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Using Evaluation Evidence to Improve the Effectiveness of World Bank Group Involvement in Middle-Income Countries Dealing with Fragility, Conflict, and Violence

March 28, 2017, Manila, Philippines | Post-Workshop Conference Summary

**WHAT
WORKS**



Background

The Independent Evaluation Group (IEG), in partnership with the Fragility, Conflict, and Violence Cross-Cutting Solutions Area (FCV CCSA) organized a regional learning event on March 28, 2017, in Manila, the Philippines, to discuss the implications of IEG’s evaluative findings for enhancing the effectiveness of World Bank Group engagement with middle-income countries dealing with situations of fragility, conflict, and violence (FCV). The event was jointly hosted by the World Bank Group Philippines Country Management Unit and the Asian Development Bank (ADB). Close to 80 participants from across the development spectrum attended the workshop (including World Bank Group and ADB staff, government officials, academics, civil society members, and staff from multilateral and bilateral development partners).

This note summarizes the discussions and key takeaways from the workshop for the benefit of the broader development community and other stakeholders. It is intended as a starting point for further discussions related to improving the design and implementation of development programs in FCV situations. It concludes with some learning implications to move this agenda forward.

Why Focus on Middle-Income Countries Dealing with FCV Situations?

FCV is known to have significant adverse effects on economic development and poverty levels. According to the *World Development Report 2011: Conflict, Security, and Development*, countries that experienced major violence from 1981 through 2005 had poverty rates 21 percentage points higher than those that did not experience significant violence (World Bank 2011). The Institute for Economics and Peace estimated the cost to the world economy of containing violence at \$14.3 trillion in 2014, or almost 13.4 percent of global gross domestic product.

The United Nations Sustainable Development Goals recognize the importance of peace and effective governance to human development. Sustainable Development Goal 16 proposes to “promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” This expansive goal implies that fragility is no longer seen as restricted to fragile states; in fact, fragility and violence affect nearly all states, and if all types of violence are included—particularly organized criminal violence—FCV can be seen as primarily a middle-income country problem.

The development community has often linked fragility and violence with a country’s lack of development progress. However, instances of organized violence in middle-income countries have recently exceeded those in low-income countries, suggesting that it is no longer primarily a low-income country problem. Today, violence, or the imminent threat of violence, affects development outcomes for almost 2 billion people, with 37 percent living in higher-middle-income countries, 37 percent in lower-middle-income countries, and the remaining 25 percent in low-income countries.

The Unique Challenges of Operating in FCV Situations

To launch a discussion on how best to engage in situations of FCV in middle-income countries, IEG partnered with the FCV CCSA to organize a learning event on March 28, 2017, in Manila, the Philippines (see attached agenda). The workshop provided a platform for dialogue about recent work by IEG, the FCV CCSA, and the ADB on FCV in middle-income countries. The discussion included the latest thinking and reflections on operational experience of practitioners working on the frontlines. Participants included close to 80 practitioners and representatives from 10 countries.

The workshop featured a series of short presentations, followed by panel discussions. Participants discussed the following topics:

- Understanding Trends, Dynamics, and Dimensions of Fragility, Conflict, and Violence across Different Country Situations
- Subnational Conflict and Violence with a Regional or Ethnic Identity Marker
- Violence Related to Crime
- Addressing External Shocks Such as Forced Displacement and Influx of Refugees

The learning event focused on harvesting insights from participants' experiences to address key issues identified during the panel discussions. Among the emerging lessons, participants identified the following:

1. Partnership is fundamental, and there should be a common objective in working together.
2. The central message of the 2011 World Development Report—calling for strengthening legitimate institutions and governments in providing security, justice, and jobs—continues to be alive and strong.
3. Working on FCV requires long-term engagement, consistency, cooperation, and inclusiveness.
4. It is important to adopt a risk-based approach (management and mitigation of risks), which demands ex ante understanding of the situation on the ground and adopting an integrated perspective.
5. It is critical to work through governments, especially in middle-income countries, and to ensure commitment of local actors.
6. It is fundamental to change the paradigm from reaction to prevention.
7. Development of the private sector so it can generate jobs is critical. It is possible to work through the private sector in conflict-affected and violent situations.
8. More appetite for risk is needed. An excessively risk-averse approach cannot work in these environments.

