

Accountability and Transparency 01

Substantial consultation is required to bring about ownership at all stages of crisis response (A).

It is important to maintain a focus on how projects support key stakeholder objectives, as earlier interventions have exhibited a disconnect between the intent of policies and their actual implementation (E).

Diagnostic Work, Phasing and Sequencing of Support 04

Building on pre-existing country-owned agendas and ongoing programs can provide effective platforms for emergency operations (E).

A one-size fits-all approach needs to be avoided in FCS contexts (IEG 2014 evaluation, as summarized in (F)).

Need for phasing/sequencing and timely diagnostic in FCS settings (F).

Adequate analytical work and staffing define the effectiveness of increased lending (E).

It is important to define monitorable outcome indicators and to disaggregate these indicators to track outcomes on forcibly displaced populations and host communities, especially women and children (D).

Instruments 07

Where social safety net systems are already in place, they can be critical to protecting vulnerable households and individuals during a crisis (E).

Community-driven development has often provided the Bank Group with a point of entry in conflict-affected areas and a useful vehicle to help targeted communities access social and economic services. It has been useful as a form of establishing a presence and contextual learning to support more ambitious efforts once peace is restored (G).

Development Policy Operations deployed in crisis situations require follow-up actions and mechanisms to track progress over time (A).

The effectiveness of increased lending depends on adequate analytical work and staffing (E).

Fragility Sensitivity 02

Strategies and operational programs in FCV must be responsive to the drivers of fragility and conflict in each country to avoid exacerbating existing risks and vulnerabilities – including the displaced, refugees, and host communities (K).

Due to the differential impact of crises on women, men and vulnerable groups, focusing on addressing the needs of women and the vulnerable can strengthen resilience and support longer-term institutional change (F).

Building Resilience 05

A multisector approach can be beneficial given that financial and fiscal imbalances usually interact and can exacerbate impacts on various sectors (financial, fiscal, social) (A).

Crises create windows of opportunity to address long-standing development issues, unlock vested interests, and build resilience. Client ownership is an essential ingredient to facilitating change (A).

Engaging the local community and sponsors with local knowledge have helped mitigate security risks for private sector Operations (B).

Leveraging the Private Sector 08

More intensive use of advisory services may be needed to enhance the capacity of some sponsors in FCS settings (B).

Severe sector disruptions need to be addressed through a holistic private sector approach that prioritizes jobs and economic opportunities. A lack of job opportunities and livelihoods is perhaps a single most important factor underlying fragility and conflict. In the short run, programs for quick job creation through public works, self-employment, professional and skills training, and even labor subsidies are important. The private sector must be energized and can drive economic growth and employment (H).

Addressing knowledge gaps may be needed to catalyze private sector solutions that promote self-reliance of the forcibly displaced and the resilience of host communities (D).

At the country level, the Bank Group can strengthen select partnerships to ensure coherence, foster policy dialogue, and catalyze the private sector's role in situations of forced displacement (D).

Linkages between capacity development for beneficiaries and private sector skillset needs can be furthered (F).

Effective Partnerships 03

Coordination with key humanitarian and development agencies can guide the World Bank's efforts to selectively use, sequence, or customize its instruments to deliver a crisis response at the country level (D, E).

Effective donor coordination is even more important in the context of a crisis than in non-crisis periods (A).

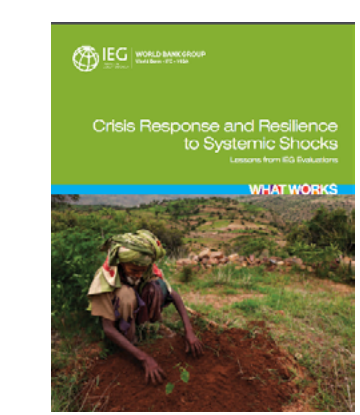
Monitoring and Evaluation During Crisis Episodes 06

The speed of response during a crisis is critical. But of equal importance are developing appropriate accountability and monitoring frameworks and learning whether and in what ways operations are effective to inform decision making both during and after the crisis (A, I).

The World Bank Group's experience working in high risk areas, such as FCV, can provide insights for supervision and monitoring during the current crisis (J). This includes the use of digital technologies such as the Geo-Enabled Monitoring and Supervision (GEMS) initiative (Disruptive and Transformative Technologies, forthcoming). But the use of technology also has limits.

