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# Effects of Conflict and Fragility on GEF Projects, and Innovations to Manage Those Risks



# WHY THIS EVALUATION?

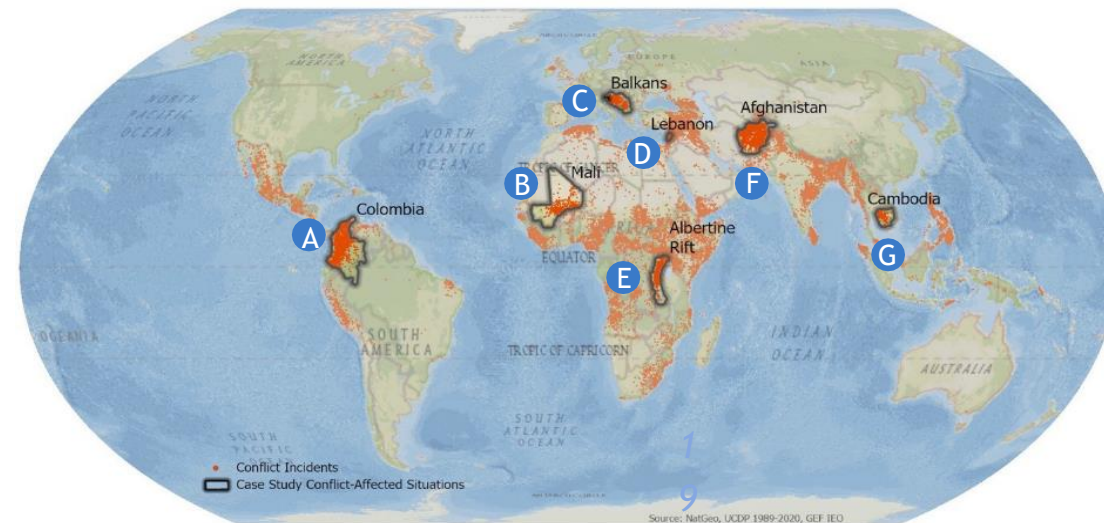
## PORTFOLIO

**4,136 GEF projects**

### Evaluation methods:

- document analysis
- statistical analysis
- remote sensing
- interviews
- case studies across seven conflict and fragile situations

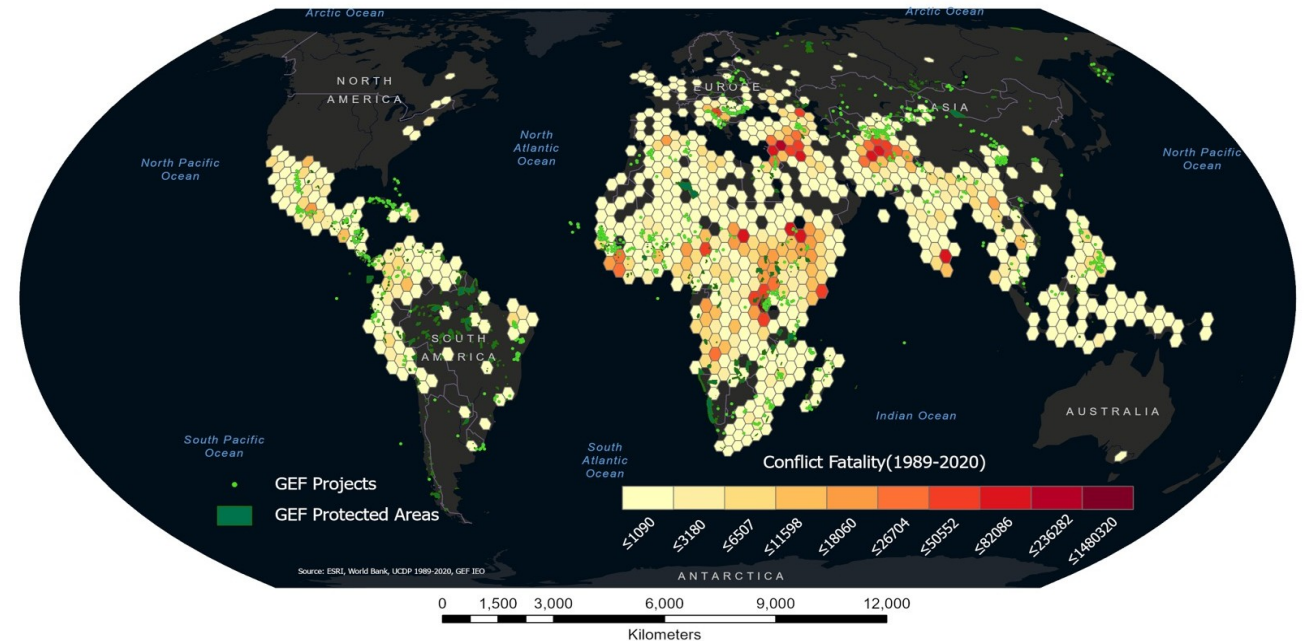
- Several IEO evaluations have provided evaluative evidence on how FCS affect the outcomes and sustainability of GEF support
- No independent assessment of GEF interventions in such situations



