

UNITED NATIONS–WORLD BANK FRAGILITY & CONFLICT PARTNERSHIP TRUST FUND

ANNUAL REPORT 2014



WORLD BANK GROUP
Fragility, Conflict & Violence



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UNITED NATIONS–WORLD BANK FRAGILITY AND CONFLICT PARTNERSHIP TRUST FUND

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I think we can build a multilateral system that the world has never seen before; one in which rather than competing on the ground, the multilateral institutions know that they have to cooperate... because the needs are so great, the disasters in the world have become so severe, the requirement for joint action is so high that every staff member in the World Bank and the UN has to understand what we expect of them and we're going to hold them to account – to work together.

—**Jim Yong Kim**

World Bank Group President

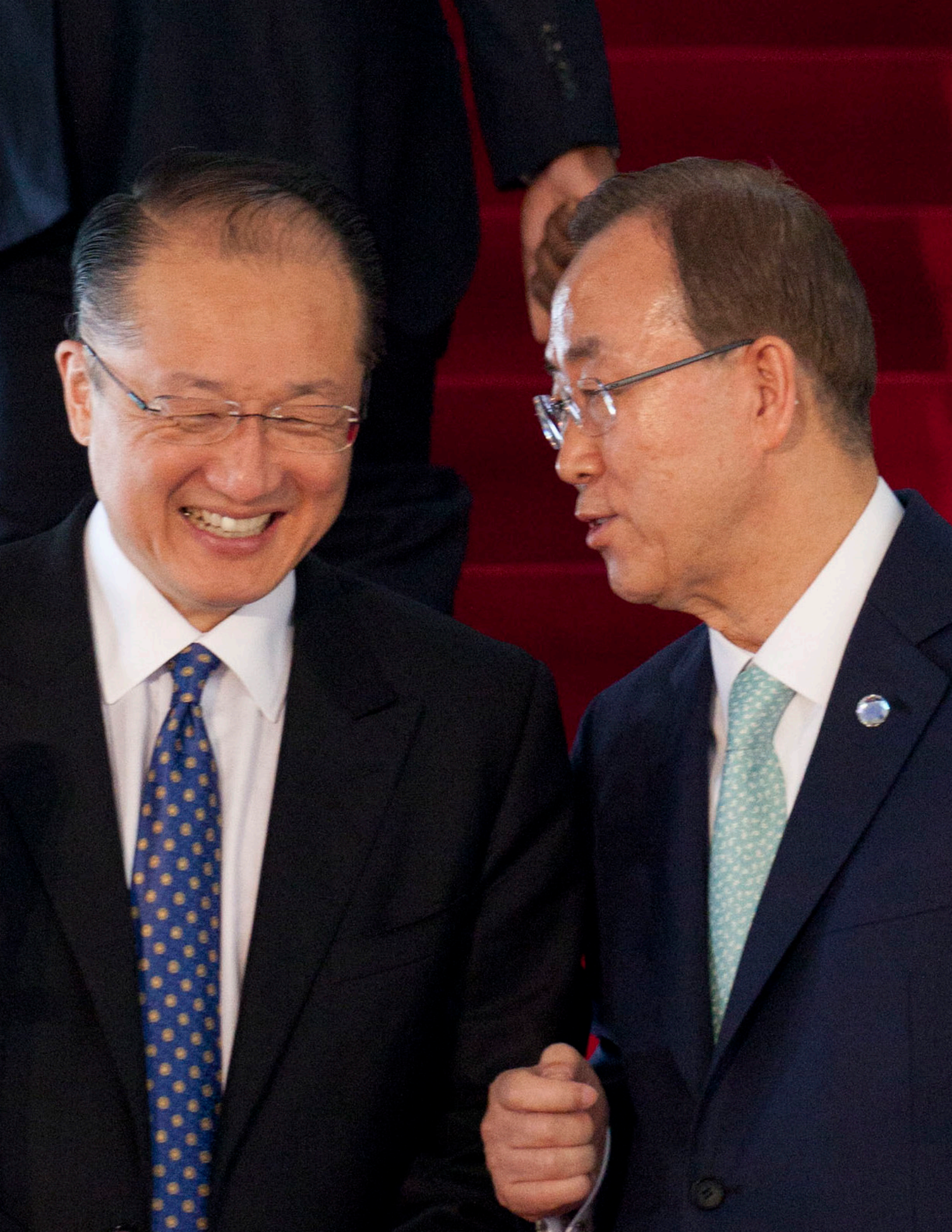
We need an approach that breaks down institutional barriers and joins up political, security, development and humanitarian efforts throughout the region. Now is the time for action.

—**Ban Ki-moon**

United Nations Secretary-General

ACRONYMS

CAR	Central African Republic
DOCO	Development Operations Coordination Office
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations
DRC	Democratic Republic of Congo
ESSRP	Emergency Services and Social Resilience Program
FCS	Fragile and Conflict-Affected Situations
FCV	Fragility, Conflict, and Violence
FCV Group	World Bank Fragility, Conflict, and Violence Group
FPA	Fiduciary Principles Accord
IDA	International Development Association
MDG	Millennium Development Goals
MDTF	Multi-Donor Trust Fund
PCNA	Post-Conflict Needs Assessment
PER	Public Expenditure Review
PSCF	Peace, Security, and Cooperation Framework
SRF	Strategic Results Framework
UN	United Nations
UNDG	United Nations Development Group
UNDP	United Nations Development Program
WDR	World Development Report



OVERVIEW

In its fourth year of operation, the United Nations–World Bank Fragility and Conflict Partnership Trust Fund has provided critical support to strategic and operational collaboration between the UN and the Bank in fragile and conflict-affected situations (FCS). The Trust Fund helps fulfill a commitment by United Nations Secretary-General and World Bank Group President to break down institutional barriers and join political, security, development, and humanitarian efforts in countries affected by fragility, conflict, and violence (FCV), using its limited assets to catalyze broader partnership opportunities and strengthen the impact of joint engagement in FCS.

The 2013 Trust Fund Review highlighted the progress the Trust Fund has made and set out key priorities for the future. In fiscal year 2014 (FY14) the Trust Fund made significant progress in facilitating collaboration at all levels—headquarters, regional, and country and has helped to address key thematic issues identified in the 2011 World Development Report (WDR). This report describes the achievements between July 2013 and July 2014 and outlines directions for the work of the Trust Fund over the next three years, 2014–2017.

Over the past year, grant making has surged, with the development of new and potentially transformative partnership initiatives in eastern Democratic Republic of Congo (DRC), Jordan, Mali, Papua New Guinea, South Sudan, and Yemen. This includes kick-starting activities to follow-up visits to the Great Lakes and Sahel regions by the Secretary-General and Bank Group President. Thematic collaboration also expanded through new joint work on re-establishing core government functions in the immediate aftermath of conflict and the launch of

a joint review of the Post-Conflict Needs Assessment (PCNA). The growing demand for grants is also evident in the robust pipeline of proposals, which includes a mix of larger strategic initiatives, joint analytical work, and piloting of innovative approaches at country or regional level, and development of knowledge products to further embed the principles and practices of the partnership within the institutions. The extension and replenishment of the Trust Fund over the past year has ensured its continued contribution to delivering on the UN and World Bank partnership commitments.

