THE ROLE OF REGIONAL ORGANIZATIONS IN CAPACITY-BUILDING AND TRAINING IN ECONOMIC SECTOR OF ARAB STATES

(A case study of AMF during 2014, 2015, and 2016)

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Abstract

This study investigates the role of the Regional organizations in capacity building and training in the economic sectors of Arab states (a case study of the Arab Monetary Fund (AMF) during 2014, 2015, and 2016). Previous studies have confirmed that Regional organizations play a pivotal role in capacity building and training. For that reason, the study focused on issues pertaining to capacity-building, training and developing human resources. The study also addressed the concepts and goals of regional organizations, in addition to the concepts and the goals of capacity building and training. It also demonstrated the role of the Arab Monetary Fund (AMF) in capacity building and training in the economic sectors of Arab states. The study concluded that AMF represented in the economic-political center has launched many training programs and workshops in the member states. Such programs and workshops aimed to raise and promote the competence and performance of human resources in the economic sectors of Arab States such as central banks, ministries of finance and other official institutions particularly the institutions liable for national and economic statistics. Moreover, the results displayed that the Arab Monetary Fund (AMF) provided distinctive training programs to the human cadres in Arab state economic sectors that embrace high technical and economic values in the fields of evaluating the financial markets, Macroeconomic and Financial Management, government finance statistics and financial stability and macro-prudential policies. The AMF has cooperated with other institutions to provide these training programs with the best international financial institutions, most notably the International Monetary Fund. One of the most significant results of the study is the interest the Arab Monetary Fund (IMF) in meeting the needs of the economic sectors of the Arab states through the expansion in the fields and the number of training programs and participants. Training programs have increased from 17 training courses in 2014 to 23 in 2015 and 28 in 2016. The number of recipients has increased from 340 in 2014 to 650 in 2015 and 748 in 2016.

Keywords: Regional organizations, capacity building and training, economic sectors of Arab states, Arab Monetary Fund
Introduction:

Regional organizations seek to improve the quality of life and increase prosperity for citizens of Member States, especially poor countries, through subsidies, loans, advisory services, financing of infrastructure projects and development programs that contribute to the economic growth of Member States. (1)

Besides their developmental role, regional organizations play other roles with a social and human dimension, and this role can be played by the Organization in supporting the social and cultural work of Member States. These fields enable the organizations to contribute to social and cultural work in communities. Such actions are raised up to the status of duty under the agreements concluded between the States members of the organization. (2)

The present-day communities require effective organizations to meet social, cultural and economic needs. Training, rehabilitation and capacity-building programs are important programs that contemporary communities need to achieve sustainable development. A number of countries, such as East and South-East Asian countries have succeeded in breaking out of underdevelopment, achieving high rates of economic growth and achieving greater equity in income distribution. These have been reflected in better living standards for deliberate government involvement aimed at utilizing available human resources and rehabilitating them. These measures have been achieved through the expansion of higher productivity, the diversification of investment and the diversification of export and import markets. These results have been achieved with an emphasis on the development of the education and training sectors, in addition to the governmental and private administration, the interest in funding research and development, the development of the new technologies used and adapted to local environmental conditions. (3)

This study is an attempt to discuss the role of regional organizations in capacity building and training in the economic sectors of the Arab states (the case study of the Arab Monetary Fund during the years 2014, 2015 and 2016) to discern the role of the Fund in providing training programs for Arab countries.

The problem

Training, rehabilitation and capacity-building programs are among the most important development programs adopted by governments and many organizations in building a capacity capable of meeting the pressures and challenges of humanity, technology, productivity, and management that are directly related to the individual as a human being on the one hand and the main drive of development on the other hand. His Efficiency depends on the efficiency of all governmental and private agencies and thus the efficiency of organizational performance.

All indications point to a growing interest in the training and capacity-building function, as this function is linked to the level of individual performance and productivity or production efficiency. The Low individual performance and productive efficiency are a major threat to development. (4)

From the above, the study problem can be formulated in the following questions:

1- Do the regional organizations, Arab Monetary Fund, play important and vital roles in building capacity and training for the economic sectors in the Arab states?

2- Are these training programs provided by the Fund of high economic and technical value that satisfy the needs of Arab states?
Significance of the Study

Capacity-building and training programs are key to sustainable development. In particular, training and capacity building contribute effectively to the development of human relationships within the work environment. These relationships are stronger and more effective when individuals have the skills and abilities required to perform the work, as well as working within a good framework of behavioral relationships. In addition, capacity building and training are critical to increasing the capabilities and knowledge of the staff at different levels. It is necessary to develop the capacities of the current managers and heads of the various managerial levels of the institution, as well as to prepare future managers and equip them with the managerial skills and knowledge that will enable them to hold leadership positions in the future.

This is because administrative training has become necessary to deepen and raise the capacities of managers at various levels of management and leadership on the management and effectiveness of setting goals and the formulation of policies and strategies and analysis of problems and the acceptance of scientific methods in decision-making.

This is beside the development of their abilities to comprehensively understand their institutions and social and cultural environments and traditions. Moreover, to develop the behaviors and abilities of employees and their thinking patterns and imparting the necessary skills to work, which will positively affect the improvement and development of the enterprise’s productivity?