GEF Case Study Situations and Conflict (1989-2020)

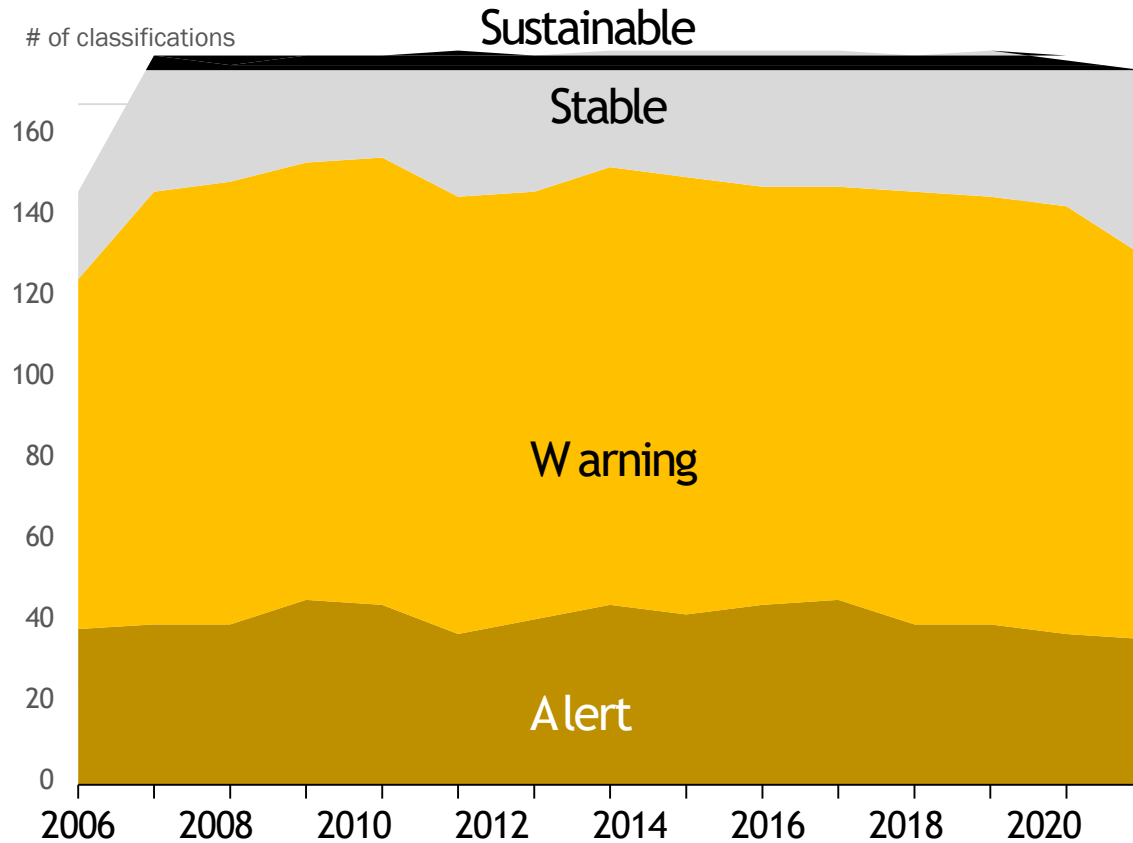
# GEF-SUPPORTED INTERVENTIONS IN FRAGILE AND CONFLICT AFFECTED SITUATIONS

- The vast majority of GEF projects occur in countries affected by conflict and fragility
- 88% of GEF country-level projects occurred in fragile environments
- As of July 2020, GEF had invested **\$4 billion** in countries affected by major armed conflict

