

# CHAPTER

# 2

## SUPPORTING CAPACITY DEVELOPMENT THROUGH TECHNICAL ASSISTANCE

The third and final core function of AMRO is capacity building in member economies through its [TA program](#). AMRO's TA is tailored to the needs and economic profiles of members, taking into account, among other things, a member's developmental stage and policy priorities.

In 2023, AMRO continued to provide TA through various modalities: consultancy, training courses/seminars, secondment programs and research collaborations. Of note, AMRO launched the inaugural Financial Leadership training program for members, and developed a new pilot Country TA plan for a member economy—the first of its kind that was developed based on collective input from AMRO and its fellow IO peer organizations—the IMF, the World Bank and the ADB.

## CONSULTANCY PROGRAMS

AMRO successfully completed three consultancy programs in 2023. They included a rollout of a Risk Based Supervisory Approach involving a Bank Risk Assessment Rating Scorecard model for the

Bank of Lao PDR (BOL); the enhancement of tools and methodology applied during macroeconomic surveillance of Lao PDR for the LMOF; and a study analyzing the financing gaps and constraints faced by micro, small and medium enterprises (MSMEs) in Cambodia—titled *Available Financing Mechanisms to Meet Private Sector Credit Demand in the COVID-19 Recovery Period in Cambodia*—for the Ministry of Economy and Finance of Cambodia (CMEF).

AMRO also commenced two consultancy programs in 2023. The first project involves the streamlining of financial and economic data compilation across Lao PDR's various ministries and local councils for the LMOF. The second project—conducted for the newly established Cambodian Non-Bank Financial Services Authority (NBFSA)—involves a stock-take of the non-bank sector; advising on strategy, analytical tools and an analytical framework that can be developed to help supervise the sector; and providing capacity-building training for officials. As part of the project, AMRO organized a [two-day workshop](#) covering key risk issues and challenges in the non-bank financial sector in Cambodia for the staff of NBFSA's General Secretariat in November.

## UTILIZATION OF TA TRUST FUNDS IN 2023 (USD'000)

	CMOF	JMOF	KMOEF
<b>Secondment Program</b>	459	1,002	226
<b>Consultancy</b>	85	204	-
<b>Research Collaboration</b>	-	123	476
<b>Conferences and Seminars</b>	41	3	-
<b>Others</b>	5	5	5
<b>Total Expenditure</b>	590	1,337	707



## TRAINING EVENTS

The year 2023 saw AMRO organize the highest number of TA-related training courses, seminars, conferences and collaborations—14. AMRO held online and in-person training sessions throughout the year, which covered topics ranging from climate change to the CMIM, and the new ASEAN+3 lending instruments and financing structures. The seminars also provided opportunities for AMRO to demonstrate its various surveillance tools.

AMRO continued to jointly organize and contribute to events, training seminars and workshops initiated by its partners, such as the IMF, the ADB, the International Network for Sustainable Financial Policy Insights, Research and Exchange (INSPIRE) and the World Wide Fund for Nature (WWF). One such event was AMRO's [inaugural climate change conference](#), organized in partnership with INSPIRE and Global Asia Insurance Partnership (GAIP), which was held as a side event at the *NGFS* plenary meeting in Singapore.

In partnership with WWF and INSPIRE, AMRO also held a training seminar on [Natural Capital, Biodiversity and the Economy and its relation to the Financial System for Bank Indonesia](#), for Indonesia Ministry of Finance (IMOF)

and Indonesia's financial services authority Otoritas Jasa Keuangan in June. The seminar was AMRO's first comprehensive training program focused on enhancing the awareness of nature-related risks and their impact on financial stability.

In December, AMRO partnered the HKMA and the ADBI to hold the inaugural [Financial Leadership Training Program](#).

## SECONDMENT PROGRAMS

The secondment program, a key part of AMRO's TA program, plays a significant role in augmenting AMRO's capabilities with expertise from its member authorities; as well as providing secondees from the central banks and finance ministries of member economies with on-the-job training opportunities to boost their knowledge and experience in a number of areas.