This study is believed to important the role played by many regional organizations in the economic, social and cultural fields, which focus on the preparation, rehabilitation and training of the individual as the main engine of development. Therefore, capacity building and training programs are a key element of many organizations, given their positive feedback on the development of individuals and institutions, improve the working environment and add a lot of knowledge and skills.

Objectives of the study

This research seeks to achieve a set of objectives, which can be summarized in the following:

1. To identify the concept of regional organizations and the objectives of such organizations.
2. To address the concept of capacity building and training and their respective objectives.
3. To identify the role of the Arab Monetary Fund in providing training programs for the economic sectors of Arab countries.
4. To present some proposals that contributes to the development of capacity building and training programs of the Arab Monetary Fund.

Hypotheses of the study

1. AMF provides diverse and high-quality programs pertaining to capacity building and training for the economic sectors of Arab states.
2. AMF cooperates with many international organizations and institutions in the preparation of capacity building and training programs that are provided to the economic sectors of Arab countries.
3. The capacity building and training programs provided by the AMF have high economic and technical value that contributes to the realization of the economic development plans of the Arab countries.
Methodology of the study

This study adopts descriptive, analytical and historical approach through which it handles the elements of the regional organizations, the concept of capacity building, training together with the objectives of each one of them. It also describes and analyzes the role of the AMF in the field of capacity building and training for the economic sectors of the Arab countries through tracking the history of this role during the years (2014, 2015 and 2016) and finally reaching the findings and recommendations.

Previous studies

The previous studies related to the research subject of the AMF and its role in capacity building and training in economic institutions are rare. Therefore, the researcher dealt with studies related to the general subject of the study, including:

1) Thabit's Study (2010)

The present study dealt with the problems of administrative training in non-governmental organizations operating in Gaza Strip, and reached a number of results, the most important of which are:

- The need to rely on scientific principles when designing training programs and identifying training needs in advance.
- Focusing on the technological aspect of the training process and its continuous follow-up, as well as the need to diversify the training methods.
- The need to increase the capacity of trainers and training personnel and increase their training awareness.
- Provide and maintain training materials and provide an appropriate budget to help in good planning for training.

2) Fayruz's study (2010)

This study dealt with the role of private sector training centers in a human capacity building in Khartoum State. The study reached many results:

- The training programs provided by private sector training centers have had a positive impact on the development of the skills and abilities of the employees and the development of their performance, which contributed to the promotion of the performance of institutions.
- Training centers in the private sector provided programs that correspond to the actual needs of institutions and cope with the challenges of globalization.
- Training centers need to cooperate with international training institutions to benefit from their experiences and capabilities.

3) Hiwayda's study (2006)

The study investigated the impact of training on the efficiency of production of the employees in Kenana Sugar Company. It aimed to identify the extent to which training contributed to raising the productivity of employees to achieve the goals of the organization. The study concluded with the relationship between training and increasing production efficiency; where the study proved that there is a direct relationship between trained labor and production efficiency. The more trained labor, the higher productivity. Equally, if the training programs are effective, the production will be achieved in less effort and time.
4) A study by Shabbat, Jalal, Lawah and Nabil (2015) 

This study aimed at identifying the role of NGOs in the development of human resources in health institutions – A case study of Al-Awda Hospital in the Gaza Strip. The most significant results of this study are:

- NGOs provide funded projects for the development of the administrative and financial staff at Al-Awda and Hospital Medical cadres with a medium rate of only 69%, which in turn reflects the apparent shortcomings in relation to the importance of the health sector and its employees.
- NGOs offer limited grants for the development and preparation of administrative and financial staff at Al-Awda hospital. These grants are regarded as seasonal and did not exceed 65%.
- Data analysis showed that the pride in the NGOs experience of the development of human resources in the Al-Awda Hospital was limited at only 68%, reflecting the passive role played by NGOs in this field.

The concept of Regional Organizations (CROs)

Regional organizations are the key link in the chain of the factors that influence the international community through its role in the effectiveness of Member States, based on a harmonious association among its members. ROS include a limited number of States with geographical, economic, cultural and historical ties. Regional organizations are thus independent standing bodies established under the agreement of the administration of a group of States brought together by a particular association with a view to achieving common interests of these states.

Goals of Regional Organizations (ROs)

Regional organizations seek to achieve several goals:
- Seeking cooperation in the political and social fields in a way that ensures the common interests of the member states through coordination and concerted of efforts.
- Strengthening the joint economic cooperation of the Member States in order to ensure the improvement of the national economic efficiency of each country.
- Achieving intercultural cooperation among countries in order to deepen cultural value.
- Qualifying and preparing the human cadres of the Member States of the Organization through various training programs.
- Achieving better integration in the several joint fields of the member of the States.

The concept of capacity building and training

Definition of capacity building:
The capacity building is defined as the enhancement of the community's ability to do business by itself, in the sense that it develops and strengthens the skills and becomes more confident and more effective in an organization.

