



2018 Work Priorities

CHAPTER 4: ACHIEVING RESULTS FOR ORGANIZATIONAL EFFECTIVENESS



BUDGET AND FINANCIAL MANAGEMENT

AMRO's budget aims to deliver results with optimum support for its core functions. AMRO makes great efforts to maintain a lean but adequate budget.

The 2018 Manpower Related Budget amounted to USD 15.4 million with an implementation rate of 98.6%. Despite AMRO's expanded core operations, lean budgeting and reference to historical expenditure trends and tightened operations enabled AMRO to achieve an implementation rate within budget.

The Office Related Budget, amounting to USD 5.4 million, has an implementation rate of 75.7%. This was mainly attributed to office facility maintenance, as well as IT security and capacity maintenance.

AMRO's reserves amounted to USD 7.4 million as at 31 December 2018.

AMRO will continue to uphold transparency and accountability to member authorities by ensuring relevance in budgeting and prudence in spending and reserves management.



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AUDIT

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

It opined that the financial statements of the organization had been drawn up in accordance with the IFRS to give a true and fair view of the state of affairs of AMRO and the Trust Funds as at 31 December 2018.





HUMAN RESOURCE MANAGEMENT

At the core of every successful organisation are its people. AMRO recognizes that its staff are its most valuable asset and resource to promote the AMRO brand to stakeholders and the public.

In 2018, AMRO stayed committed to hiring diverse talents based on merits through a consistent, transparent and open recruitment process. Attracting candidates with high levels of proficiency and retaining high potential talents remain key priorities in its staffing approach. AMRO made good progress in 2018 in human resource

management, successfully filling 95% of staff vacancies. In addition, AMRO strengthened its staff diversity, with staff coming from 12 different countries, and a male-female ratio of 60/40.

In line with AMRO's Human Resource (HR) Development Framework that was developed in 2017, AMRO staff were invited to participate in a Training Needs Analysis (TNA) survey in 2018. This aimed to provide an enabling environment for training and learning. The survey covered technical needs and soft skills development. This approach not only aided in the identification of current

and future training requirements of individual staff, but also facilitated the development of a training program that focuses on the enhancement of core competencies to accomplish functional team's objectives within the organization.

Active staff participation in this exercise enabled AMRO to create a holistic and robust training program. Subsequently, AMRO provided an overview of the TNA survey in an open communication session with all staff, during which it also outlined the training program's progressive development going forward.



ACCOUNTABILITY

Instilling a strong sense of accountability is fundamental to creating a culture of learning within an organization. A learning culture in turn leads to high-quality sustainable business and operational processes, as well as effective allocation of resources.

Since 2017, AMRO has been working to incorporate results-based management (RBM) into its operations by developing a corporate PEF. The PEF – comprising a results framework, an indicator set and a staff handbook – serves as a starting point for AMRO to embrace learning and operational changes.

In 2018, AMRO piloted this PEF based on the methodology of RBM, identifying gaps by running the full cycle of measurement, analysis, reporting, learning, and planning before its formal implementation, and testing the resource implication of PEF activities for AMRO. The results of this pilot confirmed the alignment of the PEF with AMRO's operational structure and business cycle, and the effectiveness of the set of indicators in capturing progress made by AMRO. The data collected during this process also provided feedback as actionable input, allowing AMRO to reflect and better understand its comparative strengths and weaknesses.

Following the conclusion of the pilot, AMRO's EC agreed to formally adopt the PEF. This PEF takes effect from 1 January 2019. Recognizing that RBM is an iterative process that requires constant refinement to ensure continued effectiveness, AMRO is committed to translate findings from its annual performance evaluation into tangible operational and institutional changes, and integrate RBM in its business cycle.

THE WORK ENVIRONMENT

Fostering a work environment that supports staff productivity and performance was achieved through improving administrative processes, beautifying the office space, and providing timely technology support.

After the completion of AMRO's office renovation in July 2017, AMRO invited its member authorities to donate artworks for display in the newly renovated office. The donated artworks, showcased throughout AMRO's office, demonstrates the rich and diverse culture of ASEAN+3 members while creating an aesthetically pleasing work environment for all staff.

AMRO continues to ensure that its information technology infrastructure is up-to-date and efficient to support AMRO's core functions. Its reliability and resilience is secured through a data backup and a disaster recovery site.

LEGAL AFFAIRS

AMRO adopted the Information/ Document Classification Policy in its Administrative Orders to ensure the proper classification, marking and handling of all information and documents, as well as safeguard sensitive information, preventing unauthorized access and disclosure.

In relation to AMRO's membership in the International Labor Organization Administrative Tribunal (ILOAT), AMRO conducted comprehensive revisions of staff rules and regulations (Administrative Orders) to ensure that AMRO has in place a regulatory framework compatible with the principles of the law of the international civil service applied by the ILOAT.

To assist in the precise formulation of up-to-date legal instruments, AMRO revised and updated the Secondary Rules of the AMRO Agreement, which was endorsed by the EC in December 2018.

With the ratification of the AMRO Agreement completed by all members on 5 April 2018, AMRO has started to work on the dissolution of AMRO Limited.