Institutional and Staff Incentives 09

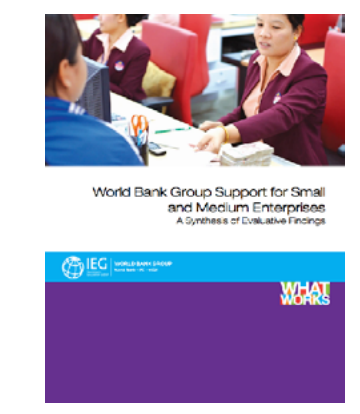
IEG's work has consistently identified the need for better aligning institutional and staff incentives to engage in FCV situations and to take risks (D).



A
 Crisis Response and Resilience to Systemic Shocks: Lessons from IEG Evaluations



B
 The International Finance Corporation's Engagement in Fragile and Conflict-Affected Situations: Results and Lessons



C
 World Bank Group Support for Small and Medium Enterprises (SMEs)



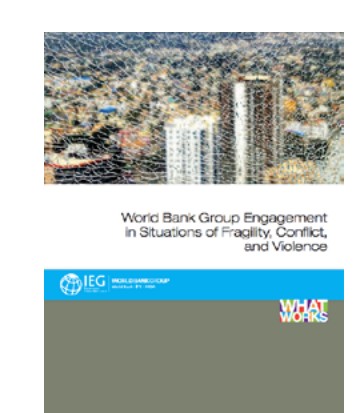
D
 World Bank Group Support in Situations Involving Conflict-Induced Displacement



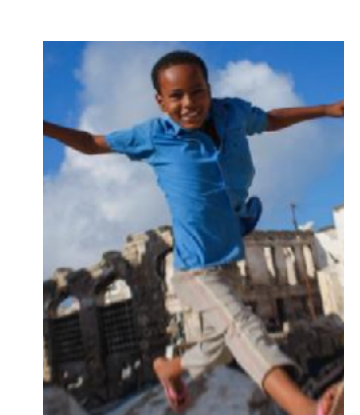
E
 The World Bank Group and the Global Food Crisis



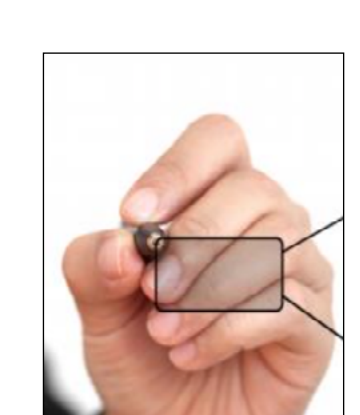
F
 World Bank Group Assistance to Low-Income Fragile and Conflict-Affected States



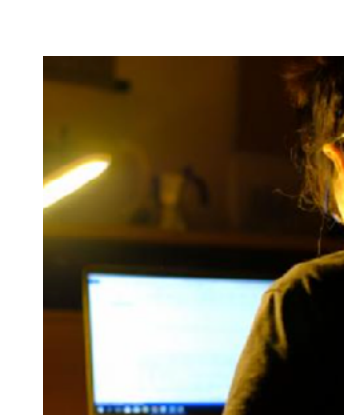
G
 World Bank Group Engagement in Situations of Fragility, Conflict, and Violence



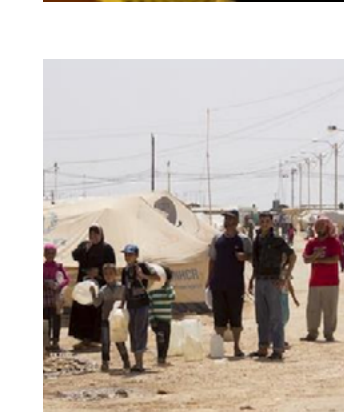
H
 Next steps for the World Bank's new strategy for fragility, conflict and violence: what does the evidence say?



I
 Adapting evaluation designs in times of COVID-19 (coronavirus): four questions to guide decisions



J
 Bowling in the dark: Monitoring and evaluation during COVID-19 (Coronavirus)



K
 Recent World Bank Experience with RRRs & Operational Programming in FCV Countries