Participants discussed the issues in panels, and the audience was invited to participate in the discussion through PollEv and WebEx. This summary note is the primary output from the workshop. It captures the major themes and insights that emerged.

1

Partnership Is Fundamental, and There Should Be a Common Objective in Working Together.

We are going to have to walk the talk on mainstreaming; we need to be able to have a whole country team including many of the technical global practices working in this area—be it agriculture, transportation, energy—all of that work will need to become conflict-sensitive and conflict-informed.

—Mara Warwick, Country Director, World Bank Group, the Philippines

There has to be coordination and a common purpose for organizations working in this space. One organization—one Asian Development Bank or one World Bank Group—cannot do it by itself. You also need to create trust; this can only be done as an honest broker with complete impartiality.

—Marvin Taylor-Dormond, Director General, Independent Evaluation Department, ADB

One of the persistent major themes throughout the learning event was that partnership across regions, sectors, and institutions is fundamental when engaging in FCV situations, and that this partnership should serve a common objective. During the event, it became increasingly clear that none of the issues that were discussed can be successfully addressed by one institution alone. In fact, partnering institutions such as the World Bank Group and the ADB were created as multilaterals, which reflects the understanding that multilateralism and partnership is the right approach to address these issues.

This particular theme goes hand in hand with IEG's finding in its 2016 evaluation *World Bank Group Engagement in Situations of Fragility, Conflict, and Violence* that partnerships, and especially the World Bank Group–United Nations partnership, is particularly important in the FCV context. The United Nations agencies have political and security-related skills and contacts that the World Bank needs to leverage, and the United Nations system is the prime actor on the humanitarian front.

Those partnerships have not always been structured in a systematic way, and their frequency and effectiveness vary across countries and themes, as several of the panel discussions brought out. The existing system often makes partnerships difficult to effect because of perceived high transaction cost, lack of strong staff incentives, incompatibility of the fiduciary and legal frameworks, and competition for influence and limited donor resources. The workshop discussion stressed that a more nuanced strategic and technical dialogue is needed to define respective roles and comparative advantages. It was also noted that partnerships are critical for resource input, especially for multi-donor trust funds.

The key lesson is that several stakeholders are dealing with the same problems, albeit from different perspectives. What clearly emerged was that more partnerships need to be built and dialogue needs to be fostered not just at learning events like these but through better communication, coordination, and data sharing among technical and local staff.

2

EMERGING LESSON

The Central Message of the 2011 World Development Report—Calling for Strengthening Legitimate Institutions and Governments in Providing Security, Justice, and Jobs—Continues to Be Alive and Strong.

The Bank's willingness to work with a whole range of partners—including the ones who may not be our traditional partners, like the Moro Islamic Liberation Front—has proved to be very successful.

—Mara Warwick, Country Director, World Bank Group, the Philippines

A second theme discussed, which aligns with the central message of the 2011 World Development Report and builds on the previous theme of the need for stronger partnerships, is the need for strengthening legitimate institutions and governments in providing security, justice, and jobs (World Bank 2011).

Workshop participants agreed that lasting peace cannot be attained without development and that everyone has a distinct role to play. One key area where development partners must work together is providing financial and technical assistance to support institutional strengthening and capacity development. Existing government institutions need to be strengthened, especially at the local level, and the private sector must go beyond regular business operations and have a direct, sustained engagement with the communities in which it operates. Beneficiaries of development projects must be empowered to become active agents of change and emerge as enlightened leaders promoting social cohesion among conflict-affected communities.

