



RESOURCE MOBILIZATION STRATEGIES

REPROGRAMMING WORLD BANK FUNDING IN COUNTRY

Introduction

Abrupt, chaotic and confusing shifts in United States foreign aid overall and its disease-specific programs, including the President's Emergency Plan for AIDS Relief (PEPFAR) and the President's Malaria Initiative (PMI), have disrupted health services and community-led programs in many countries. The impact differs by context and is shifting daily. In many communities, there are urgent gaps that require immediate action to avoid further disruption that threatens health and wellbeing. There is also a need for mid- and long-term planning and action to maintain lifesaving health services and community-led programming. Many civil society groups and governments are exploring alternative funding sources to sustain critical programs. CHANGE* has developed a series of information sheets to shed light on how resources can be reprogrammed at the country level and how civil society can engage in these processes. [World Bank (Sheet #1) and the Pandemic Fund (Sheet #2)].



THE WORLD BANK

World Bank Investments: The Basics

The World Bank (WB) is an International Financial Institution (IFI) that provides loans and grants to the governments of low- and middle-income countries. An IFI is a financial entity that has been chartered by more than one country. Regional development banks such as the Asia Development Bank and the Africa Regional Development Bank are also IFIs.

Resources provided by the WB to a country are country resources. National governments manage WB funds through their existing financial systems. Countries develop the budgets and work plans that guide how resources are used. Up to a certain threshold, countries can make adjustments to how existing WB resources are used without going through a restructuring process. Restructuring is a lengthy and elaborate process that requires approval by the WB board or its representatives.

Of note, many WB structures and processes are designed to support longer-term systems strengthening rather than emergency response, so they aren't as nimble as processes in mechanisms designed to support emergency response. However, there is a strong commitment from the World Bank and its present leadership to making the processes more timely and agile, and there are several adjustments currently in process to achieve that.

*CHANGE: In response to the unfolding crisis, more than 1,300 people from civil society organizations around the world have launched CHANGE - Community Health & HIV Advocate Navigating Global Emergencies - a coalition formed to support urgent action.

In-Country World Bank reprogramming: An Overview

In simple terms, reprogramming WB funds means reallocating money within existing projects to address new priorities. While governments lead this process, civil society can advocate for priority areas to be considered.

The in-country reprogramming process generally follows the following steps. The specifics will vary by context.

1

Initiation & Legal Framework Review

- The Ministry of Finance (MoF) or relevant agency submits a formal request to the WB Country Office.
- A legal review ensures compliance with WB agreements and national procurement laws.
- The government identifies potential WB-funded projects eligible for reprogramming.

2

Project Identification & Justification

- Government agencies, in consultation with WB experts, analyze current projects with unused or flexible funds.
- Justifications are provided, aligning with national priorities and WB objectives.

3

Formal Request & Negotiation

- The MoF or a designated lead ministry prepares a Reallocation Proposal, specifying amounts, impacted projects, and new priorities.
- A technical task force engages WB representatives to negotiate fund movement across sectors or projects.

4

World Bank Review & Approval

- The WB Country Office assesses the request and conducts internal due diligence.
- The WB Regional Management and Board, if necessary, approve the reprogramming through an official amendment.

5

Budgetary Adjustments & Disbursement

- The government revises national budgets, reallocating the newly approved funds.
- The Integrated Financial Management Information System (IFMIS) is updated to reflect changes.
- The WB disburses funds based on the new project framework.

6

Implementation & Monitoring

- Agencies responsible for the reallocated funds execute programs with adherence to WB fiduciary policies.
- Financial controllers, auditors, and WB oversight teams monitor progress.

These processes are typically governed by the following documents:

1

World Bank Operational Policies & Procedures

- **WB Investment Project Financing (IPF) Policy**
- **WB Development Policy Financing (DPF) Guidelines**
- **WB Procurement Regulations for Borrowers**

2

World Bank Project Restructuring Guidelines

- The **World Bank Restructuring Paper Template** provides detailed steps for modifying project scope, objectives, and funds.
- The **Project Appraisal Document (PAD)** and **Financing Agreements** specify conditions for fund reallocation.

3

Country-Specific Agreements:

- Each country has a **Country Partnership Framework (CPF)** with the WB that sets national priorities.
- The **Loan/Grant Agreements** between the WB and the government outline fund use and reprogramming procedures.

Potential Action Steps for Civil Society

Governments may not always prioritize civil society's needs in reallocation decisions. By engaging early, civil society can ensure that reprogrammed funds address community-led programs and health service gaps.

1

Find out about World Bank investments in your country or context: While you do not have to be an expert in, or have a full analysis of, the World Bank portfolio in your country to advocate for re-programming, it may be useful to understand the current landscape. Information about closed, open and planned (pipeline) projects in each country can be found here, including information about which government agency or other entity is implementing the program: <https://projects.worldbank.org/en/projects-operations/project-country>

2

Make a formal request to the Ministry of Finance to initiate a rapid review of opportunities for funds reprogramming - a template letter can be found here. You can also urge Ministry of Health leadership and representatives from HIV, TB and malaria program areas to make such a request. The Ministry of Gender, country representatives from WHO, UNAIDS and development partners can also be engaged.

3

Ensure civil society participation in any task force or working group convened to develop the reallocation proposal. The World Bank is currently revising its country engagement approach and is holding an open comment period through 17 March 2025. You can learn more about the approach and the consultations here: <https://consultations.worldbank.org/en/consultations/detail/country-consultations>

Additional Resources

The World Bank Operations Manual: <https://www.worldbank.org/en/projects-operations/products-and-services/opsmanual>

World Bank Projects by Country: <https://projects.worldbank.org/en/projects-operations/project-country>

World Bank Country Engagement Process:
<https://www.worldbank.org/en/projects-operations/country-strategies>



Country Example: Ghana

Ghana provides a concrete example of how countries can successfully reprogram World Bank funds to meet evolving priorities. The restructuring of the Financial Sector Development Project in 2023 demonstrates the flexibility available within World Bank agreements to redirect funding where it is most needed.

In Ghana, the process for reprogramming World Bank (WB) funds is guided by the Country Partnership Framework (CPF) for FY22-FY26, which outlines the strategic collaboration between the WB and the Government of Ghana. This framework emphasizes flexibility to adapt to evolving circumstances, including financial crises.

A recent example of reprogramming was the restructuring of the Ghana Financial Sector Development Project (FSDP). Initially approved in September 2018, the project underwent restructuring in June 2023 to realign its components with the country's changing macroeconomic conditions and priorities. This restructuring involved canceling certain activities and modifying the project to address current needs.

These instances illustrate the established procedures and flexibility within Ghana's partnership with the World Bank to reprogram funds in response to urgent financial requirements.

documents1.worldbank.org