A key outcome this year was the development of the joint UN/World Bank Partnership Strategic Results Framework (SRF) to guide the partnership and the work of the Trust Fund in FCS. The aim of this framework is to embed in the partner institutions the vision for more effective joint activities and better results in FCS. Accordingly, the SRF establishes three strategic objectives together with activities intended to strengthen strategic and operational collaboration.

The framework is supported by a shared work plan that is now being implemented across both institutions.

Emerging evidence suggests that small and targeted support helps UN and World Bank teams work together on critical operational and thematic challenges that ... increase development impact in FCS.

While implementation of SRF has only recently begun, this report highlights some of the innovative work the Trust Fund has supported to take forward these objectives. Emerging evidence suggests that small and targeted support helps UN and World Bank teams work together on critical operational and thematic challenges that enhance the complementary roles of the two institutions and increase development impact in FCS. The Trust Fund is supporting efforts to strengthen upstream collaboration on a number of regional and country assessments and strategies. There has also been important progress on joint work on justice. In Somalia, for example, the UN and World Bank have cooperated on a joint Rule of Law Action Plan and Security Sector Public Expenditure Review. Operational collaboration also is being strengthened through the development of Resource Notes for staff on Working Together in FCS.

The 2013 Partnership Review, published this year, found that the principles and priorities of the 2008 UN–World Bank Framework Agreement for Crisis and Post-Crisis Situations remain valid, but that further efforts could be made to more widely disseminate and institutionalize its messages. A recent survey of UN and World Bank

staff in FCS also highlighted the importance of ensuring that systems and incentives are put in place to further institutionalize and sustain the UN–World Bank partnership in the future. The survey also illustrated how important top-level leadership and signaling is to collaboration and cooperation between the UN and the World Bank. Over the 2014–2017 period, the Trust Fund will continue to explore ways of supporting and incentivizing teams to work together on the challenges in FCS and to learn from, and share, these experiences and results.

The strategic value of the UN–World Bank Trust Fund as a catalyst to raise awareness of the partnership and promote a culture of collaboration is widely recognized. In many of the collaborative projects it has supported, the Trust Fund has shown what is possible. This work can and should be scaled up by leveraging other resources from within the institutions. A priority now is to further the impact of the Trust Fund and the broader partnership through continuing efforts to raise the profile of UN–World Bank collaboration across both institutions. The Trust Fund is well positioned to deliver on that priority with continued leadership, support, and advocacy.

1. STATE OF THE UN-WORLD BANK PARTNERSHIP

THE PRINCIPLES OF PARTNERSHIP

The UN–World Bank Partnership Framework for Crisis and Post-Crisis Situations, jointly signed by the two parties in 2008, establishes principles for engagement between the UN and the Bank in crisis contexts¹ and priorities for deeper cooperation between the two institutions. This includes arrangements for communications; assessment, planning, and operational frameworks; financing policies and procedures; and a culture of collaboration.

The UN–World Bank Fragility and Conflict Partnership Trust Fund was established in 2010 to support implementation of the 2008 Agreement and activities to strengthen strategic and operational collaboration between the UN and the Bank.² The Trust Fund has three objectives:

- Support joint initiatives or approaches in FCS.
- Strengthen capacity in both institutions to work effectively in partnership.
- Collect good cooperation practices and support knowledge sharing.

In 2013, the Trust Fund supported a comprehensive review of the partnership of the UN and World Bank in FCS to assess progress, understand the extent and nature

of cooperation, and identify outstanding constraints. This was followed by a review of the work of the Trust Fund.

THE 2013 PARTNERSHIP REVIEW

The Partnership Review is a frank account of the state of the UN–World Bank partnership in FCS. It finds that while collaboration between the two institutions increased between 2008 and 2013, it was not always sufficiently systematic or comprehensive, particularly at senior levels, and institutional incentives for collaboration remained weak. The review concludes that more needs to be done to improve mutual understanding of the challenges and opportunities the two institutions face in working together. In addition, the principles, agreements, and tools set out in the Framework need to be operationalized, including through improved fiduciary compatibility, to maximize development impact in FCS.³

The UN–World Bank

In 2013, the Trust Fund supported a comprehensive review of the partnership of the UN and World Bank in FCS to assess progress, understand the extent and nature of cooperation, and identify outstanding constraints.

1. Roles and mandates differ, but efforts are interdependent and must be mutually reinforcing; integrated efforts are important in working with national partners; flexibility is needed to respond to different country needs taking account of context, national priorities, appropriate division of labor, and role of others; recognized humanitarian principles of neutrality, impartiality, and independence will be respected.

2. See Earlier Annual Progress Reports for details on the work of the Trust Fund between 2010 and 2013.

3. Review of the United Nations–World Bank Partnership in Fragile and Conflict Affected Countries – July 2013

partnership became the focus of renewed interest and attention in 2012 when UN Secretary-General Ban Ki-Moon and World Bank Group President Jim Yong Kim reaffirmed their commitment to work more effectively together to accelerate achievement of the Millennium Development Goals (MDGs) and work closely with member states on the post-2015 agenda. In May 2013, the two leaders made a historic joint visit to the Great Lakes region of Africa, highlighting the importance of integrating security and development. This was followed by a visit to the Sahel in November 2013, during which they reiterated their vision to further strengthen the collective effectiveness of the two institutions in FCS. This renewed commitment to the partnership, and the energy it generated, permeated the institutions and provided the backdrop for the 2013 Review of the UN-World Bank Partnership Trust Fund.

THE 2013 TRUST FUND REVIEW

The Trust Fund Review provided an opportunity for UN and World Bank teams to assess the results and

Early and pilot efforts to develop greater understanding and knowledge of the two institutions... could be scaled up through the accelerated development of tools and training.

challenges of the early work of the Trust Fund (2010-2013) and the partnership and draw up options for the Trust Fund's business model. It also helped identify opportunities to scale up and institutionalize partnership priorities behind the vision of the UN Secretary-General and World Bank Group President.

The review finds that the main value of the early work of the Trust Fund has been to facilitate dialogue between UN and World Bank teams, provide support to joint work in a number of countries and on important thematic issues, and begin to understand

what is possible when the two institutions work more

effectively together. Early and pilot efforts to develop greater understanding and knowledge of the two institutions, the review finds, could be scaled up through the accelerated development of tools and training. The report highlights several examples of successful collaboration through small grants (averaging about \$100,000), including on a Public Expenditure Review (PER) of the security sector in Liberia and within the framework of the Joint Social and Economic Assessment in Yemen. The review recommends improving the balance between the amount of resources devoted to staffing costs at headquarters, country-level activities, technical support, and the institutionalization of the partnership across the UN and Bank through strengthened communications and training. The review also recommends increasing the size of the grants available to country teams to encourage opportunities with greater partnership impact.

The review finds that engagement between UN and World Bank country teams and national authorities could be more systematic in determining how best to work together in support of country priorities, including in line with the principles of aid effectiveness espoused in the g7+ New Deal for Engagement in Fragile States. It also suggests that an important role for the Trust Fund could be to provide support for activities that facilitate more country-specific dialogue and promote early collaboration. Recommendations included more regular engagement at senior levels to identify priorities for Trust Fund support and streamlining the Trust Fund governance arrangements.