Capacity building can be defined as organizing the use of community resources through training for developing skills and institutional capacity development to enable them to identify and evaluate environmental problems and to increase understanding and analysis of problems. Thus, community capacity building is more than just training, where it contains:

- Human resources development.
- Organization structure development.
- Developing the general legal framework.
In addition, one can say that capacity building is a community empowerment policy designed to strengthen all parties to the development process so that they can play an active role in management and planning of their human settlements.\(^{(14)}\) It can be said that the process of capacity building is to continuously develop and strengthen the capacity of society to improve its ability to solve problems. Therefore, it does not refer only to the acquisition of skills but also to the ability to benefit from the skills of the community in organizing the work of its environment to achieve the objectives to be achieved. It is an activity through organizations and people related to the good distribution of roles to achieve sound development and therefore an integral part of the practical activities and training programs aimed at achieving sustainable development.

**Objectives of capacity building as a pillar of sustainable development:**

Community capacity building is an effective tool for sustainable development processes and aimed at achieving sustainable development to:

- Enabling community members to successfully enter into the development process and play an active role in design and implementation processes to achieve sustainable development and increase community capacity to assess their efforts and learn from their experiences.
- Providing the opportunity for members of the community to benefit from their experiences and participate as an effective party in the decision-making process.
- Strengthening the role of society and developing its abilities and skills in various fields.
- Building the necessary knowledge about sustainable development and its relationship to decision-making processes at the local, regional and international levels.
- Identifying practical ideas, scientific approaches and determinants needed to implement capacity-building programs as an input to sustainable development.

**Definition of training:**

The concept of training involves the concept of education where the individual acquires mental abilities of knowledge and skills together with the development of behavior and attitudes towards the love of work and devotion to it. Training enables the individual to gain behavior, practical and scientific knowledge to carry out his responsibilities of operation, production, maintenance, and services, thereby gaining manual skills and professional ability to be able to contribute to production and economic development.\(^{(15)}\) Some specialist training concept as the process of teaching knowledge and teaching advanced methods of work performance to bring about changes in the behavior, habits, knowledge, skills and the required abilities of the individuals to perform work properly to reach their goals and the objectives of the organization in which they work. Another expert defines it as scientific and practical means to increase the efficiency of the human resources by refining their abilities and develop their skills to obtain maximum possible productivity. Another expert defines training as an incessant process focuses on the individual for producing specific behavioral and technical changes to meet the present or future businesses need that required by the individual and organization.\(^{(16)}\)

From the abovementioned, training can be defined as a scientific and practical method that provides individuals with the knowledge, skills and abilities that enable them to develop, progress and reach their goals and the goals of the organizations in which they work so that they are able to develop production methods in terms of technical and economic aspects.
Objectives of training

Training objectives include the following aspects:

- Raising the productive efficiency of the individual, through training them on how to carry out their duties with a high degree of proficiency and then increase their capacity for production.
- The reduction of expenditure, where the training programs create more profits by raising the productivity of workers and economy in less time because of good knowledge of the manner of work and performance.
- Raising the morale of the employees. Through the training, the workers feel the seriousness of the organization or institution to help them and have the desire to develop and promote their profession. Thus, training leads to the dedication of work.\(^{(17)}\)
- Enable employees to perform their work without follow-up and inspection, which reduces the process of supervision.
- Enable employees to adapt and be able to deal with business and technological developments.
- Training is used as a means to motivate employees to upgrade, leading to increased competition among them and increased productivity.\(^{(18)}\)

The role of the AMF in capacity building and training in the economic sectors of Arab States:

The role of regional organizations is growing with the increasing need for additional actors to engage in development tasks and programs, especially after many States and their agencies fail to meet the economic, social and cultural needs of citizens. Since these needs are citizens’ right and are urgently needed to ensure human security, economic and social stability. Regional organizations have had to be made more accessible as partners in the development process to benefit from their human and material resources and experience.

The impact of globalization on the Arab economies is the latest structural shift in more privatization programs and the creation of more jobs in the sectors of knowledge-based economic activity, although these opportunities are often limited. All this requires the provision of a highly skilled and technical workforce to meet the development needs and needs of the current and future labor market, and interest in lifelong education and training.\(^{(19)}\)

The Arab Monetary Fund is represented by the Institute of Economic Policy, which is a representative of the Institute of Economic Policies. It also provides training programs to the Member States to promote and raise the efficiency of human resources in various economic sectors such as central banks, ministries of finance and other official institutions, especially those responsible for economic and national statistics. The work covers all the economic topics that contribute greatly to helping these cadres to keep abreast of the standards and techniques in force worldwide and to develop work according to the internationally agreed practices. This can be achieved by the participation of international institutions specialized in various economic fields.\(^{(20)}\)

Introducing AMF

The Arab Monetary Fund (AMF) is a regional Arab financial institution established in 1976. It has been operating since 1977 and has 22 member countries: Jordan, United Arab Emirates, Bahrain, Tunisia, Algeria, Djibouti, Saudi Arabia, Sudan, Syria, Somalia, Iraq, Oman, Palestine, Qatar, Kuwait, Lebanon, Libya, Egypt, Morocco, Mauritania, Yemen and the Comoros.