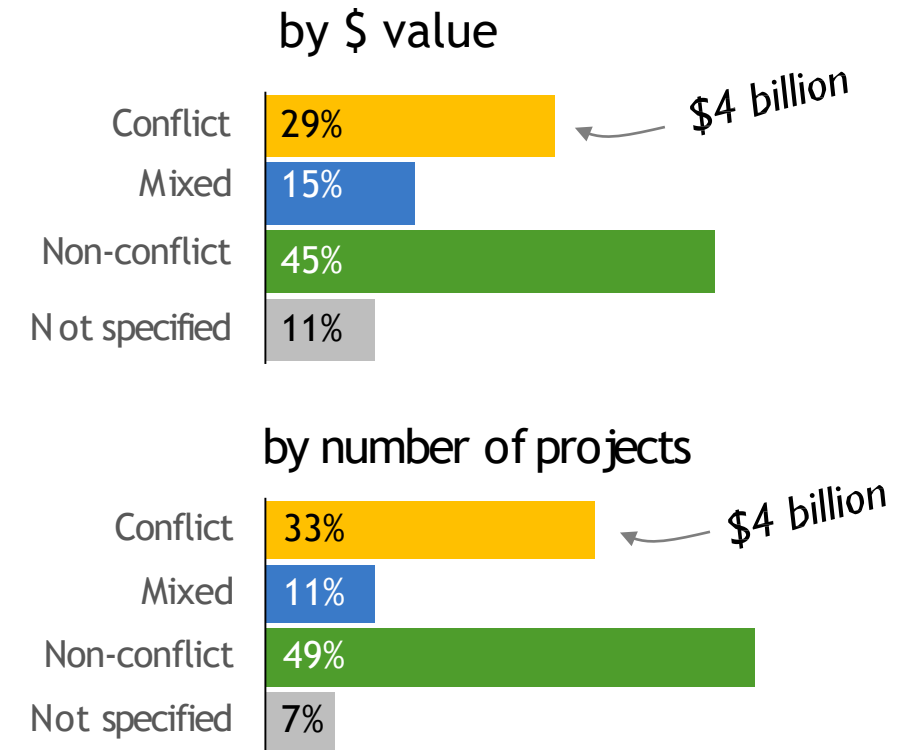


Conflict Hotspots and GEF Project Locations

## Fragility of countries and territories receiving GEF funding



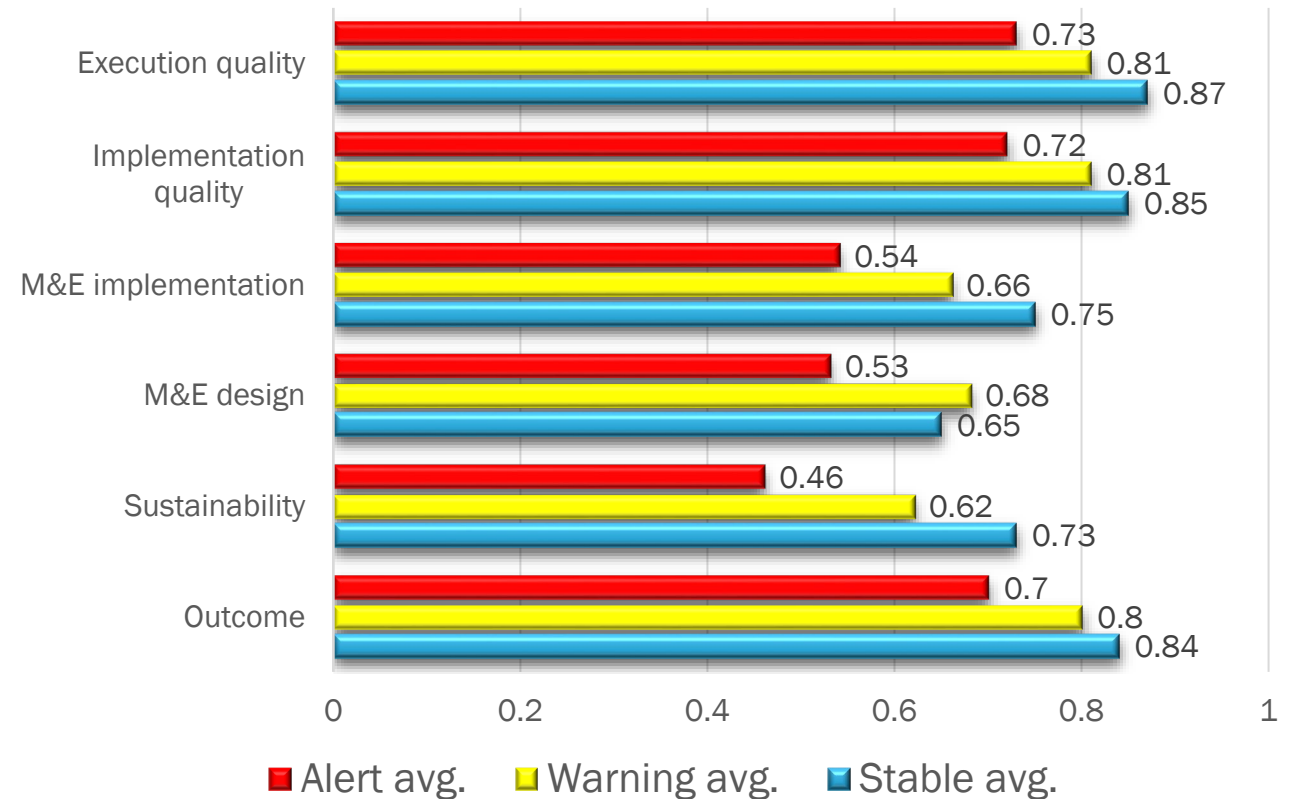
## Share of GEF projects in countries affected by major armed conflict








# IMPACTS OF CONFLICT AND FRAGILITY

- Fragility has a statistically significant impact on **all performance (TER) indicators.**
- Conflict and fragility had statistically significant impacts on a project being **cancelled or dropped**, as well as **increased duration of delays**

Impacts on Terminal Evaluation Review Performance Indicators



# KEY PATHWAYS BY WHICH CONFLICT AND FRAGILITY AFFECT GEF PROJECTS

	PHYSICAL INSECURITY	SOCIAL CONFLICT AND MISTRUST	ECONOMIC DRIVERS	POLITICAL FRAGILITY AND WEAK GOVERNANCE	COPING STRATEGIES
					