THE STRATEGIC RESULTS FRAMEWORK

An important outcome of both reviews was the development of a joint Strategic Results Framework. The SRF will be updated regularly and outlines objectives and activities aimed at further strengthening strategic and operational collaboration in FCS.

The development of the SRF facilitated a rich dialogue between UN and World Bank colleagues on the best ways to address remaining constraints to cooperation.

The outcome was agreement that attention should be focused on more targeted leadership and support for country-level collaboration and further joint work on critical thematic issues, such as security, justice, and jobs, where the complementarities of the two institutions could be maximized. Information on the SRF and Trust Fund resources available to support implementation has been shared with country teams and discussions have been initiated to identify opportunities for enhanced collaboration.

The commitment to strengthen the UN–World Bank partnership reflected in the SRF was subsequently incorporated into the IDA17 policy framework. The SRF and IDA17 commitments provide a foundation for the work of UN and World Bank teams and for the strategic direction of the Trust Fund. They also establish a comprehensive framework against which progress can be monitored. A shared, mutually agreed work plan has been developed and the partnership governance arrangements have been refined to strengthen both the high-level strategic leadership (at the level of Assistant Secretary-General in the UN and Senior Director in the World Bank) and technical and administrative support for both the partnership and the work of the Trust Fund.

Since the reviews were completed, the UN–World Bank Partnership Secretariat has worked closely with both institutions to communicate the vision and objectives of the SRF and the resources available from the Trust Fund to support its implementation. This has generated significant new interest and demand for technical and financial support from the Trust Fund. At the same time, reforms both in the World Bank Group and across the UN family have emphasized the importance of

partnership in helping to strengthen the multilateral response to the challenges of FCV. Both institutions are now beginning to incorporate this in their strategic plans. This report describes some of the highlights of the work of the Trust Fund to date, considers the challenges, and sets out possible future directions.

FINANCIAL OVERVIEW

Since 2010, the Trust Fund has received a total of \$11.1 million—\$9.8 million for the World Bank–executed multi-donor trust fund (MDTF) and \$1.3 million for the UN account. Switzerland and Norway made new commitments in FY14. The Bank-executed MDTF is administered by the Fragility, Conflict and Violence Group (FCV Group), and the UN account, set up in 2012 to enable UN execution of some partnership activities, is administered by the Development Operations Coordination Office (DOCO). A joint Steering Committee oversees the Trust Fund.

Grant making surged in FY14, rising from \$600,000 in FY13 Committee approvals to \$1.9 million as a result of the higher profile of UN–World Bank collaboration in FCS and increasing awareness of the Trust Fund across both institutions. As of August 15, 2014, the Bank-executed MDTF had legally committed \$5.2 million, with another \$1.5 million in expected commitments.⁴ This leaves an uncommitted balance of about \$3 million. The available balance in the UN account is \$252,959. However, with a robust and fast-developing pipeline of proposals under preparation,⁵ this remaining balance will likely be nearly fully committed by early 2015. In August 2014 alone, the Trust Fund committed \$1.2 million.

4. Pending legal commitments of grants approved in August 2014, program management costs, and communication and outreach.

5. Proposals currently under preparation have a total estimated value of \$1.4 million (as of August 31, 2014), including funding for the UN headquarters Partnership Advisor.

2. SUPPORTING THE STRATEGIC RESULTS FRAMEWORK—TRUST FUND ACTIVITIES

IMPLEMENTING THE STRATEGIC RESULTS FRAMEWORK

The expected outcomes of implementing the SRF are improved regional and country-specific collaboration

In October 2013, the UN and World Bank agreed to prioritize the delivery of tangible country-level results in critical programmatic areas to catalyze transformative in-country engagement on a larger scale

at strategic and operational levels; strengthened institutional cooperation and communications on policy and thematic issues; and increased operational policies, frameworks, and tools to facilitate cooperation and cross-financing.

The SRF is supported by a shared work plan (SRF provided in Annex 1), which sets out priorities for implementation in 2014-2015. At a high-level meeting in October 2013, the UN and World Bank agreed to prioritize the delivery of tangible country-level results in critical programmatic areas to catalyze transformative in-country engagement on a larger scale.

The Trust Fund provides small but catalytic grants (averaging \$100,000-\$200,000, with grants up to \$500,000 now being considered on an exceptional basis) to teams across both institutions to act on the priorities identified in the SRF. Over the past year, efforts have been made

to report against the new SRF and further embed the principles of collaboration across UN and World Bank teams.

While it is still early, the commitment to the objectives of SRF and the increased resources available through the Trust Fund are beginning to yield results on each of the three outcomes.

OUTCOME 1: Improved Regional and Country-Specific Collaboration at Strategic and Operational Levels

Requests for larger, longer-term projects have been increasing from regional and country staff who need support to strengthen collaboration on national and regional post-conflict and peace-building priorities. An overview of approved products is provided in Annex 2.

Providing Support to Regional Priorities

The Trust Fund has been used to support national and regional priorities and to follow up on the commitments made during the **high-level missions of the UN Secretary-General and World Bank Group President to the Great Lakes and Sahel regions of Africa.**

In May 2013, UN Secretary-General Ban Ki-Moon and World Bank Group President Jim Kim traveled together to the Great Lakes region on their first joint trip to promote their commitment to work together to accelerate development and consolidate peace. For almost three decades, peace and stability in the region

has been held hostage to complex dynamics that led to violent wars between and within countries, displaced millions of people, and stunted economic development and growth. With the signing of the landmark Peace, Security, and Cooperation Framework (PSCF) for the DRC and the region in February 2013, the governments of the region affirmed their commitment to work together, with the support of the international community, to address common security and economic challenges.

Over the past year, the Trust Fund has worked with teams in the region to support follow-up to the visit. It has committed funding for two projects to provide the capacity to ensure that priority programs contribute to achieving the Framework's objectives of peace and stability by addressing key social and economic drivers of conflict and fragility.

A \$90,000 project in the **DRC** financed a World Bank–seconded Program Specialist within MONUSCO's Stabilization Support Unit in Goma.⁶ The Specialist has assisted with the design and alignment of World Bank lending operations within the framework of the International Security and Stabilization Support Strategy. This strategy brings together all international partners in support of the government's stabilization plan and provides a framework for coordinating international assistance to consolidate peace, restore state authority, and promote socioeconomic recovery and development. In this context, the World Bank has taken the first steps toward contributing to regional stability by developing a series of programs in support of the PSCF. Those programs focus on early recovery in post-conflict zones in the eastern DRC, the fight against sexual violence, strengthening agricultural growth, cross-border trade, and social cohesion in border communities. Undertaken in collaboration with the stabilization and peace consolidation efforts of the UN and international partners, these programs intend to address the socioeconomic causes of conflict and accelerate recovery and growth in this war-torn region.

The Trust Fund also approved a \$325,000 grant for

the secondment of a World Bank senior economist to the Office of the UN Special Envoy to the Great Lakes region. When alternative staffing arrangements were later made, this targeted support was not needed, but the earmarked resources are likely to be used for other partnership priorities under the Great Lakes initiative, subject to Steering Committee approval.