The goals of the AMF

- Correcting the imbalance in the balance of payments of Member States.
- Working to remove restrictions on ongoing payments among the Member States.
- Establishing policies and methods of Arab monetary cooperation.
- Advising when requested in relation to foreign investment policies.
- Developing Arab financial markets.
- Working to create conditions conducive to the establishment of a unified Arab currency.

The AMF shall collaborate with similar Arab institutions to achieve its objectives and collaborate with similar international organizations when necessary.

The AMF provides technical assistance and services in the monetary and financial fields of the Member States that enter into economic agreements aimed at reaching a monetary confederation among them as a phase in achieving the objectives of the Fund. The Fund shall also, by a decision of the Governing Council, adopt any other means to achieve its objectives. (21)

The training courses organized by the Fund during the study period (2014, 2015 and 2016) for the economic sectors in the Arab countries. During this period, the number of training sessions organized by the Fund was 17 in 2014, 23 in 2015 and 28 in 2016. (22) Table (1) and Figure (1):

Table (1): This table shows the number of courses organized by the Institute for Economic Policy of the Fund during the study period

<table>
<thead>
<tr>
<th>Years</th>
<th>Training Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>17</td>
</tr>
<tr>
<td>2015</td>
<td>23</td>
</tr>
<tr>
<td>2016</td>
<td>28</td>
</tr>
</tbody>
</table>

Source: Researcher through the Fund’s annual report for 2016.

Figure (1) shows the number of courses organized by the Institute for Economic Policy of the Fund during the study period

The type of the courses organized by the Fund is varied during the study period, but there were a number of training courses that were running during the study period. These courses were implemented during the years 2014, 2015 and 2016, as shown in Table (2).
Table (2) Shows the training courses organized by the Fund during (2014, 2015 and 2016)

<table>
<thead>
<tr>
<th>No.</th>
<th>The name of the training course</th>
<th>The objective</th>
<th>Collaborative organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Analysis of financial markets</td>
<td>To familiarize participants with the fundamentals of financial analysis that are part of the policymakers’ tools</td>
<td>The Middle East Center for Economics and Finance of the AMF</td>
</tr>
<tr>
<td>3.</td>
<td>Government Finance Statistics</td>
<td>To inform the participants of the IMF with the GFS concepts framework for the fiscal year 2014 (Update of the GFSM 2001) and the practical aspects of data preparation.</td>
<td>The Middle East Center for Economics and Finance of the AMF</td>
</tr>
<tr>
<td>4.</td>
<td>Macroeconomic Forecasting</td>
<td>To Raise the efficiency of the participants in the use of predictors of variables, and the preparation of macroeconomic models through the application of modern methods of economy and measurement</td>
<td>The IMF Center for Economics and Finance in the Middle East.</td>
</tr>
<tr>
<td>5.</td>
<td>Financial stability and Macro-prudential policies</td>
<td>To foster deep participants’ understanding and knowledge of the theoretical and practical aspects of policies and instruments aimed at strengthening financial stability.</td>
<td>The Bank of England (BoE) “the central bank”</td>
</tr>
<tr>
<td>6.</td>
<td>&quot; Basel III &quot;and &quot; Macro-prudential policies &quot;</td>
<td>To inform participants of Basel III pertaining to the importance of macro-prudential policy as an operative framework for maintaining financial stability.</td>
<td>The Institute for Economic Policy in the AMF in cooperation with the Financial Stability Institute of the Bank for International Settlements (BIS)</td>
</tr>
</tbody>
</table>

**Source:** Researcher through the annual report of the AMF during the years 2014, 2015 and 2016.

It is obvious from the table that these courses are varied and appear to be of great importance and high economic and technical value among the activities of the Fund as evidence that it was incessant.
during the years 2014, 2015. The researchers attributed this to the need of the economic sectors and human cadres in the Arab countries for such courses in order to raise the capabilities and skills of human cadres in these areas to accelerate economic development. It is also noted that 67% of the courses that were constant during the years 2014, 2015 and 2016, and are of great importance in the activity of the Fund has been cooperating with the IMF. There were workshops and training courses held by the Fund in 2014, which were not repeated in the following years of the study period:

1- A training course on "Risk Management with a focus on liquidity risk" during the period 25-27 March 2014 at the Institute's headquarters in Abu Dhabi in cooperation with the Institute of Financial Stability of the Bank for International Settlements. It aims to inform participants with the sound principles of risk management at banks. Emphasis was placed on the liquidity risk and on the bases to be followed for the management and control of liquidity and developments in its management.

2- The regional workshop on labor recruitment policies in the GCC countries during the period 22-23 April 2014 at the Institute’s headquarters in Abu Dhabi City, in cooperation with the Ministry of Labor in the United Arab Emirates and the World Bank. The workshop attracted leaders and stakeholders in the formulation of labor market policies to discuss the management of temporary contractual employment, recruitment mechanisms and exchange of ideas and experiences on issues of interest to develop Existing recruitment policies.

3- A training course on "Technical Barriers to Trade" was held on 29-30 April 2014 at the Institute’s headquarters in Abu Dhabi in cooperation with the World Trade Organization. The course aimed at helping the Arab countries to enhance their knowledge of the principles and obligations of the Technical Barriers Agreement. The seminar also focused on the transparency issues included in this agreement and briefed the participants on the latest work of the Technical Barriers Committee. It also aimed to encourage participants to share experiences, especially with regard to the challenges facing their countries in applying technical barriers.

