fosters rationale, well sequenced and high priority actions that are peace enabling, not investments that create inflated security structures that undermine security provision itself. Importantly, the 'right-financing' framework is not fundamentally about money per se; it is about the need for a thorough assessment of security related needs, determining appropriate and affordable public security policies, developing sustainable security governance, oversight, accountability, and prioritisation mechanisms and processes to deliver increasingly higher quality services over time. In essence, right-financing is about using resources to shape an appropriate policy and institutional environment within which security, law and order and justice system services are delivered.

Current Financing Constraints: The current financing approach for peacekeeping and post-conflict reconstruction remains surprisingly ill-conceived and underdeveloped, with short-term decisions leading to large public sector liabilities that can further undermine the emergence of peace, stability and economic regeneration over the longer term. Based on the recent experiences of post-conflict reconstruction in Europe and Asia, the main financing constraints relate to: (i) poor initial needs assessment; (ii) weak policy and institutional environment; (iii) heavily projectised off-budget financing; (iv) parallel delivery mechanism outside of formal state functions; (v) weak fiscal and economic growth policies; (vi) poorly sequenced assistance often focused too heavily on defence to the detriment of law and order and justice reforms; (vii) weak cross-sectoral and sector prioritisation; and (viii) poorly developed outcome and impact monitoring capabilities.

Towards a Right-Financing Implementation Framework: In order to move the 'right-financing' agenda forward, an enabling environment must be created at the international level, overcoming the first significant post-conflict hurdle; a lack of collaboration between the various peacekeeping, development and security communities around how to support the state rebuilding and economic process. The overarching 'right-financing' framework would span the entire peacebuilding reconstruction process through the phases of stabilisation and peace-support operations, priority transitional reforms and throughout the normalisation phases, and is fully in line with the OECD DAC Security System Reform Implementation Framework (SSR-IF). It would also be reflective of the specific needs of the post-conflict context, taking into account cultural, religious and gender balances, as well as the causes of the conflict, the economic situation,

trade and international relations. 'Right-financing' priorities for SSR are outlined below, and covered in more detail at [Middlebrook & Miller LLC](#).

- Take the long-term fiscal impact of security provision into consideration within peace agreements;
- Adopt prudent expenditure policies to minimise growth of inflated and unsustainable SSR entities;
- Work through the national budget as the primary tool of government policy for SSR;
- Adopt international norms in public finance management for all security entities;
- Minimise proliferation of parallel security service delivery mechanisms through the UN/NGOs;
- Establish sustainable security, law and order and justice institutions through functional reviews;
- Prioritise civil service reforms within civilian security entities alongside anti-corruption measures;
- Prioritise and sequence investments that foster national, human and asset security;
- Establish budgeted service delivery targets at both national and sub-national levels;
- Establish expenditure-tracking systems increasingly focused on monitoring security outcomes;
- Develop sustainable SSR service delivery models to guarantee basic and essential services.

Peacebuilding, at its core, is therefore largely about re-establishing stable, accountable and growth-oriented states while employing 'right-financing' policies as a necessary pre-condition for success. Key to moving the SSR agenda forward is the adoption of standard state restructuring, public administration and civil service reforms, along side public finance management capabilities for security system institutions too – no exception. The creation of modern, effective and publicly accountable security entities will not be possible in the absence of the above right-financing measures.

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