Supporting Earlier Engagement

The Trust Fund is fostering efforts to strengthen early collaboration on regional and country assessments and strategies. In **Mali**, a joint project supported by \$185,400 from the Trust Fund is assessing the socioeconomic impact of MINUSMA's⁷ deployment, with a view to maximizing the benefits of the Peacekeeping Mission to the local economy and to decrease any negative consequences of the large-scale military build-up in the northern regions of the country. The study will use statistical and data analysis, qualitative research, and a perception survey in areas where MINUSMA will deploy. The study is expected to make a positive contribution to donor engagement in Mali by further strengthening the collaboration between the UN and the World Bank as two of the four key donors.

By building joint understanding of the situation in the north and the operating rules and regulations of the two organizations, the study will support increased collaboration as development aid is moved to the north in support of stabilization and post-crisis reconstruction.

Strengthening Dialogue

The Trust Fund provided a grant of \$114,000 to reinvigorate partnership efforts in support of peace-

In Mali, a joint project supported by the Trust Fund is assessing the socioeconomic impact of MINUSMA's deployment

6. MONUSCO is the United Nations Organization Stabilization Mission in the Democratic Republic of Congo.

7. MINUSMA is the United Nations Multidimensional Integrated Stabilization Mission in Mali.

CROSS-BORDER CONFLICT PREVENTION AND CAPACITY BUILDING IN JORDAN



The conflict in Syria has pushed millions of refugees into neighboring countries over the past three years. Up to 70 percent of these refugees are not in camps but in urban centers where they share space, resources, and services with host communities. In northern Jordan, refugees nearly doubled the population of some towns, undermining the ability of public institutions, communities, and households to cope with the influx.

In response to a request from the Government of Jordan, the Trust Fund provided a grant of \$150,000 to address the impact of the Syrian refugees on host communities. The grant enabled the United Nations Development Program (UNDP) to launch capacity-building initiatives under the Emergency Services and Social Resilience Program (ESSRP). The project complements support from the State and Peace-Building Fund (\$10 million) and from other bilateral donors. It tapped UNDP's expertise and presence on the ground to enhance community engagement with municipalities around service delivery and effectively leveraging UN and World Bank comparative advantages to strengthen local institutional capacity. In addition to helping host communities deal with the influx of Syrian refugees, it will also assist municipalities in engaging with communities in the development of employment generation plans. This is expected to help ease rising social tensions between Jordanian and Syrian communities and to help enhance the resilience of both communities.

The ESSRP, which began in early 2014, is already providing nine municipalities with much-needed support on solid waste management, wastewater management, construction of community centers, rehabilitating roads, and street lighting. The Trust Fund grant has enabled staff from participating municipalities to take training on community mapping and outreach. Following the training, all the municipalities prepared outreach plans and implemented outreach campaigns that involved community groups—including children, youth, and women—in projects aimed at improving the cleanliness of their municipalities. Municipal staff were also trained on monitoring and evaluation tools and guidelines are being finalized to facilitate future outreach initiatives by municipal staff.

The engagement supported by the Trust Fund focused on institutionalizing capacity at the local level to enhance interaction between municipalities and their communities, which is critical to the success of the ESSRP. Furthermore, activities supported contribute to and support government and donor community efforts to develop new approaches to addressing displacement beyond humanitarian response, by considering and addressing longer-term development impacts on host communities.

While the small project was just recently completed, the UN and World Bank have already seen positive impact on their partnership, including strengthened coordination of donor-supported engagement at the local government level. As a result, the government has asked UNDP and the World Bank to be lead agencies for the Working Group on Municipal Development, a structure established as part of the government's National Resilience Plan.

building and aid effectiveness in **South Sudan**. It covers the cost of a Partnership Advisor in Juba, who began work in spring 2014 to lead development of an action plan for closer joint UN–World Bank cooperation in support of national efforts toward peace-building and longer-term development, as well as the future implementation of a New Deal Compact.

The latest outbreaks of widespread violence in South Sudan in late 2013 and early 2014 highlighted the fragility of peace, the danger of relapse, and the need for improved and concerted international support. It also refocused the UN and World Bank on collective action to support national efforts toward peace-building. The Advisor has been working with the two institutions and other partners to map where donors are engaged in food security, basic services, and core functions and to assess current programs relative to need. Among other things, this information will be used to inform future program planning and design. The Advisor has produced a draft analysis of the causes of the recent crisis; the role of the international community and how it could have better supported national peace-building efforts; and the risks, opportunities, impacts, and lessons learned for the UN–World Bank partnership in South Sudan. This analysis will inform the joint action plan to be discussed with relevant counterparts. Lastly, conversations are underway to identify possible specific areas of collaboration in response to need, including in public financial management, food security and agricultural development, employment general and livelihood, and health services.

To help consolidate peace and stability, and pave the way for longer-term development during a critical political transition in **Yemen**, the Trust Fund recently approved a \$510,000 grant to provide essential guidance to national and international partners, leverage the comparative advantage of each partner, and help to develop the framework and resources required for a joint UN–World Bank approach to support implementation of the outcomes of the National Dialogue Conference. The grant includes secondment of a Senior Governance Specialist from the World Bank

to the Office of the Special Advisor to the Secretary-General. The Specialist will be based in Sana'a and work closely with the UN Country Team and Bank team in Yemen. This secondment is a clear commitment toward an innovative, field-based partnership approach in support of Yemen's political transition process. The project, which began in June 2014, builds on earlier work of the Trust Fund in Yemen and will include technical advice on economic and governance issues (aligned with the emerging new governance structure of the country) and the coordination of activities and programs that both institutions are developing in support of the transition process and to help prevent a relapse into conflict or reversal of recent political and development gains.

To improve the UN–World Bank collective response on post-conflict needs assessments (PCNAs), the Fund recently approved a grant of \$99,500 to support a global **PCNA review**. The purpose of the review is to improve the flexibility and adaptability of the process with regard to evolving post-crisis tools and responses, and reinforce institutional support to the process. The review will identify lessons learned from PCNA exercises in Yemen, Libya, and currently in Myanmar, among others, and make recommendations for refining the PCNA methodology. It will also suggest revisions in the methodological framework of the PCNA based on these recommendations and on guidance from the UN/World Bank/European Union PCNA Advisory Group to improve the collective resources and response to PCNAs.

Additional projects in support of SRF Outcome 1, can be found in Annex 2.

To improve
the UN-World
Bank collective
response on post-
conflict needs
assessments
PCNAs, the Fund
recently approved
a grant to support
a global PCNA
Review

OUTCOME 2: Strengthened Institutional Cooperation and Communication on Policy and Thematic Issues

The Trust Fund has supported a number of analytical and thematic collaborations that aim to advance the recommendations of the World Development Report 2011: Conflict, Security and Development and priorities of the New Deal for Engagement in Fragile States.

A key theme of the WDR and the New Deal is the importance of justice institutions in peace-building and economic and social development. To address this the Trust Fund approved a \$200,000 project to **strengthen context-specific and problem-driven approaches to justice in FCS** and facilitate greater cooperation between the UN and Bank on the issue. The aim of the project is to develop a framework for analyzing the political economy of justice service delivery and support the development of practice notes and workshops that summarize the evidence base, guide analytical and operational engagements, and inform the design of best-fit policies and programs for the delivery of justice services in FCS.

