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ASIAN DEVELOPMENT BANK BUSINESS OPPORTUNITIES FAIR 2026

21-24 SEPTEMBER 2026 | ADB HEADQUARTERS, MANILA

VALUE FOR MONEY: DRIVING QUALITY INFRASTRUCTURE

FINANCIAL MANAGEMENT IN ADB

TAHMEEN AHMAD | PFFM | PPFD

Why Financial Management Matters

- **A Core Charter Mandate:** Article 14 (1966) requires due regard for borrowers' capacity to meet obligations, ensuring economy, efficiency, and sound banking principles.
- Rigorous FM contribute to **ADB's AAA credit rating**, which underpins low-cost borrowing and concessional pricing.
- In a complex, evolving development landscape for ADB DMCs, FM contributes to **smooth project implementation** and sustainable development impact
- **Builds Institutional Capacity:** Aligned with Strategy 2030 and it mid term review, FM strengthens governance and financial sustainability beyond individual loans.



Organizational Structure

PFFM is a dedicated division within PPFD, organized regionally to bring expertise closer to clients; while maintaining centralize standards.

Full-Cycle Engagement

Project FM support runs end-to-end from the concept to completion stage. Resources are allocated based on project FM risk ratings. FM support is also provided country, sector and agency level.

Capacity Building

We train ADB staff, executing and implementing agencies. We collaborate with peer MDBs (e.g., World Bank Mutual Reliance Framework) and development partners to maximize development impact.

I. Upstream Work: Country, Sector and Agency Diagnostics

Before and alongside projects, PFFM assesses and strengthens DMC country systems so ADB can rely on them.

Country Diagnostics

- **PEFA assessments** (ADB is a PEFA partner) and **Integrated Fiduciary Assessments (IFA)**
- **Country FM assessments** and **GMaP** inputs to country partnership strategies
- **Country FM Action Plans** to address systemic gaps

Sector, Agency & SOE Diagnostics

- **Sector/agency FM assessments (SAFMA)** of executing and implementing agencies
- **SOE financial sustainability** diagnostics
- **Subnational FM stocktakes** supporting ADB's subnational finance agenda

Institutions & Reform Support

- **Supreme audit institutions:** SAI-PMF assessments, audit quality and performance audit
- **Internal audit** maturity (IA-CM) and internal control
- **Accounting and reporting reforms** (IPSAS/IFRS, accrual transition), mostly TA-funded

Opportunities for consultants: diagnostic team members, PFM reform advisers, SAI and internal audit specialists, and accounting standards experts, mostly under technical assistance.

II. FM Activities Across the Project Cycle

1. Project Design & Preparation

Conducting Financial Due Diligence (FDD), structuring funds-flow, financial reporting and auditing arrangements

2. Implementation & Monitoring

Track legal covenant compliance , overseeing FM Action Plans, reviewing Audited Project (APFS) and Entity (AEFS) Financial Statements .

3. Modality-Specific Oversight

Adapting approaches based on lending type: e.g, results'-based lending, or financial intermediaries

4. Post-Completion Evaluation

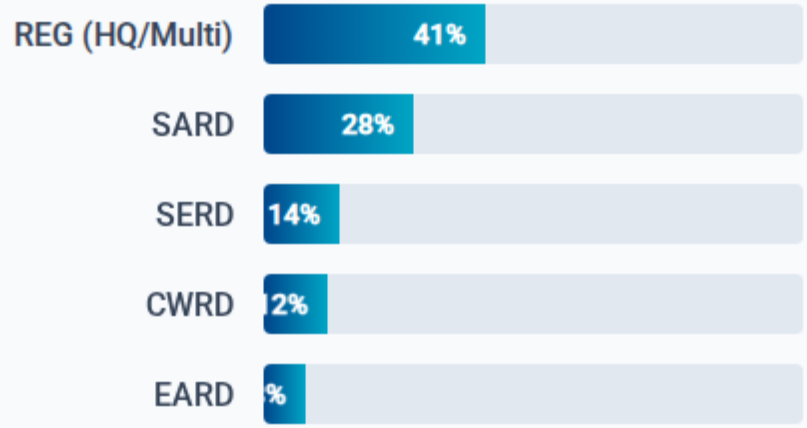
Finalizing cost at completion and assessing long-term financial viability and sustainability; lessons learned for future operations.

Procuring Consulting Services

- **Who We Hire:** Individual consultants and consulting firms (national and international) tailored to assignment needs and complexity.
- **Scope of Services:** From full-scope FDD supporting major investments to limited-scope, targeted assignments addressing specific risks.
- **Funding Mechanisms:** Funded via Technical Assistance (TA) for systems strengthening or loan/grant-funded positions
- **Expanding Footprint:** Growing demand for consultants supporting the implementation of Country FM Action Plans, country and sector diagnostics.

Consulting by Region (Indicative)

Based on CMS contracts (Jan 2023 - Jun 2026)



Emerging Areas of Demand

Topic	Description & Trend
PFM Diagnostics & Systems	Increasing requirements for SOE diagnostics, PPP FM reviews, and subnational PFM stocktake
Digitalization	Growing DMC demand to digitalize PFM: financial management information systems (FMIS/IFMIS), data analytics and AI-enabled audit tools for supreme audit institutions and internal audit.
Specialized financial management topics	Growing demand for expertise in IPSAS, internal auditing, asset management
ESG reporting	ESG/climate finance reporting is gaining recognition by regulators.

Regional Priorities & Business Opportunities

The floor will now turn to the regions to discuss specific financial management priorities, localized portfolio trends, and concrete business opportunities.

SARD (Julitta) | CWRD & EARD (Akmal) | SERD (Lili) | PARD (Sajid)

Followed by a Panel Q&A on consultant recruitment, lessons learned, and emerging skills.