This theme goes very much in hand with IEG's finding that in World Bank Group interventions in conflict-affected areas, technical assistance components aimed at strengthening the accountability and transparency of local governments are considered important because they are expected to increase the legitimacy and credibility of local governments and thus contribute to the sustainability of conditions for peace over time. Because local institutional capabilities in conflict situations are often rudimentary, the project interventions in question are often quite basic, do not promise to deliver much, and tend to be for sustained long-term engagement. As the evaluation points out, this seems appropriate. It would be unrealistic to expect that strong public financial management capacity could be built in such adverse circumstances over the lifetime of a single World Bank Group operation (World Bank 2016). Instead, World Bank projects tend to deliver some basic training, introduce straightforward processes for budgeting and reporting, and, especially, help boost local demand for government accountability by reaching out to local nongovernmental players. These points align with the IEG report highlighting the complexity of engaging with governments, which have their own views on how to tackle underlying issues of fragility in their countries. Community-driven development models can be entry points for conflicts that are political in nature. However, although community-driven development has been a useful vehicle for short-term assistance in FCV situations, institutions need to be strong and legitimate to ensure program sustainability.

3

EMERGING LESSON

Working on FCV Requires Long-Term Engagement, Consistency, Cooperation, and Inclusiveness.

Consistency works. Being in it for the long haul means to consistently commit to work on the fragility issues in the Philippines. This has been an institutional commitment, not only from the country team, but also from the Global Practices. It also means having to be able to change, to innovate, to move with the flow because the peace process itself changes over time.

—Mara Warwick, Country Director, World Bank Group, the Philippines

It's about winning hearts over because they see an opportunity. A comprehensive development plan for an entire region is massive. If you can bring it down to one, for example, municipality or town that has demonstrated enlightened leadership and where a private sector group is willing to step in, then provide resources for a plan for that one municipality. By doing that, you involve all the sectors and stakeholders who are there, and you will not end up with some new haves in the midst of have-nots. You create an island of prosperity in the midst of poverty and everyone can start rising up a bit at the same time. Once one area is stabilized, neighbors will look at it and say, "We would also like to have that." One winner breeds another and it keeps on going from there.

Continuity is key. We have a new administration every six years. If you don't anticipate the shift, you will end up dead-ended. Once a development plan is completed, think of budgets assigned to the implementing agency to help them carry the work forward for another three years within the transition period of the next administration. Otherwise everything stops cold and people get very discouraged. The World Bank Group can assist in maintaining that continuity.

—John Perrine, Chairman and Chief Executive Officer, Unifrutti

The third theme focused on the necessity of long-term engagement, consistency, cooperation, and inclusiveness in working on FCV. This theme speaks to the World Bank Group's comparative advantage, which lies in long-term development, and entails pulling resources together, coordinating, and working through sometimes cumbersome government systems.

The World Bank Group's engagement in Mindanao, the Philippines, was mentioned as a good example of active and effective long-term World Bank Group engagement for FCV situations in middle-income countries. An example of this was the partnership with Unifrutti, an international company operating in Mindanao. Unifrutti has been active in attracting investors to Mindanao from leading corporations in the Philippines and providing advice on how to do investments. In addition to strong relationships among the World Bank Group, particularly the International Finance Corporation (IFC), Unifrutti, and local government, project partners also got buy-in from high-level leaders within the Moro Islamic Liberation Front. This ensured security within the project's borders while operating in a highly volatile region. Meanwhile, Muslim groups in Mindanao viewed the project positively because Unifrutti had a good record of establishing a long-term profitable venture in conflict-affected areas, and it helped the Muslims to be viewed as a respectable political party. One of the success factors was the project team's emphasis on the assessment of the gender, environment, and peace and conflict risks during due diligence. For instance, peace and conflict risk assessment strengthened IFC's practice of providing assistance to the farms through third-party contractors and partner-led firms to minimize exposure of IFC staff to rebel groups.

EMERGING LESSON

4

It Is Important to Adopt a Risk-Based Approach (Management and Mitigation of Risks), Which Demands Ex Ante Understanding of the Situation on the Ground and Adopting an Integrated Perspective.

The next lesson underscored that it is prudent to take a risk-based approach (management and mitigation of risk), which demands that before institutions like the World Bank Group get involved, they should thoroughly understand the situation in the field and adopt an integrated perspective.

As became clear throughout the discussion—and has been emphasized in IEG’s 2016 report—that the World Bank Group has been adept at responding to and adjusting its strategies and analytical support to situations of violence and conflict, but its operational response has been constrained by its limited menu of instrument choices. Moreover, as expressed in various World Bank documents, including the 2011 World Development Report, institutional and staff incentives to engage in conflict situations and take risks seem to be lagging behind the spirit of its strategic approach.