Early evidence from Somalia shows that this engagement has already strengthened collaboration between the UN and the World Bank on the design of a Rule of Law Action Plan and on a Security Sector Public Expenditure Review (PER). This engagement has informed multi-donor programming on justice and security in Somalia, and ensured that the Somalia PER considered the wide range of justice challenges, formal and informal institutions, and the political economy context. The project will support further collaboration on justice sector analysis and program design in select countries. It has already provided the foundation for practical cooperation at headquarters and in the field and helped to establish regular communication between the personnel in the Bank's Justice Reform Unit and the UN Global Focal Point on the Rule of Law. This communication has helped to foster greater understanding of the priorities, approaches, comparative advantages, and organizational structures of both institutions.

State-building, particularly building or rebuilding core government functions, is a critical priority for stabilization and reconstruction efforts and thus for sustainable political transitions in FCS. In late 2013, the Trust Fund provided an initial allocation of \$101,500 (out of a proposal for \$301,500) to develop and pilot a joint **UN–World Bank diagnostic framework for (re) establishing core government functions** in post-conflict situations, including policy planning, public financial management, civil service management, local governance, and aid management. The joint diagnostic framework was finalized during Phase I of the project in late June 2014, and joint efforts on core functions are already underway in several countries, with additional support from UNDP's Crisis Prevention and Recovery Thematic Trust Fund. Consultations during Phase I have already informed headquarters support to country-specific collaboration, for example in the Central African Republic (CAR), where the UN and World Bank have collaborated on the payment of salaries for public sector employees following the December 2013 crisis.

The project team plans to roll out the diagnostic tool in Phase II through outreach and dissemination activities at headquarters and in the field. They plan to pilot the diagnostic tool in CAR, and Yemen or Somalia, beginning in the third quarter of 2014, using their remaining allocation from the Trust Fund. The tools will be further refined based on the findings in the pilot countries; this will be followed by a communications and outreach strategy to align future UN–World Bank programming efforts in support of state-building in FCS. To support the sustainability of the project, the project team has also begun to explore the formation of a joint UN–World Bank coordination mechanism on core government functions, pending the results of the pilot projects.

Violence and insecurity are closely linked and are a priority challenge in Central America. To better strengthen the capacity of governments to respond, the Trust Fund provided \$150,000 to support a unique joint project to improve UN–World Bank collaboration on citizen security programs and develop a toolkit supporting better indicators to **improve criminal justice efforts and**

CONFLICT PREVENTION IN RESOURCE-RICH COUNTRIES

In the past 25 years, oil, gas, mining, and other extractive resources have been catalysts for more than a dozen violent intra-state conflicts. To help reduce the potential for such violent conflict, the Trust Fund provided a grant of \$94,500 to the project Extractive Industries Value Chain and the Potential for Conflict Prevention in Resource-Rich Countries. The project was conducted jointly by the UN Interagency Framework Team for Preventive Action and the World Bank Sustainable Energy Department, Oil, Gas, and Mining Unit and sought to identify innovative and conflict-sensitive approaches.

The report prepared by the project identified entry points along the extractive industries value chain that future joint planning and projects could use to contribute to poverty reduction and sustainable development while mitigating and minimizing potential conflict risks. The analysis was supported by case studies of Chile, DRC, Peru, and Zambia that examined how well those countries implemented links of the value chain, and how that implementation may have contributed to mitigating or exacerbating violent conflict. The case studies also examined the potential opportunities for conflict prevention (both pre- and post-conflict) along the value chain. This helped to establish whether effective implementation of each link of the value chain could act as a deterrent of violent conflict and therefore identify policy priorities for governments in resource-rich countries.

The findings show that when applied effectively, the extractive industries value chain can be an important conflict prevention framework. At a minimum it can help mitigate the risk of violent conflict. Furthermore, the case studies show that effective revenue management and sustainable development policies are critical to keeping or securing peace and development.

The report will contribute to policy discussions, as well as to building the capacity of UN and World Bank staff in headquarters and field offices and the capacity of national and international partners. In the longer term, the project will increase collaboration between the UN and World Bank in formulating extractive industries programs and projects, as well as on the EU-UN Partnership on Land, Natural Resources, and Conflict Prevention, where the new conflict-sensitive extractive industries framework can be used to help governments to offset and proactively respond to foreseeable risks. The team plans to distill the report's recommendations into training material for stakeholders in government, civil society, international organizations, and the private sector, to help resource-rich countries prevent conflict and harness the potential of their natural resources for the benefit of all.



address institutional weaknesses in Central America.

The collaboration has already led to the implementation of joint projects in El Salvador and Honduras, and projects are planned in Guatemala. The resulting toolkit was jointly presented at an international conference on crime and justice statistics in Mexico in June 2014, and will be officially launched by the UN and World Bank with other national and international partners in Panama in October.

The Trust Fund also sponsored an expert meeting for \$55,000 on developing **an accountability framework for conflict, violence, governance, and disaster**, organized by UNDP, UNICEF, United Nations Peacebuilding Office (PBSO), the World Bank, and the Institute for Economics and Peace, that reinforced that these issues were intrinsically linked to development and they should and could be measured. The meeting proposed a comprehensive list of targets and indicators that allow for geographic and demographic disaggregation centered on conflict, violence, governance, peace-building, and disaster risk reduction. These were then fed into the work of the General Assembly on Sustainable Development Goals and the General Assembly's high-level Special Event on the MDGs in September 2013, bolstering the inclusion of FCS priorities in the post-2015 agenda, and they have been used to support member states in their deliberations.

This year the **Civilian Capacities initiative**, a UN system-wide effort to deliver stronger support to institution-building in countries emerging from conflict or crisis, completed its mission and its responsibilities have now been mainstreamed throughout other departments. The Trust Fund supported the secondment of a senior World Bank specialist to the post of Assistant Secretary-General, Civilian Capacities for \$1,285,000. The unit contributed to several important UN-World Bank initiatives over the past year. These included the conceptual development and subsequent establishment of the UN Global Focal Point for police, justice, and corrections; development of a Menu of Options for UN-World Bank collaboration in FCS; and provision of practical assistance to countries in transition, including through South-South exchanges and the deployment of institution-building expertise from member states. The last Secretary-General's

report on Civilian Capacity in the Aftermath of Conflict (A/68/696- S/2014/5) was issued in January 2014. It highlights the results achieved since 2012 and presents lessons learned and key areas of focus beyond June 2014, which include: improve support to institution-building grounded in national ownership; broaden and deepen the pool of civilian expertise for peace-building; and enhance regional, South-South and triangular cooperation and partnerships with international financial institutions.

Additional projects in support of SRF Outcome 2, can be found in Annex 2.