Negative impact	<ul style="list-style-type: none"> <li>• Impedes access to project site</li> <li>• Physical safety of project staff and partners</li> <li>• Difficulties hiring staff</li> </ul>	<ul style="list-style-type: none"> <li>• Land tenure issues</li> <li>• Sensitivities hiring project staff</li> </ul>	<ul style="list-style-type: none"> <li>• Illicit extraction and trade of natural resources</li> <li>• Competition over resources can drive conflicts and put staff and parties at risk</li> <li>• Currency depreciation</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional capacity and legitimacy</li> <li>• Financial capacity</li> <li>• Corruption and rule of law</li> </ul>	<ul style="list-style-type: none"> <li>• Conflict between internally displaced persons/refugees and local communities</li> <li>• Decreased carrying capacity</li> <li>• Vulnerability enhanced by climatic stressors</li> </ul>
Positive impact		<ul style="list-style-type: none"> <li>• Projects designed to increase cooperation among groups</li> </ul>	<ul style="list-style-type: none"> <li>• Projects focused on livelihoods and sustainable natural resource management</li> </ul>	<ul style="list-style-type: none"> <li>• Projects designed to align with governmental priorities, including implementation of peace agreement</li> </ul>	

Can affect the relevance, effectiveness, efficiency, and sustainability of the project



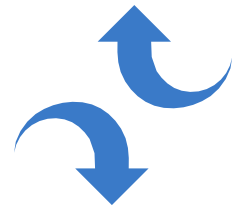
## **MANAGING RISKS ASSOCIATED WITH CONFLICT AND FRAGILITY**

- The GEF has no standard safeguards, policies, guidance, or procedures to manage conflict- and fragility-related risks to projects
  - Half of the GEF Agencies have developed policies, strategies, and toolkits
  - In the absence of official guidance, implementing organizations and project staff have innovated to meet the needs of their operating environments

# GEF PROJECT INNOVATIONS TO MANAGE RISKS ASSOCIATED WITH CONFLICT AND FRAGILITY



## RISK MANAGEMENT ACTIONS



Avoidance



Mitigation



Peacebuilding







Learning



# GEF PROJECT INNOVATIONS TO MANAGE RISKS ASSOCIATED WITH CONFLICT AND FRAGILITY

ACKNOWLEDGMENT

AVOIDANCE	MITIGATION	PEACEBUILDING	LEARNING
			
<ul style="list-style-type: none"> <li>• Project site selection</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Monitoring and early warning</li> <li>• Participatory approach</li> <li>• Local partners</li> <li>• Dispute resolution mechanisms</li> <li>• Adaptive management</li> </ul>	<ul style="list-style-type: none"> <li>• Political will</li> <li>• Livelihoods</li> <li>• Environmental restoration</li> <li>• Co-benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Applying learning from previous experiences in project design</li> <li>• Learning during project implementation</li> <li>• Learning during M&amp;E</li> </ul>
<p>RISK MANAGEMENT</p>			



## LESSONS

- Conflict and fragility **matter**.
- These contexts present **risks** but also **opportunities**
- Projects in fragile and conflict-affected settings should be approached differently than non-conflict-affected projects
  - **Conflict sensitivity!**
  - Project staff should assess risks early and plan for potential complications
  - Institutions need to ensure provide guidance, policies, safeguards, and trained staff to support conflict-sensitive programming

# RECOMMENDATIONS FOR THE GEF

1. The GEF Secretariat should use the project review process to provide **feedback** to Agencies to identify conflict- and fragility-related risks to a proposed project and develop measures to mitigate those risks.
2. To improve conflict-sensitive programming while also providing flexibility to Agencies and projects, the GEF Secretariat could develop **guidance** for conflict-sensitive programming.
3. To improve conflict-sensitive design, implementation, monitoring, and evaluation of GEF projects, the GEF Secretariat together with the Agencies should **leverage existing platforms** for learning, exchange, and technical assistance
4. The current GEF Environmental and Social Safeguards could be expanded to provide **more details** so that GEF projects address key conflict-sensitive considerations.
5. The GEF Secretariat could consider revising its **policies and procedures** so that GEF-supported projects can better adapt to rapid and substantial changes common in fragile and conflict-affected situations.



## THANK YOU!

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- Shehla Chowdhury, Sierra Killian, and Avital Li

In partnership with the GEF Independent Evaluation Office

- Anupam Anand
- Geeta Batra