PACIFIC REGION: Building Stronger Systems & Resilience

Financial management lessons learned, practical reforms, and opportunities for partnership

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A geographically dispersed, capacity-constrained portfolio needs strong, resilient systems to work!

COMMON CHALLENGES

Structural Constraints

Small populations
Dispersed geography
High turnover
Limited continuity

Institutional Capacity

Limited FM skills
Thin staffing
Reliance on short-term consultants

Systems & Documentation

Manual & fragmented processes
Weak SOPs, backups, and asset registers

Audit Market

Few audit providers and high costs
Late audits and uneven audit quality



KEY TAKEAWAY

Different conditions require a differentiated FM model: fit-for-purpose systems, local capability, documented processes, and credible assurance.

Progress is strongest when hands-on support is combined with ownership and follow-through.



1 **STABILIZE** — Seasonal FM consultants help agencies close APFS/AEFS quality/timeliness gaps.

2 **STANDARDIZE** — FM manuals, SOPs, charts of accounts, cloud backups, and fixed asset registers preserve institutional memory.

3 **BUILD CAPACITY** — Practical training, coaching, and on-the-job transfer strengthen national staff and implementing agencies.

4 **ASSURE & SUSTAIN** — Better audit TORs, stronger SAIs, wider audit competition, and country-level accountability sustain gains.

Value addition: move from annual compliance & firefighting to building resilient local systems.

Beyond project due diligence: Combine delivery support with institution building.

PACIFIC FM DELIVERY PIPELINE

Consulting workstream	Immediate delivery	Institutional legacy
APFS / AEFS preparation	Draft statements; reconcile records	Repeatable year-end close
FM systems & records	Set up software; train staff	Reliable books and backups
Manuals & SOPs	Document actual workflows	Continuity through turnover
Training & coaching	Hands-on staff support	Local capability and QA
Audit & assurance	Audit delivery; quality review	Stronger SAI and market



A practical model: short-term delivery + embedded knowledge transfer + documented systems.

Combining Support + Accountability: practical solutions, stakeholder skills, and sustained knowledge transfer.

APFS & AEFS delivery
(2-3 engagements; North Pacific)

Prepare, reconcile, improve disclosures, coordinate audit, and leave year-end close procedures.

Public-sector accounting • donor reporting • QA

Capacity building
(3-5 engagements; multiple countries)

Design Pacific-specific training; coach staff using live records, systems, and ADB requirements.

Training design • facilitation • on-the-job coaching

Audit & assurance
(3 engagements; North Pacific)

Deliver audits, strengthen audit quality, support SAIs, and expand remote or block-audit options.

Audit quality • Market development

SOPs & FM manuals
(3 engagements; North Pacific)

Document end-to-end workflows for payments, reconciliations, reporting, audit, assets, and backups.

Process mapping • controls • practical writing

Systems & data
(2-3 engagements; North Pacific)

Implement fit-for-purpose accounting software, cloud backup, fixed asset registers, and clean records.

Accounting systems • data migration • asset management

Implementation support
(2 engagements; North Pacific)

Embed seasonal advisers, support pooled FM units, monitor action plans, and transfer knowledge.

Project FM • change management • stakeholder engagement

Our Partners Will Need: technical depth | Pacific context | practical deliverables | stakeholder skills | knowledge transfer



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