OUTCOME 3: Strengthened Operational Policies, Frameworks, and Tools to Facilitate Cooperation and Cross-Financing

Increased country and thematic support over the past year has been made possible by strengthening the technical resources, tools, and training available to UN and World Bank teams. The Trust Fund supported the work of two **Partnership Advisors**, a Bank staff member seconded to the UN until December 2013 and a former UN staff member contracted by the Bank since November 2013. The Partnership Advisors played a key role in Trust Fund outreach and guidance, assessing and facilitating grant consideration, and working closely with teams in both institutions to expand the culture of collaboration. As part of the partnership team, they have finalized the UN-World Bank Partnership Review and Strategic Results Framework and developed the shared work plan for 2014-2015 to implement the SRF. The UN will be recruiting a new Partnership Advisor, also to be supported by the Trust Fund, in the coming months.

The Partnership Advisors also led the development of Resource Notes on Working Together in FCS (one for World Bank staff on working with the UN and one for UN staff on working with the Bank). The notes provide an overview of how to work with together, and introduce methodologies and tools that support collaboration. The note for Bank staff has benefited from interagency consultations and is expected to go through final consultations this fall. The notes draw on existing

guidance, policies, and tools, and compile resources that can be consulted directly in particular cases.

THE RESOURCE NOTES ON WORKING TOGETHER IN FCS WILL INCLUDE:

- I. Background: The UN-World Bank Partnership in Fragile and Conflict-Affected Situations
 - II. Overview of the UN or World Bank (mandate, governance, policies, and budget)
 - III. Communication and Coordination: Building a Strong Working Relationship
 - IV. Collaborating on National and Institutional Planning and Analysis
 - V. Working Together in Support of Government Projects and Programs: structuring financing and implementation arrangements
-

While the notes are being finalized, the partnership team has been contributing its recommendations into outreach opportunities through specific training events and workshops, including the World Bank Core Courses on FCV and the UN Peace and Development Advisor orientation. The content is contributing to the World Bank's new online knowledge platform, which was launched July 1, 2014, with the new FCV Group.

Facilitating Cross-Financing

The Fiduciary Principles Accord (FPA) for Crisis and Emergency Situations was agreed in 2008 to facilitate cross-financing involving trust funds. A recently completed joint **UN-World Bank Review of FPA** use, developed with support of the Partnership Advisors, concluded that the accord had been used less than expected, but that it had been useful. Recommendations included strengthening advisory and troubleshooting support on both sides and that the World Bank consider expanding FPA applicability. Technical meetings are being organized to take forward the recommendations.

Strengthening Monitoring and Evaluation

Over the past year, the Partnership Secretariat has further **strengthened monitoring, evaluation, reporting, and accountability** on Trust Fund grants as well as on the broader partnership framework. The SRF Work Plan, endorsed by the Steering Committee in May 2014, includes a number of key indicators against which progress toward shared objectives and priorities will be tracked. This will help to mainstream partnership principles and progress across the UN and the World Bank.

The IDA17 implementation matrix explicitly refers to the World Bank's commitment to implement the SRF. The new FCV Group will support implementation and monitoring of the IDA17 targets for FCV together with Bank teams. In the UN, there is equally strong commitment to the partnership. The Quadrennial Comprehensive Policy Review, in which the 193 members of the UN set out the mandate for the organization's operational development activities, encourages the UN to strengthen its partnership with the World Bank in crisis and post-crisis countries. The UN Development Group Strategic Priorities for 2013-16 includes among its strategic approaches, strengthening the partnership with the World Bank, and the UN Working Group on Transitions has re-emphasized the World Bank as a critical partner in its newly updated terms of reference. The 2014-2015 Department of Political Affairs strategic plan also emphasizes the deepening partnership inside and outside the UN system as a priority and singles out for attention the development of strong institutional and operational relations with the World Bank. Meanwhile, the Department of Peacekeeping Operations and UNDP have been coordinating closely with the World Bank on assessment missions to the CAR and are considering options to replicate the joint socioeconomic analysis being supported by the Trust Fund in Mali.

While the Partnership Review showed how the partnership has evolved and where obstacles remain, the recently fielded global survey of perceptions of UN-World Bank collaboration in FCS, will help to develop a solid baseline that can be used to measure progress against the SRF. It will also further focus knowledge products that are in development, as well as future Trust Fund-supported initiatives.

PARTNERSHIP SURVEYS



In the spring and summer of 2014, the UN and World Bank collaborated on a series of surveys to gather information about the perception of the UN–World Bank partnership in FCS. The surveys collected baseline information in support of implementation of the SRF and focused on areas where collective action is needed to further deepen collaboration. The research included an in-depth, confidential qualitative survey with 32 high-level UN, World Bank, and donor community representatives in the field, as well as a quantitative survey of opinion leaders and technical experts (multilateral and bilateral partners, government representatives in FCS, and civil society organizations) in the field, capitols, and at headquarters. The final report will be available in October 2014.

Preliminary analysis of the findings underscores the compelling reasons for collaboration and highlights areas for continued focus:

- High-level signaling from the UN Secretary-General and the World Bank President is very important and has stimulated a more positive attitude to partnership among UN and World Bank staff. This will require follow-up support and action.
- The comparative advantages of the UN and World Bank are increasingly understood and respected. World Bank respondents appreciated UN expertise in security, humanitarian aid, peacekeeping, and high-conflict areas, as well as the UN breadth and political insights.

UN respondents recognized the Bank's financial strength and influence with governments.

- Donors recognize the highly complex landscape of relationships but have limited awareness of the progress with collaboration and continue to perceive some resistance from both organizations to collaboration.
- Partnership challenges remain. World Bank respondents reported inconsistencies among different UN agencies and challenges created by the inherently competitive relationship between the two organizations. UN respondents reported that the Bank had limited country presence, was less responsive and transparent, and often was not interested in partnering with the UN.
- Some progress has been made in upstream planning, for example, on political economy analysis as well as improved collaboration at the sector level, but strategic priority setting and joint programming has been difficult to achieve.
- Both the UN and World Bank would benefit from greater knowledge sharing and the establishment of positive incentives for partnership.

The findings will be shared widely within the UN and the World Bank with the aim of drawing up an action plan to address remaining constraints with the support of the Trust Fund. The survey provides an important baseline against which progress can continue to be measured. To help assess that progress, the surveys will be repeated annually.

3 ■ ISSUES AND CHALLENGES

MAINSTREAMING AND INSTITUTIONALIZING UN-WORLD BANK PARTNERSHIP PRIORITIES

A key objective of the Trust Fund is to ensure that UN–World Bank collaboration is mainstreamed into the work of the two institutions. This includes delivering on the partnership commitment as part of IDA17 and ensuring accountability and ownership, which remains a challenge given the significant institutional and organizational changes underway within the World Bank as well as parts of the UN. Ownership and support for the partnership agenda across both institutions is essential and should be helped by the continued high-level signaling from the UN Secretary-General and the World Bank Group President and support from senior management in both institutions. The meetings at the Assistant Secretary-General and Senior Director level remain important for the strategic direction and establishing mechanisms for monitoring and review of progress.

Within the World Bank Group, the new FCV Group will be leading on global FCV partnerships, including the relationship with the UN in FCS. Such changes come at an opportune time as the UN–World Bank partnership takes forward the recommendations of the 2013 reviews and the findings of the 2014 surveys. The Trust Fund will also focus on ways to provide more support for the implementation of the SRF. The FCV Group will be responsible for monitoring and reporting on partnership objectives as well as against the IDA17 partnership commitments in FCS. Likewise, the UN will be reporting on the Quadrennial Comprehensive Policy Review, an important instrument for the monitoring and assessment

of UN development operations, which includes mandates on strengthening the partnership with the World Bank.