4- A training course on "Forecasting in Central Banks" during the period 14-18 September 2014 at the Institute's headquarters in Abu Dhabi City in cooperation with the Bank of England. The course aimed at informing the participants about the mechanisms and bases of inflation forecasting. The focus was on economic, statistical, structural and semi-Inflation as well as forecasting methods.

5- A training course on "Macroeconomic Modeling and Forecasting" was held on 17-19 November 2014 at the Institute's headquarters in Abu Dhabi, with the participation of the German Central Bank. The course aimed at introducing participants in central banks to methods and techniques for the development of macroeconomic models and forecasting. The course focused on time series and econometric aspects of modeling and forecasting.

6- A Training course on "Monetary Policy and Exchange Rate Policy" during the period 7-18 December 2014 at the Institute’s headquarters in Abu Dhabi, in cooperation with the IMF’s Center for Economics and Finance in the Middle East. This course aims to acquaint participants with the different strategies of monetary policy and exchange rate arrangements selected by countries and the importance of consistency between the two options. The session also addressed the factors related to the choice of the exchange rate system, the monetary policy strategy and the consequences of the various options.

7- A training course on "National Accounts (NAS)" was held from 22 to 24 December 2014 at the Fund’s headquarters in Abu Dhabi City, in cooperation with the Japan International Development Agency. It aims to deepen the understanding of participants from the ministries of finance, central banks and statistical agencies in the Arab countries with methodologies, utilization of Japan's experience in national accounts statistics, and the experience of some countries in this field. It is
worth mentioning that this is the first course organized in cooperation with the Japanese Agency for International Development.

Furthermore, there are training courses held by the Fund in 2015 and did not appear in the Fund's activity during 2014 - 2016 they are as follows: (23)

- A training session on "Trade in Services Statistics" in cooperation with the World Trade Organization during the period 25-28 January 2015 aimed at informing the participants of the general framework on how national statistics on the trade in international services are prepared.
- A training session on "Monetary Policy and Operations" during the period 15 - 19 March 2015. It aimed at informing the participants on the basis that should be followed by the Central Bank to maintain both monetary and financial stability at the same time and to what extent this can be achieved without affecting each other.
- A training session on "Market Access" in cooperation with the World Trade Organization (WTO), April 12-16, aimed at deepening participants' understanding of specific aspects of market access, as well as WTO rules governing such aspects as customs tariffs, Rules of the establishment, import licenses and trade facilitation.
- A training session on "Trade in services" in collaboration with the World Trade Organization, aimed at deepening the participants' understanding of the role of services trade in the open world economies.
- A training session on "Agriculture Agreements" in collaboration with the World Trade Organization during the period 20-22 October 2015, aimed at facilitating the effective contribution of Arab countries to the work of the World Trade Organization.
- A training session on "Balance of Payments Statistics" in cooperation with the International Monetary Fund's Center for Economics and Finance in the Middle East during the period 25 October to 5 November 2015. This training course aimed at informing participants on the methodology of collecting and preparing balance of payments statistics and international investment situation based on the sixth edition of the Balance Sheet Payments and International Investment Position of the International Monetary Fund.
- A training session on "Intensive Control of Large Banks" in cooperation with the Institute of Financial Stability of the Bank for International Settlements, 17-19 November 2015, aimed at informing participants of the most important elements of the control of large banks.
- A training course on "External Exposure and External Sector Policies" in cooperation with the International Monetary Fund’s Center for Economics and Finance in the Middle East from (6 to 17) December 2015. The course aimed to deepen participants' understanding of assessing a variety of policies on external debt and cash management needs of foreign currency, liberalization of capital account and management of foreign aid.
- A Training Course on "Developing Bond Markets" in cooperation with the Japan International Cooperation Agency (JICA) during the period 20-23 December 2015, focusing on issues and standards of issuance of bonds and their features as a tool for long-term financing. The course shed light on the fundamentals of developing the bond market and the requirements and experiences of countries in this regard.

Regarding the year 2016, there has been an increase in the number of courses as having been mentioned before. The number of courses reached 28 compared with 23 in 2015. These training courses dealt with new topics in addition to the main ones in response to the aspirations of the Member States and meeting their needs and maximizing the benefits of the targeted cadres, which were developed and reviewed to keep pace with the aspirations and developments in the region.
The courses implemented during 2016 included nine courses in cooperation with the IMF, two sessions with the World Trade Organization (WTO), two sessions with the German Central Bank, a session with the Bank of England (BOE), two sessions with the Bank for International Settlements (BIS) Two courses with the Islamic Development Bank, three sessions with the World Bank, a session with the Japan International Cooperation Agency, a session with the Financial Action Task Force for the Middle East and North Africa, and five sessions prepared by AMF experts at the Economic Department and the Investment Department.

Not only was the effort to meet the needs of the Arab countries to expand in the areas and number of training programs, but to focus on the types and quality of the courses. The Fund received a questionnaire about the participants' impressions and opinions about training courses and programs. The responses were positive particularly the aspect of information systems and acquired skills.

