Leveraging the adequate analytical work and staffing (E).

Track progress over time. Situations require follow-up actions and mechanisms to support more ambitious efforts once peace is restored (F).

Community-driven development has often provided the form of establishing a presence and contextual learning (E).

Individuals during a crisis can be critical to protecting vulnerable households and (E).

Interventions have exhibited a disconnect between the intent of policies and their actual implementation (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 (B).

It is important to define monitorable outcome indicators to inform decision making both during and after the crisis (A).

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).

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 (D). 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.

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 (D).

A one-size fits-all approach needs to be avoided in FCS situations and to take risks (D).

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).

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

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 (D).

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 (D).

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

World Bank Group Support for Low-Income Fragile and Conflict-Affected States (D).

World Bank Group and the Global Food Crisis (E).


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

Recent World Bank Experience with RRAs & Operational Programming in FCV Countries (K).