The Trust Fund Review highlighted some early evidence of how mainstreaming could be facilitated using the example of the joint work of the UN–World Bank on the security sector PERs. A direct and tangible result of this collaboration is the UN–World Bank partnership on PER processes that identify the core security and justice functions and their associated costs in FCS. This demonstrates how the political and convening role of the UN can be combined with World Bank technical expertise take advantage of complementarities and maximize the impact of the multilateral system at country level. The development of the PER source book will be a useful tool for country teams embarking on a security sector PER and can help to build critical relationships in those countries.

It is anticipated that, in time, similar pilot projects in security and justice work will be mainstreamed and sustained as the evidence of the benefits and value of the UN–World Bank collaboration are collected and more widely disseminated. It is expected that the transformative initiatives currently supported by the Trust Fund will be similarly incorporated into the planning and budget processes of UN and World Bank country teams.

For that to happen, however, systematic dialogue and engagement at all levels is critical. At a time when there are significant and competing priorities, maintaining senior-level leadership and signaling on the importance of UN–World Bank collaboration will be a challenge. The SRF will be an important tool to mobilize the capacity and

support of others across the World Bank and UN. The high-level Assistant Secretary-General/Senior Director group will continue to provide strategic guidance and direction for the partnership and for the work of the Trust Fund. This group is needed to ensure the innovative work of headquarters, regional, and country teams is communicated across both institutions and that progress is shared with the offices of the Secretary-General and the President. Further work to establish staff incentives will be crucial to strengthening collaboration and cooperation and ensuring that partnership work is given priority. The establishment of qualitative and quantitative systems to monitor progress over time will help to make adjustments and refocus efforts.

Sharing Knowledge, Strengthening Understanding, Building Capacity

The development and rollout of new tools, resources, and training will help contribute to better understanding of each institution and promote a culture of collaboration. Knowledge sharing is critical to this and the joint knowledge products supported by the Trust Fund are a good start. Collaboration on early assessment, joint analytical work to identify practical opportunities to exploit comparative advantages, should be a priority of the country-level work. The partnership team will also look for opportunities to incorporate the perspectives of country governments and the g7+ on partnership, particularly between the UN and World Bank, to drive

demand as well as capture where the partnership is effective and working well. The team will also work to define the outreach and dissemination required to strengthen understanding of the opportunities and resources available to support partnership activities within the UN and World Bank. This will help to improve mutual understanding and should be incorporated into staff training to create a stronger culture of UN–World Bank collaboration in FCS.

IMPROVING THE COLLECTIVE RESPONSE

Further work is necessary to discern what more could be done to coordinate the responses of the UN and World Bank in the initial stages of engagement in countries emerging from crisis. Important work on strengthening the PCNA process is being undertaken, but more could be done to embed the procedures for early communications and more joint missions. The development of the resource notes for UN and World Bank staff will be important in setting out the entry points for country assessments, program development, and aid effectiveness. In line with the New Deal, the two organizations could do more to strengthen their collective response to country priorities and in coordinating their support. As outlined in the SRF, additional work is also needed to follow up on the Partnership and FPA reviews to improve operational collaboration and cofinancing opportunities.

4. FUTURE DIRECTIONS, 2014-2017

The UN Secretary-General and the World Bank Group President are working closely with member states to outline the post-2015 development agenda. Addressing FCV is likely to be an important theme and there is a continued expectation that the UN and World Bank will collaborate on delivering results in those countries affected by FCV. The next phase of the Trust Fund will continue to support a stronger UN-World Bank partnership and greater impact in FCS countries, as well as do more to improve mutual understanding and accountability and the development of incentives and tools that will enhance partnership opportunities.

Evidence from the work of the Trust Fund this year shows that a number of partnership opportunities are emerging which, if coupled with senior-level leadership and dedicated capacity within the UN and the World Bank, can push the frontiers of partnership and joint work between the institutions and national partners. With the increasing knowledge and understanding of what is possible and with growing demand from country teams, there is an opportunity to further intensify support to country teams and strengthen joint analytical work.

The pipeline of future projects includes a mix of larger strategic initiatives, joint analytical work (including in key thematic areas), and innovative approaches to pilot at the country and regional levels, as well as continued development of knowledge products, tools, and guidance and training for staff to further embed the partnership across both institutions. Further work will be undertaken to explore opportunities to strengthen the incentives for staff to work in partnership through the inclusion of partnership commitments in terms of reference and work plans.

The partnership team will support and help guide country-level and regional implementation of the SRF, the results of which will feed into both the IDA17 review process and country-level review processes. The Trust Fund will continue to take forward policy dialogue on key thematic issues, including increased joint collaboration on jobs in FCS, supporting national dialogue, working with security actors, and building on the work in the security and justice sectors. The 2014 survey findings have highlighted areas for future focus that are consistent with the priorities outlined above.

The governance of the partnership and Trust Fund will be further clarified in light of institutional changes in the UN and World Bank, and members (at Assistant Secretary-General/Senior Director, and working levels) will need to recommit to their roles, responsibilities, and levels of engagement.

The strategic value of the UN-World Bank Trust Fund as a catalytic fund to raise knowledge and awareness about the partnership, as well as to enable operational and programmatic collaboration, is widely recognized, as evident in the growing demand for its grants. Where it is working well, the Trust Fund has successfully supported joint work and developed examples of what is possible.

The pipeline of future projects includes a mix of larger strategic initiatives, joint analytical work (including in key thematic areas), and innovative approaches to pilot at the country and regional levels

In light of the World Bank's change process and the high priority accorded to UN–World Bank partnership, there are significant opportunities to further scale up this work by leveraging other resources from within the institutions, including stronger links to the UN's Peacebuilding Fund and the World Bank's State and

