

# A Refreshed WBG Strategy for Engaging in FCV Settings

## Summary | FCV Strategy Inputs from Kenya, Ethiopia, and South Sudan

July, 2025

The team met with a wide range of stakeholders to discuss evolving conflicts and crises in the Horn of Africa and share perspectives on the World Bank's role in engaging across diverse FCV contexts moving forward. This included the following meetings:

### Kenya:

Government:	Bilateral Partners:	UN Partners:	CSOs and think tanks:	Private Sector:
<ul style="list-style-type: none"> <li>Minister of Finance of the Federal Government of Somalia.</li> </ul>	<ul style="list-style-type: none"> <li>UK Special Envoy for the Red Sea and Horn of Africa</li> <li>Somalia Donor Group Forum</li> <li>Key partners on forced displacement in Kenya (US, Denmark, Netherlands).</li> </ul>	<ul style="list-style-type: none"> <li>UNHCR Kenya and Regional Bureau</li> <li>UN agencies in Somalia (including the UN Resident Coordinator's office, WHO, FAO, IOM, UNOPS, WFP).</li> </ul>	<ul style="list-style-type: none"> <li>CSOs engaged on FCV issues in the Horn of Africa (e.g. NRC, Oxfam, ActionAid, Plan International, World Vision, IRC, Save the Children)</li> <li>Partners and CSOs focused on Sudan crisis</li> <li>The International Crisis Group.</li> </ul>	<ul style="list-style-type: none"> <li>Firms operating in FCV-affected contexts across Kenya and the wider region—Goodlife Pharmacy, Pula Advisors, Nuru Energy, and Equity Bank Group.</li> </ul>

### Ethiopia:

Government:	Bilateral and UN Partners:	CSOs and think tanks:	Private Sector:
<ul style="list-style-type: none"> <li>State Ministers of Finance of the Federal Democratic Republic of Ethiopia (FDRE)</li> <li>Deputy Director General of the Refugees and Returnees Service (RRS)</li> <li>Chief of Cabinet of the Somali Regional State of Ethiopia</li> <li>The Mayor of Kebribeyah City Council in the Somali Regional State of Ethiopia.</li> </ul>	<p>A plenary meeting was held with various bilateral and UN partners, including:</p> <ul style="list-style-type: none"> <li>Netherlands</li> <li>United States</li> <li>GIZ</li> <li>IOM</li> <li>UNDP</li> <li>UNHCR, and others.</li> </ul> <p>The mission team also engaged with UNHCR during the field travel to Somali Regional State.</p>	<p>A plenary meeting was held with various national and international civil society organizations, experts, and practitioners, including representatives from:</p> <ul style="list-style-type: none"> <li>NRC</li> <li>ICRC</li> <li>Young Lives</li> <li>ISS</li> <li>ReDSS</li> <li>Former Freedom House, and others.</li> <li>The International Crisis Group.</li> </ul>	<ul style="list-style-type: none"> <li>Firms operating in Ethiopia, including in FCV-affected contexts in the country.</li> </ul>

## South Sudan:

Government:	Bilateral Partners:	International Finance Institutions:	UN Partners	Private Sector:
<ul style="list-style-type: none"><li>▪ Minister of Finance of the Republic of South Sudan</li><li>▪ Senior representatives of the Ministry of Health</li><li>▪ Ministry of Agriculture and Food Security</li><li>▪ Ministry of Livestock and Fisheries</li><li>▪ The acting Governor of Jonglei State.</li></ul>	<ul style="list-style-type: none"><li>▪ UK Foreign and Commonwealth Development Organization (FCDO) Head of Cooperation.</li></ul>	<ul style="list-style-type: none"><li>▪ Country Manager of the African Development Bank (AfDB).</li></ul>	<ul style="list-style-type: none"><li>▪ Deputy Special Representative of the Secretary General (Political) of the United Nations Mission in South Sudan (UNMISS)</li><li>▪ UN implementing partners:<ul style="list-style-type: none"><li>○ IOM</li><li>○ UNICEF</li><li>○ FAO</li><li>○ UNOPS</li></ul></li></ul>	<p>Firms operating in South Sudan:</p> <ul style="list-style-type: none"><li>▪ Anisa Trading</li><li>▪ Springs and Wells Ltd</li><li>▪ Continental Medical Supplies</li><li>▪ Star Pharmaceuticals</li></ul>

## Key Takeaways:

- **Strategic direction:** Define an FCV Strategy implementation plan with roles, timelines, and sustained presence. Build in operational flexibility; pilot and scale iteratively; integrate security and access; fund core FCV costs in Bank budgets; strengthen staffing via incentives and supervision resources.
- **Risk management:** Shift to proactive, portfolio-level risk management. Establish regular risk forums and quarterly FCV updates; deploy a fragility index and traffic-light system; monitor FCV risks beyond the formal FCS list.
- **Regional dynamics (Horn of Africa):** Rising instability and regionalized spillovers (Ethiopia–Eritrea, Sudan, Somalia), with growing Middle East influence. Use platforms like the Horn of Africa Initiative to sustain dialogue and integration.
- **Partnerships:** Deepen non-transactional collaboration with the UN, bilaterals, CSOs, and the private sector through the HDP Nexus; align strategies and layer financing; engage CSOs for citizen feedback and resilience.
- **Private sector:** Strengthen Bank–IFC collaboration, simplify procurement, enact enabling reforms, and use risk-sharing tools to crowd in investment. Case lessons (Goodlife, Pula, Nuru, Equity Bank) highlight operational complexity and the need for policy/enabling-environment fixes.
- **Policy, governance, political economy:** Tailor engagement to local drivers of fragility (governance gaps, spatial inequities, exclusion). Keep a development focus while navigating politics; integrate political-economy analysis into country strategies.
- **Forced displacement and inclusion:** Support government-led transitions from humanitarian to development (e.g., Kenya’s Shirika Plan; Ethiopia’s “Makatet” Roadmap). Advance reforms on mobility and labor market inclusion for refugees. Ethiopia’s WHR portfolio progress (digital IDs, right to work, safety nets) offers a model.