

ENHANCING ORGANIZATIONAL EFFECTIVENESS AND ACCOUNTABILITY





ACCOUNTABILITY AND RESULTS-BASED MANAGEMENT

We believe that instilling a strong sense of accountability is fundamental towards creating a culture of learning within an organization, which would in turn lead to high-quality and sustainable operational processes, as well as optimal allocation of resources.

Since 2017, we have been working on incorporating Results-based Management (RBM) into our assessment process by developing an institutional PEF. The PEF comprises a results framework, an indicator set, and a staff handbook. It serves as an integral part of a solid RBM cycle of planning, implementation, monitoring, analysis, and learning. Following the conclusion of the PEF pilot in 2018, the EC agreed to formally adopt the PEF, with effect from 1 January 2019.

The PEF is utilized for our annual performance evaluation to embrace institutional learning and operational improvements. Data and information collected during the evaluation process are analyzed and incorporated into our Annual Results Report. The findings serve as actionable input for learning, management, and future planning to ensure our activities and services accomplish the desired results in line with our Strategic Direction and MTIP.

Recognizing that RBM is an iterative approach that requires fine-tuning through regular reviews and updating of frameworks to ensure its continued effectiveness, we will constantly refine the PEF. In the long term, we seek to build on the current PEF to establish an Integrated Evaluation Cycle to further improve institutional management and planning, and continuously enhance accountability.

STRENGTHENING AMRO AS AN INSTITUTION

FOSTERING ORGANIZATIONAL INTEGRITY

Internally, a working group has been established with the purpose of helping to foster a strong culture of integrity and accountability. The working group has been preparing internal guidelines on Human Resource & Support Services, and Legal & Ethics to enhance staff's understanding of their obligations as international civil servants, and to promote professional and respectful behavior in the workplace. The guidelines will be introduced in early 2020.

ENHANCING HUMAN CAPITAL

We remain committed to acquiring diverse talent globally through a consistent, transparent, and open recruitment process. In spite of global job market disruptions and challenges, we continue to attract top candidates keen to join a multicultural organization with staff from 11 countries. Female colleagues make up 40% of our workforce.

This year, we welcomed staff from a non-member economy for the first time and implemented the first IMF-AMRO staff exchange program.

We revised and updated selected staff rules and regulations – i.e., Administrative Orders to strengthen corporate governance and create a more enabling work environment. This has allowed us to attract more talent by leveraging on the experience and knowledge gained from other IOs.

DELIVERING EFFECTIVE ADMINISTRATIVE SERVICES

We continue to embrace the digital age by adopting new automated processes in our operational functions and information systems to streamline efficiency. We are committed to utilize digital platforms and tools that integrate work functions to deliver better governance and to provide service excellence.

LEGAL SERVICES

To improve efficiency, we requested member countries to facilitate the visa application process pursuant to Article 19(b) and (c) of the AMRO Agreement (Privileges and Immunities of AMRO Personnel). All members have agreed to grant AMRO personnel travelling facilities and immunity from immigration restrictions. This arrangement is currently in force in Cambodia, Japan, Korea, Lao PDR, Philippines, and Thailand.

Due to an increase in our outreach efforts, there is a need to obtain protection for AMRO's name against unauthorized registration and use of logo as a trademark. To align with other IOs, we have pursued the protection of our names and logo to the World Intellectual Property Organization (WIPO) under Article 6ter of the Paris Convention for the Protection of Industrial Property. WIPO published AMRO's name and logo under the category of an international intergovernmental organization in September 2019.





PRUDENT FINANCIAL MANAGEMENT

AUDIT

An independent auditor, PricewaterhouseCoopers LLP, appointed by the EC, conducted a thorough audit of financial statements from AMRO, the China TA Trust Fund, the Japan Special Trust Fund, as well as the Korea TA Trust Fund.

The auditor concluded that the financial statements of the organization had been drawn up in accordance with IFRS, giving a true and fair view of the state of affairs of AMRO and the Trust Funds as of 31 December 2019.

The voluntary liquidation of AMRO Ltd officially commenced in March 2019 and was completed on 24 September 2019. AMRO Ltd was dissolved on 24 December 2019.

ADMINISTRATIVE EXPENSES

The 2019 Manpower Related Budget amounted to USD 17.1 million with an implementation rate of 90%. This allowed us to expand core operations and support lean budgeting, which closely reflected historical expenditure trends.

Our Office Related Budget which amounted to USD 5.1 million had an implementation rate of 74.7% which was mainly attributed to office facility maintenance, data resource, and Information and Communications Technology (ICT) security and capacity maintenance.

As of 31 December 2019, our reserves amounted to USD 9.20 million. We continue to ensure relevance in budgeting, prudence in spending, and efficiency in reserves management with proper policy implementation, thereby fulfilling member authorities' expectations of transparency and accountability.



EMBRACING THE DIGITAL AGENDA BY MODERNIZING INFORMATION AND COMMUNICATIONS TECHNOLOGY SYSTEMS

AMRO made significant progress in the use of ICT in 2019. To achieve a productive and secure ICT environment, our systems have been equipped with top-tier end-point security, which is backed up by a disaster recovery site. We introduced an extra layer of security verification for remote access to our shared drives and further secured office email access on private mobile phones with security software. These arrangements are comparable to the high security levels of other financial institutions.

We continue to support cloud hosting on applications that are critical to our stakeholders, such as ARTEMIS for the economists in the regions, TEAMS (Skype for Business), Sharepoint on Microsoft Office 365, and our official website. To improve users' experience on our official website, we also took steps to improve its loading speed.

Since ICT is used substantially to support the CMIM, we have initiated connections checks on video conference systems with each authority to ensure the smooth operation of the CMIM in test runs and in preparation for its potential activation.