



World Bank Group Strategy for Fragility, Conflict and Violence (FCV)

FCV consultation website, social media and email

External Feedback Summary

Date: July 25, 2019

Overview: The following summary highlights comments and recommendations on the future WBG Strategy for FCV, received in July 2019, up to the close of Phase One of the consultations on July 19, 2019. A total of 25 new responses were received during this period, through the online questionnaire, email, and social media.

Specific Feedback from Stakeholders
1. General Comments
<ul style="list-style-type: none">• Respondents welcomed the general approach laid out in the Concept Note and were strongly appreciative of the pivot to prevention. This will require addressing drivers of conflict, such as corruption, poor governance at sub-national, national, regional and sometimes international levels. The failure to do so has sometimes led to problems being exacerbated.• The commitment to building stronger and more legitimate state institutions was appreciated. Respondents urged the WBG to consider bottom-up approaches to this, noting that in many FCV contexts, top-down approaches do not necessarily lead to improved service delivery.• Respondents were strongly supportive of the focus on climate change and urged the WBG to mainstream climate considerations within its programming, noting that in many cases this can result in lower cost and more sustainable solutions.• It will be critical to ensure country-level buy-in and traction for the implementation of the Strategy. The Strategy should be pragmatic and practical, with a focus on ‘how’ it is to be implemented, and sufficient resources should be allocated
2. Doing things differently
<ul style="list-style-type: none">• Respondents were appreciative of the recognition that the WBG needs to do things differently in order to be more effective in FCV contexts, including working to leverage the potential of the private sector and make innovative use of digital technology.• They noted the fundamental importance, however, of the principle of “do no harm” and urged the WBG to put in place robust policies and procedures that would help manage and mitigate against this risk.• Respondents urged the institution to partner with civil society organizations, which often play a pivotal role in FCV settings by providing services and fulfilling other functions of states. As a result, they often have the trust of local populations and this can make them invaluable partners in these contexts.

<p>Specific Feedback from Stakeholders</p> <ul style="list-style-type: none"> • The WBG was urged to also consider how it might engage with non-traditional stakeholders in FCV contexts, such as security actors, given the often pivotal role they play.
<p>3. <i>Optimizing operations</i></p> <ul style="list-style-type: none"> • Respondents agreed with the need for flexibility and effective monitoring in order to allow for course corrections. They urged the WBG to ensure that the policies and resources are put in place to ensure adaptive management. • They emphasized, in addition, that flexibility in project design and management should not come at the expense of proper due diligence, adherence to strong environmental and social safeguards, inclusion of all project stakeholders, and strong monitoring, evaluation, and reporting. • The WBG was urged to take advantage of the lessons learned by organizations with deep experience working in conflict settings, including with respect to M&E challenges.
<p>4. <i>The importance of coordination and collaboration</i></p> <ul style="list-style-type: none"> • Respondents emphasized the importance of effective collaboration in FCV settings and urged the WBG to consider how it could improve coordination between development and humanitarian organizations working across the continuum of conflict. Given the breadth and depth of its engagement, the WBG could consider playing a more prominent role in this respect, acting as a 'bridge' between governmental and non-governmental organizations, and the private sector.
<p>5. <i>The differentiated approach</i></p> <ul style="list-style-type: none"> • A differentiated approach is fundamental in FCV contexts: oriented towards the identification of local solutions and based on a deep understanding of the local context, including its political economy. • Some factors to keep in mind about the the impacts of FCV on vulnerable groups: <ul style="list-style-type: none"> ○ that refugees, women and youth do not constitute the only vulnerable groups. The needs of all those affected adversely by conflict should be addressed under the strategy. ○ the differentiated impact of violence and conflict. As one respondent noted, the impact of violence and conflict can look different for persons with disabilities, children, women, religious and ethnic minorities, human rights defenders and LGBTI people, among others. They urged the WBG to flesh this out in the Strategy and and identify ways to prevent and mitigate the impact of conflict and violence on different groups. ○ Focus on collecting desegregated data in order to help build the knowledge base in FCV.