EMERGING LESSON

5

It Is Critical to Work through Governments, Especially in Middle-Income Countries, and Ensure Commitment of Local Actors.

We need to combine the global with the local. Any middle-income country is looking at the Bank to provide global knowledge but in this, as in any agenda, we need to be able to localize the knowledge to make it useful.

—Mara Warwick, Country Director, World Bank Group, the Philippines

Effective work is very much based on local context; stakeholders working on the issues have been there long enough and are networked long enough, to know what the issues are and what opportunities may be. It’s more about the ways of working rather than about what exactly you do.

—Patrick Barron, Director, Conflict and Development, Asia Foundation

The fifth theme emphasized that it is critical to work through governments, especially in middle-income countries. Moreover, the commitment of local actors is essential. It was noted that FCV situations, particularly in Asia, are a middle-income phenomenon and require engaging with governments at different levels and with different constraints. Dealing with subnational conflicts requires political reforms. These points align with the IEG report highlighting the complexity of engaging with governments that have their own views on how to tackle underlying issues of fragility in their countries. It was noted that the community-driven development model can be an entry point to conflicts that are political in nature. However, participants noted that addressing FCV in middle-income countries can be at times more difficult than in low-income countries. Building trust, financial and human resources, political dialogue, and long-term commitment are all required to tackle the challenges in these situations.

Know the local context, by all means—through a due diligence before the operational engagements. If you don't know the local context, most of your interventions will fail because you will miss something. Know the local context, respect the local context, and try to customize your interventions. "One solution fits all" never works in fragile environments.

—Patrick Safran, Former FCV Focal Point, ADB

Especially in middle-income countries, infrastructure is often in place. What we need to change are attitudes and behaviors. These are best influenced through dialogue between the stakeholders involved. We need to think creatively how we use our "projects," our "technical assistance," our "development cooperation" as venues for convening people in conversation. This can be about technical issues, but the conversation itself becomes particularly important, as it leads to new learning and understanding amongst participants. I would go as far as saying that all senior staff working for international organizations equip themselves with some basic skills such as conflict analysis so we understand the issues but also as facilitators on a basic level.

—Chetan Kumar, Peacebuilding Adviser, United Nations, the Philippines

We cannot use fragility and conflict as a justification for bypassing country systems. Working with the government and all the stakeholders that are engaged in these conflicts is the only way we are going to see sustainable answers to these issues, particularly in middle-income countries.

—Stephen Groff, Vice-President, Operations, Asian Development Bank

The World Bank Group helps its government clients tackle situations of FCV through fragility assessments administered by the World Bank's FCV unit. This standard tool feeds into the World Bank Group's systematic country diagnostic and works through different stakeholders in countries to identify binding constraints to growth and development in countries that inform the country partnership framework. The key purpose of this type of assessment is to help governments align the framework with their own development objectives.

As an example of the need to ensure the commitment of local actors, workshop participants discussed the case of Honduras. It was noted that the best way of dealing with extreme crime issues like those affecting Honduras (e.g., drug trafficking, migration, highest murder rates in the world) is to start small at the community level and try to strengthen social compacts in the communities, address issues such as indigenous peoples, and cooperate closely with donors, nongovernmental organizations, and so on.

Helping country clients address the challenges of organized violence is an important component of the World Bank Group strategy, and will be essential to achieving its twin goals to end poverty and promote shared prosperity (World Bank 2013). However, it should be noted that middle-income countries are typically reluctant to engage in dialogue on subregional conflicts, and the World Bank Group, by virtue of its limited lending to these countries, has little leverage to push such engagement.

As IEG's evaluation emphasized, one of the lessons learned by the World Bank in the postconflict context suggests that community participation and related efforts aimed at bottom-up state building tend to be quite beneficial for risk mitigation in the long term (World Bank 2016). Therefore, various World Bank Group project interventions in conflict-affected regions contain (usually quite small and complementary) technical assistance components aimed at increasing accountability and transparency of local governments. This type of project intervention is considered important because it is expected to strengthen

the legitimacy and credibility of local governments and thus contribute to the sustainability of conditions for peace over time.