In 2023, AMRO received 14 new secondees from nine member economies, bringing the total number of secondees hosted to 28. Since the inception of the program, AMRO has hosted a total of 73 secondees from across its member economies. The program has helped to build and reinforce strong bonds between AMRO and the parent organizations of the secondees.



*Secondees from ASEAN+3 member economies*



“We had a very good opportunity to participate in the Financial Leadership Training Program, and we are immensely grateful to AMRO, HKMA, and ADBI for organizing it. It was truly an enriching experience, and the quality of the program exceeded our expectations. Moreover, the trainers were exceptionally knowledgeable and experienced, and provided valuable insights for leaders and policymakers.”

**VILYNA SISA-AD**, Director of Fiscal Policy Department, Ministry of Finance, Lao PDR



“I found AMRO to be an invaluable experience in terms of advancing my expertise on RFA and GFSN-related issues. AMRO also provided me with a priceless opportunity to work with other international staff and ASEAN+3 member economies. More importantly, the international working environment in AMRO enriched my belief in regional and international cooperation, which will be meaningful for my future paths.”

**SATWIKA LULU**, Bank Indonesia secondee



“The secondment program at AMRO has been a transformative experience. It provided me with a unique opportunity to work in a multicultural and collaborative environment. The program has also expanded my understanding of macroeconomic research in the ASEAN+3 region, allowing me to contribute meaningfully to the team. The emphasis on diverse perspectives has enhanced my analytical skills, and reinforced the importance of fostering a dynamic and creative atmosphere. Personally, it has accelerated my professional growth through continuous learning and increased responsibilities. My experience at AMRO has not only enriched my knowledge, but has also shaped me into a more versatile and globally aware professional. I am grateful for the opportunities for growth and collaboration within this dynamic organization.”

**VANSOPHEAKTRAODORM TEP**, Cambodia’s Ministry of Economy and Finance secondee



## RESEARCH COLLABORATIONS

In 2023, AMRO continued working on three research collaborations: phase 2 of a project titled *Impact Assessment of Climate-Related Risk on Macroeconomic and Financial Stability in the ASEAN+3 region*; ASEAN+3 pandemic policy support, financial stability risks and exit strategies, which commenced in 2022; and a new joint research project with IMOF on the fiscal management of social protection systems in selected ASEAN+3 economies.

AMRO staff also contributed to two research publications: the *Least Developed Countries Report* by the United Nations Conference on Trade and Development (UNCTAD); and a RFA paper titled

[\*Global Efforts to Fight the Consequences of Climate Change: The Role of Regional Financing Arrangements\*](#) jointly written by the European Stability Mechanism (ESM), the Arab Monetary Fund (AMF), AMRO, the Eurasian Fund for Stabilization and Development (EFSD), the European Commission and the Latin American Reserve Fund (FLAR).

To enhance its knowledge and capabilities in climate change and sustainability, AMRO has formed partnerships with two academic institutions based in the United Kingdom: University of Oxford's Public and Third Sector Academy for Sustainable Finance, and the Grantham Research Institute on Climate Change and the Environment at the London School of Economics and Political Science (LSE).



AMRO Technical Assistance Team

## AMRO LAUNCHES FINANCIAL LEADERSHIP TRAINING PROGRAM

In December 2023, AMRO successfully held the inaugural *Financial Leadership Training Program* in Hong Kong, China, in partnership with the HKMA and the ADBI. The program provided a platform for developing leadership and professional skills, exchanging insights, and growing the cooperative network for the senior staff from ministries of finance, central banks or their equivalents within the ASEAN+3 region.

The program hosted more than 20 senior officials from Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the

Philippines, Singapore, Thailand and Vietnam. It was tailored to empower participants with the knowledge, skills, and tools needed to become effective leaders who can foster strong partnerships and leverage social capital for collective growth and financial stability.

Participants also had the opportunity to explore the potential of technology in industry through site visits to the Hong Kong Science Park and the Mass Transit Railway Corporation.

The *Financial Leadership Training Program* is one of the new TA initiatives under AMRO's SD2030. Together with our partners, AMRO hopes to make it a flagship program in the region.