The participants' responses included several proposals on the design of additional training programs to meet the needs and aspirations of Member States.

With regard to the strengthening of the basic work tracks to be distinguished, the Fund is keen to include in its 2016 plan the provision of the requirements to modernize its computer equipment, on the one hand, update its policies, and work procedures on the other hand. This is in addition to the development of the registration system and the selection of candidates electronically to facilitate the task of advancing the course.

As for the number of participants from the Arab countries, 748 Arab cadres participated in the 2016 training programs compared to 605 participants during the year 2015, an increase of about 24%, while the number of participants was 430 in 2014.\(^{(24)}\)
Table (3) shows the number of participants in courses, workshops, and seminars

<table>
<thead>
<tr>
<th>Year</th>
<th>Beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>374</td>
</tr>
<tr>
<td>2013</td>
<td>422</td>
</tr>
<tr>
<td>2014</td>
<td>430</td>
</tr>
<tr>
<td>2015</td>
<td>605</td>
</tr>
<tr>
<td>2016</td>
<td>748</td>
</tr>
</tbody>
</table>

Source: Researcher through the report of the Arab Monetary Fund (AMF) for the year 2016

The number of participants of the activities of the Institute of Economic Policies of the Fund is increasing, as the number of participants increases each year, indicating the great role played by the Fund in the rehabilitation and preparation of Arab human cadres in the various economic sectors. Figure (3) illustrates this.

In respect of maintaining the development and training capacities through enhancing the qualified human cadres for the implementation and increase of the activities, the efforts continued to attract the qualified cadres of the staff of the Institute of the Fund, to be selected in accordance with the standards and specifications to ensure the improvement of the training process and its outputs through the presence of cadres with a distinguished academic and practical background.
Taking into account the above, the Institute completed its planned programs in 2016. The Institute's activities include 28 training courses, 22 of which were held at the Fund's headquarters in Abu Dhabi, United Arab Emirates. The following is a list of the training courses and workshops carried out by the Institute at its headquarters in Abu Dhabi in 2016, together with the topics dealt with by them. Besides the parties that cooperated with them in accomplishing these courses and a summary of the objectives of their organization, knowing that the courses mentioned in Table (2) will not be mentioned.

- A training course on "Operational Risk Management", with the participation of the German Central Bank, during the period from 5 to 7 January 2016, aimed at informing participants of the latest developments in the management of operational risks in terms of risk identification, measurement and control as well as best practices in this regard.

- A training course on "Islamic Insurance" (Takaful), in cooperation with the World Bank, during the period from 11 to 14 January 2016, aimed at shedding light on the principles of Islamic insurance (Takaful), as well as the importance that the sector enjoys in the light of the rapid development in the financial industry.

- A training course on "Analysis of the performance of foreign trade and measuring competitiveness in the Arab countries", prepared and presented by technicians of the Economic and Technical Department of the Arab Monetary Fund during the period 16-18 February 2016. The course aimed at introducing participants to the most important indicators used in the analysis of foreign trade performance, Commodity trade, export diversification and relative advantage of commodity exports.

- A training course on "Arab Economies: Prospects and Developments", in cooperation between the technicians of the Institute of Economic Policies and Technicians of the Economic and Technical Department of the Arab Monetary Fund, during the period 23-25 February 2016, aimed at enhancing the exchange of experiences and knowledge among the concerned and supervisors of macroeconomic modeling and economic forecasting In relevant Arab institutions.

- A training session on "Risk-Based Control" in collaboration with the Institute for Financial Stability of the Bank for International Settlements (BIS), March 15-17, 2016, aimed at enriching participants' knowledge of risk-focused control.


- A training course on "Sukuk Development", in cooperation with the World Bank, 10-14 April 2016. The course aimed to familiarize participants with one of the most important Islamic Shari'a compliant long-term instruments.

- A workshop on "Trade and Development of Arab Countries", in cooperation with the World Trade Organization (WTO) during the period 19-21 April 2016. The workshop aimed to deepen the participants' understanding of development issues in light of the Doha Round for Development, exclusively the interrelationship between trade and development.

- A training session on the "application of monetary policy", in conjunction with the German Central Bank during the period 25-27 April 2016. The course aimed at deepening the participants understanding of the role and functions of monetary policy instruments.

- Training course on "Foreign Reserves Management Program", in cooperation with the Arab Investment Fund's Investment Department, during the period from 30 May to the 2nd of June 2016. The course aimed at informing participants (technicians at the intermediate level) of the practical
aspects of managing foreign reserves which includes the investment management and distribution and diversification of investment assets with the aim of achieving the highest rate of return on risk.

- A training course on "The Role and Functions of Central Banks", prepared and presented by the technical staff of the different departments of the Fund during the period 14-18 August 2016. The course aims to inform the staff of the Central Bank of Yemen on the latest development of the role and functions of central banks as practiced in the global central banks. It also to achieve economic growth and stability by supporting access to financial services and achieving financial inclusion and other tasks that have been added to the central role of central banks in the formulation and implementation of monetary policy and achieving the inflation target level in addition to the issuance of cash.\(^{(25)}\)

- A training course on "Risk Management in Islamic Banks", with the participation of the Research and Training Institute of the Islamic Development Bank, during the period 25-29 September 2016. The course aimed to inform the participants of the course on the sound foundations of risk management at Islamic banks in terms of risk identification, measurement, and control to maintain the integrity and durability of banks.