EMERGING LESSON

6

It Is Fundamental to Change the Paradigm from Reaction to Prevention.

The sixth emerging lesson focused on the importance of moving from reaction to prevention when engaging in FCV situations. Participants agreed that it is necessary to identify causes very early and establish measures to address them—whatever the site of conflict: illicit weapon trade, land issues, property rights, or indigenous people. One of the examples brought forward focused on an alarming trend of creeping violent extremism from rural to urban areas and the corresponding observation that urban gangs are often more difficult to deal with than gangs in rural areas. In that context, participants concluded that security measures alone are not enough; prevention through working with youth, former combatants, and other groups who may move into extremism is needed.

As IEG's FCV evaluation emphasizes, a growing number of World Bank Group programs, especially in Latin America and the Caribbean, includes components of violence prevention. For example, in Honduras, the 2011 diagnostic report, the 2011 Country Partnership Framework, and the First Programmatic Development Policy Credit had a common forceful message and strategy: the need for an integrated strategy (a “paradigm shift”) emphasizing prevention and assistance at the family level, focusing on parenting, youth at risk, and school-based programs, complemented with strengthening conflict resolution and citizen security approaches at the local level (World Bank 2016).

Participants concluded that this clearly remains an area with potential to expand, and speaks well to the theme of a need for long-term partnerships and engagements with multilateral institutions such as the World Bank Group.

EMERGING LESSON

7

Development of the Private Sector, so That It Can Generate Jobs, Is Critical.

I would appeal for a special effort to promote the private sector. The private sector continues operating in situations of FCV at any rate. The efforts of our institutions should be to redirect initiatives of the private sector for gainful opportunities of creating good and decent jobs that generate hope in people. Hope is fundamental at the very initial stages of trying to solve situations of conflict and violence.

—Marvin Taylor-Dormond, Director General, Independent Evaluation Department, ADB

The next emerging lesson participants agreed on was that the development of the private sector to generate jobs is critical because it is possible to work through the private sector in conflict-affected and violent situations. Lessons learned on this topic included the need to know your partner, associating with real leaders on the ground, working on community development, integrating companies as part of the affected community, and developing a social agreement to establish a company or operation in these regions.

Support to small business, easier access to finance, could instigate private sector-led development and that could contribute to the sustainability of many other programs the World Bank is conducting.

—George Polenakis, Managing Director Synthesis S. A., and Advisor to the Mayor of Athens, Greece

Throughout the workshop, participants challenged the construct and meaning of the operational role of governments at different levels, the role of civil society, and the role of the private sector. It was noted, for example, that the private sector must go beyond regular business operations and have a direct, sustained engagement with the communities in which they work.

Participants said that it is possible to promote the development of the private sector so as to generate jobs and mitigate challenges in FCV situations. Multilateral

institutions, for their part, can use a number of instruments to promote the private sector development; however, it was suggested that they need a little more appetite for risk. An excessively risk-averse approach cannot work in these environments. Second, it was acknowledged that there is an opportunity to use technical assistance for supporting entrance into these markets, for example, to structure the community development plans and the social contracts that have been referred to in earlier discussions. Third, risk-sharing mechanisms and political risk insurance can play a very important role. Finally, it was mentioned that there is a need and opportunity to intervene in the remittances market—which is strongly associated with the issues of migration and conflict—both to reduce the cost of transfers and improve the use of these resources in the affected communities.

The IFC has supported private sector development in the FCV context both in the Mindanao region in the Philippines (Unifrutti) as well as in the Aceh region in Indonesia. In the Philippines, IFC maintained an office in the provincial capital of Davao until 2013, but the engagement was rather limited (six investments and five advisories). The successes with the private sector in the conflict areas of Mindanao have come mostly in rural areas, including the Unifrutti advisory service project in 2008. The proposed new IFC investment with Unifrutti is expected to create 4,000 hectares of new farms and generate 6,000–7,000 jobs, a large proportion of which will employ ex-combatants of the Moro Islamic Liberation Front. IFC implemented a number of advisory service projects in Aceh, Indonesia, after the tsunami to help revive private sector activities. IFC's advisory service projects were developed under a new multidonor initiative, the Private Enterprise Partnership for Aceh and Nias (PEPAN). PEPAN prepared an investment climate diagnostic and developed an investment promotion strategy for the region. PEPAN played a role in rehabilitating the shrimp sector in Aceh, and was the first international organization focused on providing technical advice to farmers, whereas others were focused on physical reconstruction of infrastructure.