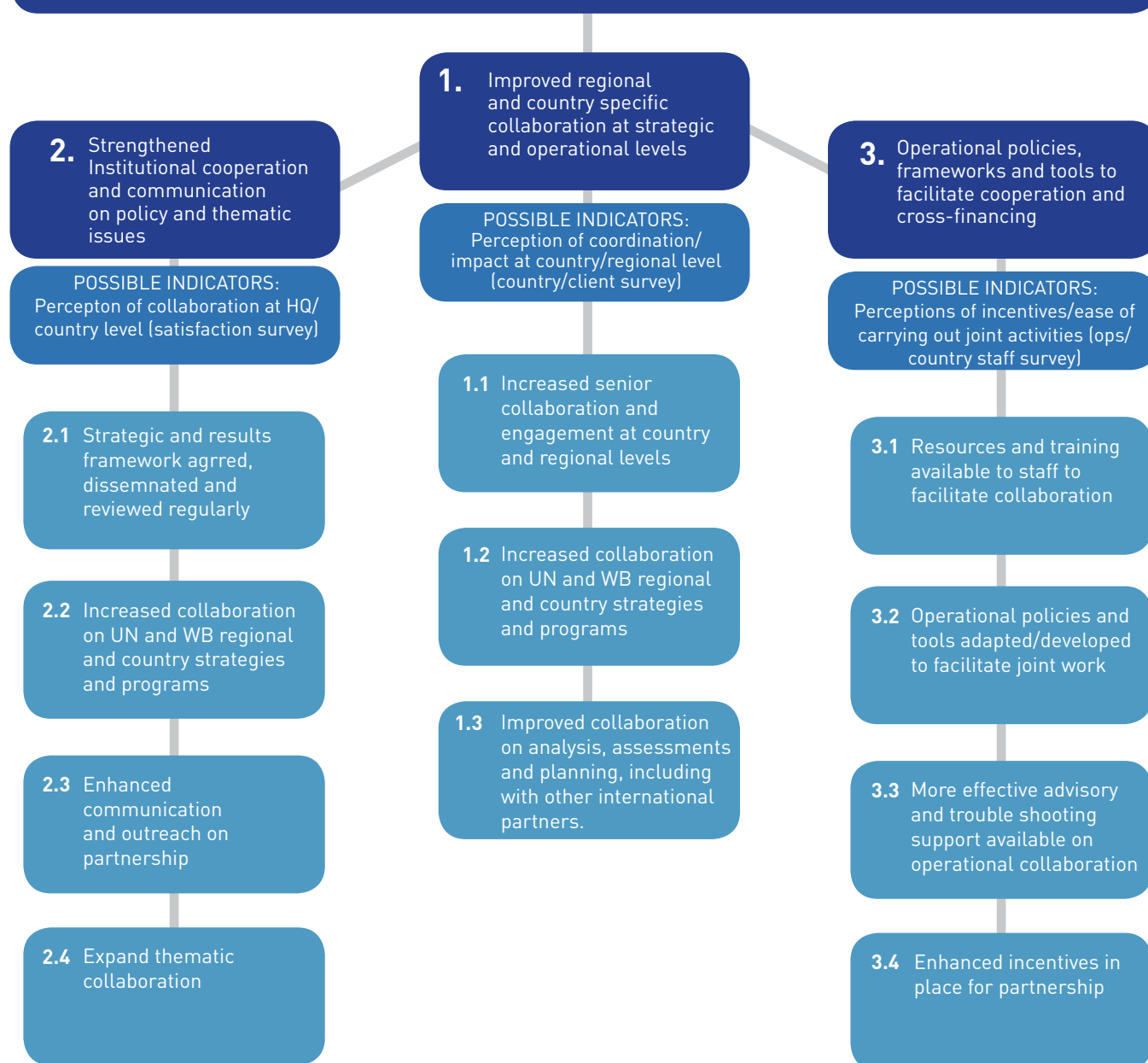
Peace-Building Fund. The Trust Fund is well positioned to raise the profile of UN–World Bank collaboration across both institutions in the year ahead, to help institutionalize the principles and behaviors of the partnership, and to improve overall support and impact in FCS.

ANNEX 1.

STRATEGIC RESULTS FRAMEWORK, 2014-2015

GOAL: Strengthened Strategic and Operational Collaboration between the UN and the World Bank to promote an effective multilateral response in crisis and post-crisis situations.

STRATEGIC OUTCOMES & SUPPORTING OUTPUTS



ANNEX 2.

APPROVED TRUST FUND PROJECTS

2011-2014*

GLOBAL

YEAR APPROVED	TOPIC	PROJECT TITLE	AMOUNT	WINDOW
2014	UN-World Bank Partnership	UN Headquarters Partnership Advisor	\$310,113	UN
2014	Youth/peace-building	Youth in the Post-2015 Development Agenda; Exploring the role of Youth as Peace Builders in Conflict and Post-Conflict Countries — through joint mapping, analysis, and recommendations	\$200,000	World Bank
2014	Security sector	UN-World Bank Partnership on Security Sector Expenditure Reviews	\$400,000	Both
2014	PCNA review	Joint UN/World Bank/European Union review of PCNA methodology in light of recent experiences to improve the flexibility and adaptability of the methodology	\$99,500	World Bank
2013	Justice in FCS	Enhancing Justice Service Delivery in Fragile and Conflict-Affected Situations	\$200,500	Both
2013	Link between extractive industries and conflict	Extractive Industries Value Chain and the Potential for Conflict Prevention in Resource-Rich Countries	\$94,500	Both
2013	Core government functions	Re-establishing Core Government Functions in the Immediate Aftermath of Conflict – Diagnostic Tool	\$301,500	UN
2013	Conflict, violence, and disasters	Expert Meeting on Conflict, Violence and Disasters as part of the post-2015 agenda	\$55,000	UN
2011	Civilian capacities initiative	Secondment for UN-World Bank Initiative for Cooperation in Implementing the Review of Civilian Capacities	\$1,285,000	World Bank
2010	Staff exchange initiative	Program and staff exchange costs	\$1,900,000	World Bank

*Up to July 31, 2014

AFRICA

YEAR APPROVED	COUNTRY	PROJECT TITLE	AMOUNT	WINDOW
2014	Africa/African Union	United Nations and World Bank Support to African Union Disarmament, Demobilization, and Reintegration Capacity Development	\$200,000	Both
2014	Somalia	Joint Gender-Based Violence baseline study in support of New Deal Compact to inform joint future approaches to gender-based violence in Somalia	\$150,011	World Bank
2014	Mali	MINUSMA's Socioeconomic Impact on Mali	\$185,400	Both
2013	South Sudan	Improving the UN–World Bank Partnership and Aid Effectiveness in South Sudan	\$114,000	World Bank
2013	DRC	Strengthening World Bank Engagement and Partnership with the United Nations in Eastern DRC	\$90,400	World Bank
2013	Great Lakes Region	Secondment to the Office of the UN Special Envoy to the Great Lakes Region to strengthen the partnership in support of the PSCF for the DRC and the Region	\$325,000	World Bank
2012	South Sudan	Local Governance and Service Delivery Program	\$99,594	World Bank
2011	Liberia	PER of the Security Sector	\$128,030	World Bank
2011	Liberia	Strengthening the Framework for Results-Based Management	\$100,000	World Bank
2011	Central African Republic	Improving Aid Coordination in CAR	\$54,764	World Bank
2011	DRC	Joint support for the development of a Peace Consolidation Plan for Western DRC	\$106,875	World Bank

MENA

YEAR APPROVED	COUNTRY	PROJECT TITLE	AMOUNT	WINDOW
2014	Yemen	Secondment to the Office of the Special Advisor of the Secretary-General for Yemen to strengthen UN–World Bank collaboration in support of the implementation of the National Dialogue	\$510,000	World Bank
2013	Jordan (in support of the Syria crisis)	Implementation Support to Emergency Services and Social Resilience Program	\$150,000	UN
2012	Yemen	Yemen Joint Social and Economic Assessment Follow-up	\$62,859	World Bank

OTHER REGIONS

YEAR APPROVED	COUNTRY	PROJECT TITLE	AMOUNT	WINDOW
2014	Asia/Papua New Guinea	Foundational Pre-Referendum Analytical Work on Peace and Development for Bougainville	\$215,000	World Bank
2013	Central America/Honduras	UN–World Bank Partnership for Citizen Security in Central America	\$150,000	Both

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UN/WB Fragility and Conflict Partnership Trust Fund website: <http://go.worldbank.org/36WP8P7980>