- A workshop on “Government Procurement”, organized by the Fund in cooperation with the World Trade Organization (WTO) on 3-6 October 2016. The workshops aimed to review and discuss the principles, concepts, and obligations set out in the Government Procurement Agreement.

- A training course on "control and Supervision of Islamic Banks", in cooperation with the World Bank during the period 20-23 November 2016, which dealt with the latest developments related to the supervision of Islamic banks, especially with regard to capital adequacy, risk management, and governance.

- A training course on "Small and Medium Enterprise (SME) Development Policies" held jointly with the Japan International Cooperation Agency (JICA) during the period from 27 to 30 November 2016, on how to activate (SME) competitiveness through a range of financial initiatives, tools and procedures that facilitate their access to financing on incentive terms and procedures, through the development and building of its human and technical capacities.

- A seminar on "Financial Safety Indicators", in conjunction with the International Monetary Fund’s Middle East Center for Economics and Finance, from 5 to 16 December 2016. The course addresses the concepts, definitions, sources, and methods of compiling financial safety indicators that contribute to supporting macroeconomic analysis in the light of "Manual on the Preparation of Financial Safety Indicators" issued by the International Monetary Fund.

For the training courses and workshops carried out by the Institute in the Member States during 2016, they were as follows:

- A training course in the Hashemite Kingdom of Jordan on "Economic Policy for Stability", in conjunction with the International Monetary Fund's Center for Economics and Finance in the Middle East, on 1-12 May 2016, on macroeconomic policies and partial precautionary policies aimed at enhancing financial stability.

- A training course in the Kingdom of Bahrain on "Public Sector Debt Statistics", in conjunction with the International Monetary Fund's Center for Economics and Finance in the Middle East during the period 18-22 December 2016, on the general framework of public sector debt statistics, Issued by the International Monetary Fund.

- A training course in the Republic of the Sudan on "Liquidity Management at Islamic Banks", in cooperation with the Research and Training Institute of the Islamic Development Bank during the period 23-27 October 2016, which addressed the most important issues and challenges facing the liquidity management of Islamic banks.
A training course in the Kingdom of Morocco on the "Diagnosis of Exposure to the Foreign Sector and Related Policies", in partnership with the IMF's Center for Economics and Finance in the Middle East during the period 5-16 December 2016, which evaluated a variety of policies related to external debt and cash management needs. Foreign exchange, liberalization of capital account and management of foreign aid.

Through the description, analysis and presentation of training courses, workshops, venues and themes, new courses and workshops developed in 2016 can be noted as they did not appear in 2014 and 2015 through the following table:

<table>
<thead>
<tr>
<th>Courses &amp; Workshops</th>
<th>Place</th>
<th>Coopertive Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Islamic Insurance (Takaful)</td>
<td>Abu Dhabi</td>
<td>The World Bank</td>
</tr>
<tr>
<td>Analysis of the performance of foreign trade in Arab countries</td>
<td>Abu Dhabi</td>
<td>Economic Department of the Fund</td>
</tr>
<tr>
<td>Arab Economies: Prospects and Developments</td>
<td>Abu Dhabi</td>
<td>Economic Department and the Institute fund</td>
</tr>
<tr>
<td>Money laundering</td>
<td>Abu Dhabi</td>
<td>The MENA Financial Action Task Force (FATF)</td>
</tr>
<tr>
<td>Trade and Development for Arab Countries</td>
<td>Abu Dhabi</td>
<td>WTO</td>
</tr>
<tr>
<td>The role and functions of central banks</td>
<td>Abu Dhabi</td>
<td>Different Fund Circles</td>
</tr>
<tr>
<td>Supervision and control of Islamic banks</td>
<td>Abu Dhabi</td>
<td>WB</td>
</tr>
<tr>
<td>SME development policies</td>
<td>Abu Dhabi</td>
<td>Japan International Cooperation Agency</td>
</tr>
<tr>
<td>Financial safety indicators</td>
<td>Abu Dhabi</td>
<td>International Monetary Fund(IMF)</td>
</tr>
<tr>
<td>Economic policy of stability</td>
<td>Jordan</td>
<td>International Monetary Fund( IMF)</td>
</tr>
<tr>
<td>Public sector debt statistics</td>
<td>Bahrain</td>
<td>International Monetary Fund( IMF)</td>
</tr>
<tr>
<td>Liquidity Management of Islamic Banks</td>
<td>Sudan</td>
<td>Islamic Development Bank</td>
</tr>
<tr>
<td>Diagnosis of exposure to external sector and related policies</td>
<td>Morocco</td>
<td>International Monetary Fund( IMF)</td>
</tr>
</tbody>
</table>

Source: Researcher through the report of the AMF 2016

The AMF played an vital role in assisting the Arab countries through training and qualifying their human cadres in various fields and developing the economic sectors of these countries.