However, as IEG's evaluative work noted, World Bank Group engagement in supporting private sector development in FCV situations in countries that did not meet the definition of fragile and conflict-affected situations was limited (World Bank 2016). World Bank (the International Bank for Reconstruction and Development) private sector development-related activities focused mainly on livelihoods, small infrastructure, and employment schemes, while IFC concentrated its efforts on postconflict reconstruction. There were only a few examples of FCV-related World Bank-IFC coordination at all stages from conflict mitigation to postconflict support.

8

EMERGING LESSON

More Appetite for Risk Is Needed. An Excessively Risk-Averse Approach Cannot Work in These Environments.

If we think only in terms of our own organization's mandate—and what the rules are—we are not going to get very far. The most interesting work means being able to be grounded in issues and then thinking through what the best way to approach the issue is. And that is not necessarily what has been done in another country or what my organization normally does. That requires courage, bravery, risk-taking but also building alliances within your own organization as well for protection so you can push the boundaries and get things done.

—Patrick Barron, Director, Conflict and Development, Asia Foundation

The final emerging lesson from the learning event emphasized yet again the need for more appetite for risk, because a too risk-averse approach will not work in FCV situations.

One critical point made during the learning exchange is that staff incentives for engaging in FCV situations need to be reviewed and strengthened. At the moment, there are few incentives for staff to undertake riskier and generally smaller projects in FCV countries. This point goes with an observation noted in IEG's evaluation work, namely, that the perceived risks to outcomes of World Bank interventions in conflict-affected regions of middle-income countries seem to be exaggerated, whereas the development achievements in these regions are very important because they are also related to peace, postconflict rehabilitation, and strengthening of resilience

(World Bank 2016). Institutional and staff incentives to engage in conflict situations and to take risks seem to be lagging behind the spirit of its strategic approach, as expressed in various World Bank documents, including the 2011 World Development Report. These observations prompt the question of what it means to take riskier approaches when engaging in FCV situations and how these approaches can be appropriately incentivized.

Learning Implications

The emerging lessons described above outline very concrete themes that the development community needs to focus on when engaging in FCV situations. One critical goal achieved throughout this learning event was the facilitation of a true knowledge exchange across sectors and countries between multiple stakeholders who often work independently of each other on the same objectives. The learning event in Manila showed that there is a need to conduct a review of the technical definition of fragility, and that at the very least data has to be shared more effectively across multilateral stakeholders.

The underpinning IEG evaluation report served well as a frame for the learning event; however, critical additional lessons emerged when practitioners operating “in the trenches” were given an opening to explain in depth what daily challenges they are facing. Information and contacts were exchanged throughout the event, and several stakeholders are already following up their one-to-one interactions and addressing how lessons learned can be applied to other regions and sectors.

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Workshop Agenda

8:30 am Breakfast

9:00 am [Welcome Remarks and Opening Session](#)

- **Mara Warwick**, Country Director, Philippines, World Bank Group
- **Caroline Heider**, Director General, IEG, World Bank Group (video)
- **Stephen Groff**, Vice President, Asian Development Bank
- Chair: **Xianbin Yao**, Director General, Asian Development Bank

9:30 am [Session 1: Understanding Trends, Dynamics and Dimensions of Fragility, Conflict, and Violence Across Different Country Situations](#)

This session will explore the unique context of middle-income countries (MICs) and the challenges and opportunities for responding to FCV situations including the assistance provided by development partners. A multistakeholder panel (representing governments, development partners, academia/think tanks, and civil society) will reflect on insights from the main findings of the World Bank Group evaluation of its efforts on addressing the short- and long-term development challenges in fragile contexts in MICs.

Framing Presentations

- **Konstantin Atanesyan**, Senior Evaluation Officer, IEG, World Bank Group, “Main Findings of 2016 IEG Evaluation of World Bank Group Engagement in Situations of FCV in MICs”
- **Ozong Agborsangaya-Fiteu**; Senior Operations Officer, FCV, World Bank Group “New Thinking and Differentiated Approach to Fragility, Conflict, and Violence) Panel”
- **Jiraporn Ngamlertsuporn**, Operation Command Steering Committee for Southern Border Provinces Administration Center, Government of Thailand
- **Ousman Jah**, Program Coordinator, Pakistan Country Management Unit, World Bank Group
- **Edoardo Manfredini**, Programme Manager, Support to the Peace Process in Mindanao, European Commission
- **Patrick Barron**, Director, Conflict and Development, Asia Foundation
- **Ananya Basu**, Principal Economist, ADB
- Chair: **Amara Konneh**, Manager, FCV Nairobi Hub, World Bank Group

11:00 am Coffee Break

11:15 am [Session 2: Subnational Conflict and Violence with a Regional or Ethnic Identity Marker](#)

The session will discuss the factors that lead to success or failure in addressing subnational conflicts and organized violence linked to perceptions of injustice imposed by a state or by a dominant identity group, or associated with systemic failures of governance and erosion of state legitimacy. The discussions will address the following key questions: What steps can governments undertake to respond to such situations, what are some lessons from experience or examples of what has worked well or has not worked on the ground? In what ways can development partners add value, and what are some examples of strategic

partnerships including working with civil society? What role can community-driven development and private sector engagement play in these contexts?

- **Laisa Alamia**, Executive Secretary, Autonomous Region in Muslim Mindanao
- **Suprayoga Hadi**, Deputy Minister, Disadvantaged Regions, Indonesia
- **Ingo Wiederhofer**, Lead Social Development Specialist, Indonesia, CMU
- **Pam Tansanguanwong**, Senior Social Scientist, Thailand CMU, World Bank
- **John Perrine**, CEO, Unifruitti
- Chair: **Mara Warwick**, Country Director, Philippines

12:30 pm Lunch

2:00 pm **Session 3: Violence Related to Crime**

The session will explore the exponential growth in violence and criminal gangs (specifically links between lawlessness fed on unresolved social issues such as land ownership, income inequality) and a popular mistrust of the state to resolve them. This session will discuss the following issues: How do you start a conversation on the ground and build support from the government? What are some of the lessons and recommendation from the trenches of operationalization that can lead to success and impact? In what ways can we systematically and strategic leverage partnerships, and what are some examples where partnerships/coalitions have worked well?

- **Giorgio Valentini**, Country Manager for Honduras, World Bank Group
- **Francisco (Pancho) Lara**, Country Director, International Alert, Philippines
- **Patrick Safran**, Focal Point for FCV, ADB (retired)
- Chair: **Konstantin Atanesyan**, Senior Evaluation Officer, World Bank Group

3:15 pm Coffee Break

3:30 pm **Session 4: Addressing External Shocks Such as a Forced Displacement and Influx of IDPs and Refugees in the MICs (e.g., Colombia, Jordan, and Lebanon) usually happens at the expense of already stressed national systems and public finances.**

These countries argue that while providing a global public good by hosting the displaced population and the refugees, they are quickly reaching the limit of their capacity and absent more adequate international support, they may not be able to survive these shocks indefinitely. The panel will address the following questions: What are some of the lessons from both government and development partners experience and recommendation from the trenches that can lead to success and impact in addressing the forced displacement and refugee crisis? In what ways can the development partners add value?

- **George Polenakis**, Managing Director, Synthesis S. A., and Adviser to the Mayor of Athens, Greece
- **Meriem Ait Ali Slimane**, Private Sector Specialist, World Bank Group, Jordan CMU
- **Amara Konneh**, Manager, FCV Nairobi HUB, World Bank Group
- Chair: **Matt Stephens**, Senior Social Development Specialist, Philippines, World Bank

5:00 pm [Forward Look, Wrap up](#)

- **Mara Warwick**, Country Director for Philippines, WBG
- **Marvin Taylor-Dormond**, Director General, Evaluation, ADB
- Chair: **Amara Konneh**, Manager, FCV Nairobi Hub, World Bank Group

6:00 pm Reception and Cocktails



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