The Fund's training programs have high economic and technical value that covered much of the shortage of Arab countries in the various economic and financial fields. This confirms the presence of many of the programs mentioned in Table (2) continuously during the study period, which illustrates the importance of these programs.

The issue of training and qualifying Arab individuals and cadres is a collective and a common issue for the Arab countries. The Arab Monetary Fund has contributed to alleviating this concern for the Arab countries and recognizing the role it plays in Arab countries in the need to rehabilitate and train these Arab cadres and to make them productive in developing science and knowledge that have a fundamental impact on the process of local and regional economic development.
Conclusion

The study highlighted regional organizations and their role in capacity building and training in the economic sectors of the Arab countries. The study dealt with the case of the AMF during the years 2014, 2015 and 2016. The study dealt with previous studies related to the subject, and discussed the role of the AMF in building capacity and training in the economic sectors of the Arab countries in advance with an introduction to the AMF and its contributions in the field of capacity building and training for the human cadres of the Arab countries.

The Institute for Economic Policy Studies of the Arab Monetary Fund (AMF) is conducting several training programs for the economic sectors of the Arab countries. The Institute holds a series of training programs and workshops covering all economic and social issues that help these cadres to keep pace with the latest standards and techniques. Moreover, they include the development of methods of work according to internationally agreed practices, with the participation of international institutions specialized in various economic fields, which shows that the Fund offers various programs of economic and technical quality in the area of capacity building and training for the economic sectors of the Arab States.

The most important training programs held by the Fund (in its headquarters in Abu Dhabi and at the headquarters of some member countries) during the study period are: analysis of financial markets, macroeconomic management and fiscal policies, government finance statistics, macroeconomic forecasting, financial stability and macroprudential policy, Basel III. In addition to courses on monetary policies, exchange rate policies, courses on Islamic banks, foreign trade, market access, how to develop bond markets, agricultural agreements, and Arab economies: prospects and developments together with Sukuk development. There are many workshops on trade and development of Arab countries, government procurement, and money laundering. The number of courses in the course of the study is expected to reach 17 in 2014, 23 in 2015 and 28 in 2016. The number of participants in these courses has grown to 430 in 2014, in 2015 reached about 605 participants and reached 748 in 2016, which shows the great interest of the Fund in developing the capabilities and skills of Arab cadres, which shows the great role played by the Fund in developing the economic sectors of the Arab countries.

Results:

1- The study showed that regional organizations possess the material and human resources that Arab countries can benefit from in various economic and social fields.

2- The AMF, represented by the Institute for Economic Policy, has held several training programs and workshops for the Member States to raise and enhance the efficiency of human cadres in various economic sectors such as central banks, ministries of finance and other official institutions, especially institutions responsible for economic and national statistics.

3- The most important training programs conducted by the Fund during the study period were those on financial market analysis, macroeconomic management and fiscal policy, government finance statistics, macroeconomic forecasting, financial stability and macroprudential policies, as well as Basel III and macro-prudential policies.

4- The study showed that human resources working in the various economic sectors in the Arab countries were in dire need of training courses on the economic and financial fields to raise their capacity and skills in these fields.

5- The AMF provided excellent training programs to the economic sectors of the Arab countries with high economic and technical value in cooperation with the best international financial
institutions such as the IMF, the WTO, the Financial Stability Institute of the Bank for International Settlements and several European central banks.

6- The Arab Monetary Fund (AMF) is keen to meet the needs of the Arab economic sectors by expanding the number of training programs and the number of participants. Training programs have increased from 17 training courses in 2014 to 23 in 2015 and 28 in 2016. The number of participants from 430 participants in 2014 to 605 in 2015 and to 748 participants in 2016.

7- The Arab Monetary Fund (AMF) is interested in recruiting qualified human resources to join the Institute's staff so that they are selected according to the standards and specifications that guarantee the improvement of the training process and its outputs.

8- The Arab Monetary Fund has shown interest in the development of the economic sectors of the Arab countries through its interest in the uniqueness and quality of its training programs through preparing a questionnaire about the participants' impressions and opinions about the courses and training programs offered to them, as well as going to the headquarters of some member countries to hold training courses and workshops.

Recommendations:

1. The need to expand the training courses and workshops held by the Fund at the headquarters of the Member States, where the number and quality of courses are limited compared to those held by the Fund at its headquarters in Abu Dhabi.

2. The need to cooperate with the central banks of Arab countries and Arab financial institutions when holding training courses and workshops and not to focus on European central banks, especially at the level of senior leaders in addition to the great experience of these institutions.

3. The need to expand the quality of training programs needed by the Arab economic sectors such as social responsibility programs, privatization and environmental pollution and its economic and social effects, in addition to the feasibility study of projects.

4. To expand the number of training courses and the number of participants in these courses, especially since the number of the labor force in the Arab countries is estimated at 132 million, according to the Arab Labor Organization's 2014 report, about 33% of the total population of the Arab region.(26)

5. To give attention to the women sector in the area of capacity building and training through the provision of training courses in economic and financial fields for their important role in the development of society.

6. The need to pay attention to the recruitment of qualified women cadres to join the working group of the Institute of Economic Policies of the Fund, so that they are selected in accordance with standards and specifications that ensure the upgrading of the training process and its outputs.

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